

UNICEF's Strategic Planning Processes

unite for
children

unicef 

Outline of the Presentation

- Overview
- The Strategic Plan:
 - The (current) Strategic Plan 2014-2017
 - Findings from the Mid Term review of the Strategic Plan 2014-2017
 - Preparing the (new) Strategic Plan 2018-2021

Overview

unite for
children

unicef 

UNICEF's programming is guided by agreed UN Development Group normative principles

1

• Human Rights

2

• Gender Equality

3

• Environmental Sustainability

CRC,
CEDAW,
others

Connecting international norms and standards to programming practice

UNICEF's Programming in humanitarian contexts is guided by CRC and International Humanitarian Law

Core Commitments for Children in Humanitarian Action



20 THE CONVENTION ON THE RIGHTS OF THE CHILD

unicef 

UNICEF's "Core Commitments for Children" guide UNICEF's work with children affected by humanitarian crisis

Based on norms & standards including:

- Convention on the Rights of the Child
- International Humanitarian Law
- General Assembly Resolutions, in particular 26/182 (IASC)
- Relevant Security Council resolutions
- SPHERE and INEE guidance

Executive Board decisions on UNICEF programming

Review and approval of the Strategic Plan (SP) and Integrated Budget

Review and approval of Country Programme Documents (CPDs)

Review and approval of select Policies, Plans and Frameworks

- Gender Action Plan
- Evaluation Policy
- Etc.

What does UNICEF work on in countries?

Within the parameters of the Strategic Plan, UNICEF country programme priorities are based on:

- National plans and priorities
- Situation analysis of children
 - disaggregated to the extent possible
 - analysis of barriers and bottlenecks
- Comparative advantage of UNICEF vis-à-vis partners
- Financial and human resource availability

How does UNICEF contribute to results in countries?

UNICEF achieves results through a mix of the following strategies, depending on the country context:

- Capacity development for system strengthening
- Research, evidence & knowledge management
- Policy dialogue, advocacy and communication
- Communication for Development
- Partnerships
- Identify and promote effective innovation
- Service delivery

Executive Board review of progress & results

- SP and Integrated Budget
 - Executive Director reports to the Board annually
- Country Programme Documents (CPDs)
 - Regional Directors report to the Board with end of CPD “Consolidated Results Reports”
- Policies, Plans and Frameworks
 - Evaluation results now posted publicly on web
 - Results from select evaluations presented to Board
 - Other plans and frameworks have specific reporting modalities
 - A wide range of documents related to programmes, funding and progress reports are available online to the public at <http://open.unicef.org/>

Strategic Plan 2014-2017

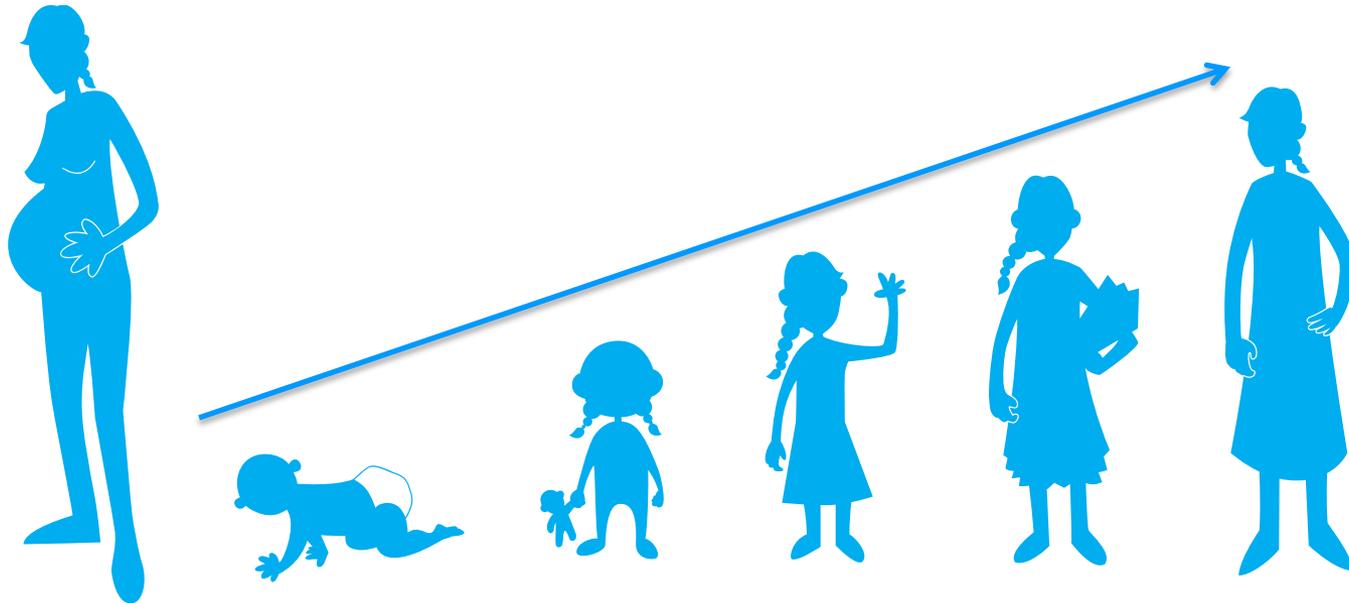
unite for
children

unicef 

Realizing the rights of every child, especially the most disadvantaged

SURVIVE
FROM BIRTH

TO THRIVE
INTO ADULthood



1
HEALTH

2
HIV & AIDS

3
WASH

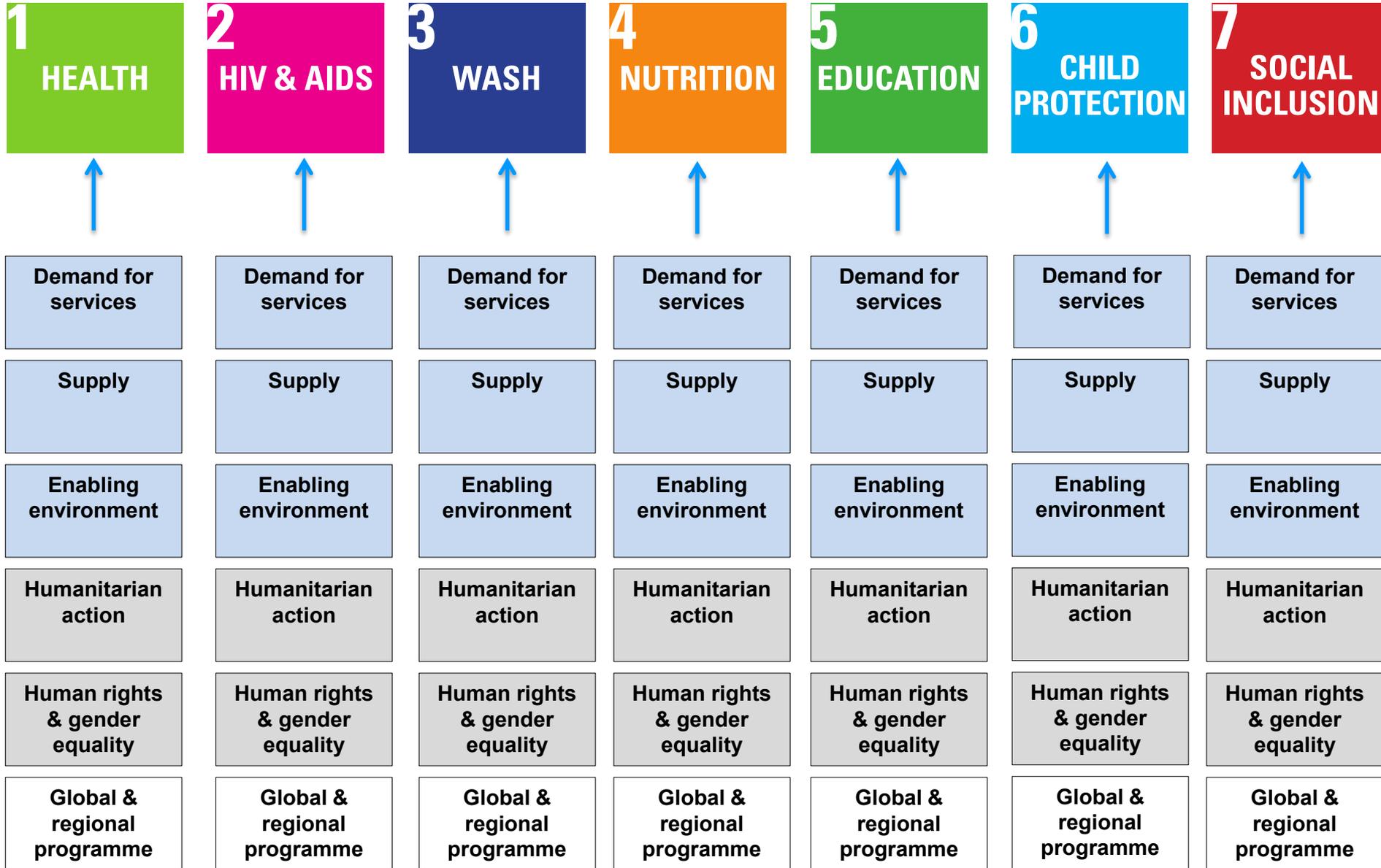
4
NUTRITION

5
EDUCATION

6
CHILD PROTECTION

7
SOCIAL INCLUSION

Outcomes with Common Output Structure



Mid Term Review of the Strategic Plan 2014-2017

unite for
children

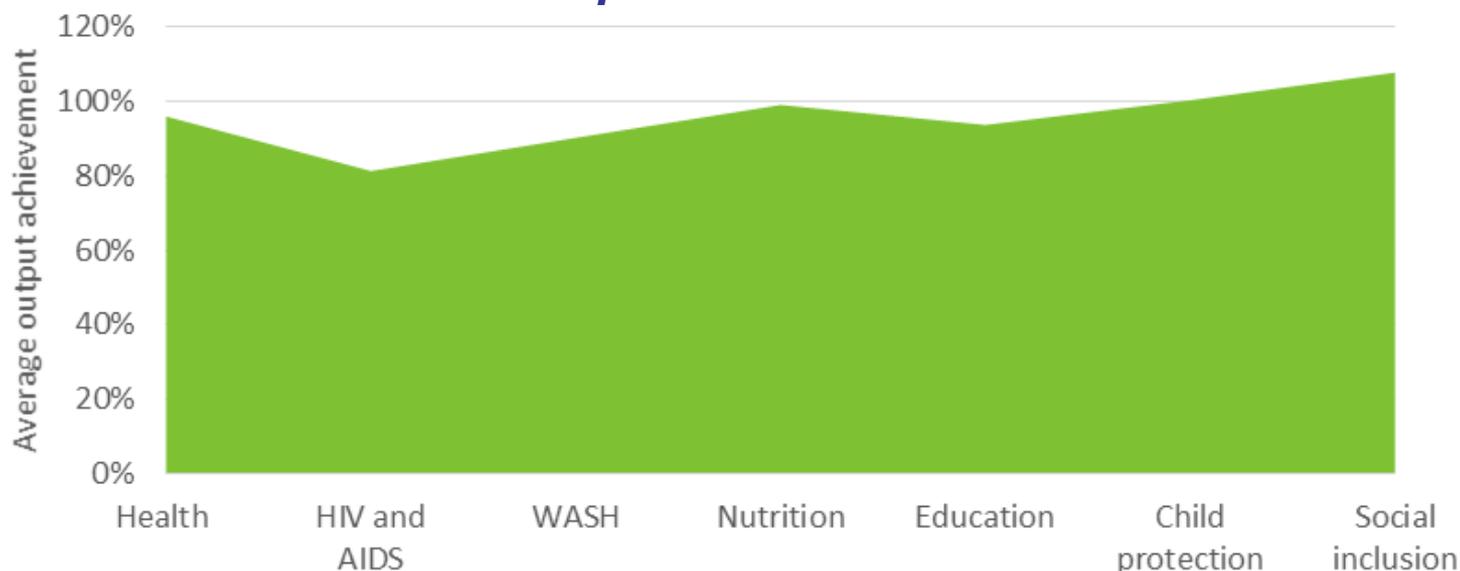
unicef 

Strategic Plan Results achieved

Overall, on track in the achievement of Strategic Plan

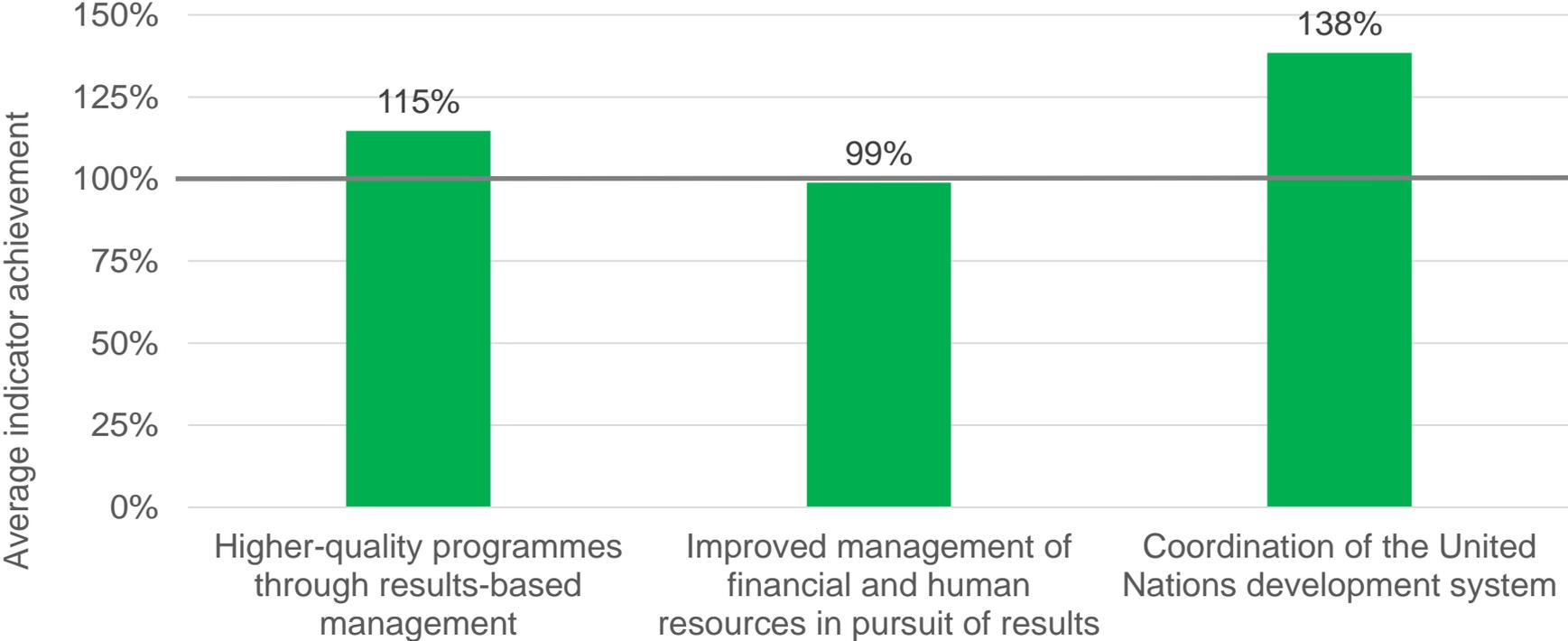
On average, UNICEF achieved 96% of output level milestones established for end 2015 (MTR para 20)

Average achievement rates of output-level results exceed 90%, except for HIV and AIDS



Results achieved - efficiency and effectiveness

On track or exceeded annual targets on organizational efficiency and effectiveness



Lessons learned – Strategic Plan itself

The Strategic Plan is used as a framework, allowing context-specific prioritization;

Significant progress made in aligning country programmes to Strategic Plan, mediated by regional priority setting;

Emphasis on universality has been important, illustrated by UNICEF involvement in European child migration crisis;

The Plan's Theory of Change and Results Framework were both significant steps forward but can be further strengthened;

Lessons learned – cross cutting examples

Equity focused programming has served to target the most excluded children;

Disaggregated data is the foundation of action on equity;

UNICEF continues to foster community- and country-level innovations for children;

Community level mobilization is indispensable to achieve results and C4D is an essential strategy for effective program delivery;

The voices of children, adolescents and communities are key to achieve results and for strengthening accountability;

Inter-sectoral approaches have proven to deliver results – e.g. WASH interventions in education and nutrition, where reduction in stunting is being achieved.

Looking forward – what we work on

UNICEF will work with partners to consolidate gains and address remaining gaps from the MDG era, including:

- Newborn and young child survival; HIV prevention and treatment
- Stunting reduction; Safe water and sanitation
- Gender equality

UNICEF will take advantage of new momentum from the SDGs in addressing:

- Violence against children
- Early childhood development

UNICEF will increasingly address issues that the 2030 Agenda has brought to the fore:

- Climate change and children
- Urbanization and children
- Refugee and migrant children
- Adolescent child development

Looking forward – how we work

UNICEF will continue to deepen its **strategic partnerships** across the UN system, with the private sector and with civil society to respond in an integrated way to challenges to child well-being;

UNICEF will continue to invest in **strengthening results based management** across all result areas, with increased attention to theories of change for inter-sectoral action;

UNICEF will continue to **diversify public and private sector funding sources**, promote contribution of flexible resources, and seek to develop innovative funding and financing methods.

Preparing the next Strategic Plan (2018- 2021)

unite for
children

unicef 

SP Design Considerations

What is Different?

- The strong link with the SDGs
 - The Strategic Plan will include 2021 results in the context of 2030 goals
 - There will be a deliberate effort to reflect the universal nature of UNICEF's mandate, in response to both the CRC and SDGs
 - Addressing equity and sustainability – addressed through dedicated Goal Areas as well in a cross-cutting way
 - Clear strategies (HOW), in support of the SDGs - participation, accountability, etc.

SP Design Considerations

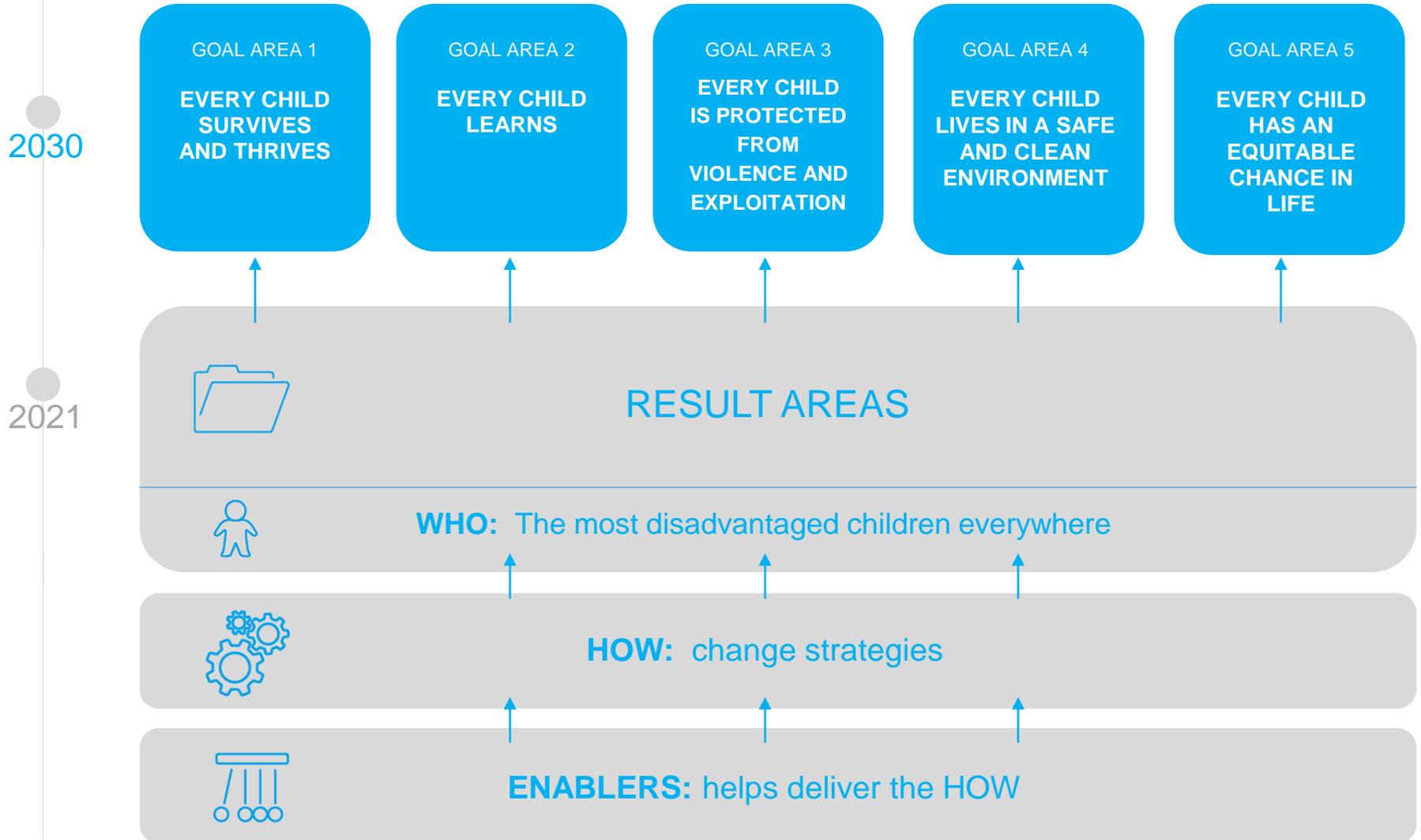
What is being reinforced?

- Build on ongoing efforts to address issues affecting children in both first and second decades of life – to reflect demographic shifts in many parts of the world.
- Building on the current Plan, the results on gender reflect a dual specification of issues that the new Plan seeks to address: around targeted priorities as well as on specific mainstreaming results.
- The results framework will include clear indicators on humanitarian response – for each results statement – reflecting a growing scale of humanitarian crises, as well as a deepening of the integration of humanitarian and development work.

Parameters

- Clear result statements, including at the child level
- Results will be ones that UNICEF plays a role in achieving and reflect our value-add, in collaboration UN agencies and other partners
- Various groups of Country Offices should identify themselves with results statements
 - Enable easy adaptation for purposes of defining/modifying country-owned CPD results frameworks

Figure 1: Proposed Key Elements of the Strategic Plan



Consultation processes

- Children, including adolescents
- Members of the Executive Board
- Member States
- Development partners
- Civil society
- Private sector
- United Nations Funds and Programmes
- UNICEF National Committees
- UNICEF Staff



Strategic Plan products

Draft Strategic Plan Road Map

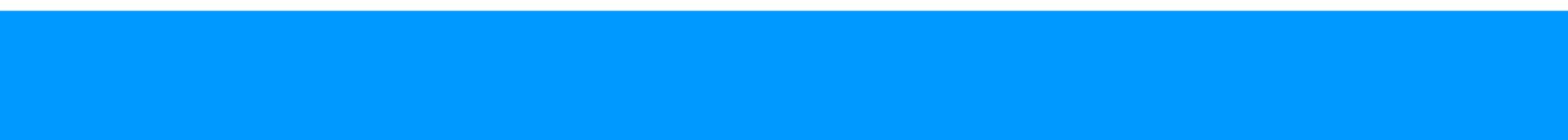
Draft Strategic Plan narrative
Draft Results Framework

Final Strategic Plan
Results Framework, including the IRRF
Annexes

Related products:

Integrated Budget, 2018-2021

Gender Action Plan, 2018-2021



Proposed timelines for the SP and IB processes

Date	Item	Type of engagement
25 Aug 2016	Road map to the Strategic Plan	Informal briefing / consultation
Second Regular Session - Sep 2016	Road map to the Strategic Plan	For information
Oct - Nov 2016	Development of Discussion Paper for consultation purposes only	Consultation purposes (not official Board paper)
Oct 2016 - Jan 2017	Consultation with the private sector, civil society, and within UNICEF	Consultation
14 Dec 2016	Updated road map	Informal briefing
23 Jan 2017	Updated road map and draft outline	Informal briefing
10 Feb 2017	Informal workshop on the Strategic Plan	Informal consultation / Workshop with Member States
Apr / May 2017	UNICEF Strategic Plan – draft for review	Informal briefing
Annual Session - Jun 2017	UNICEF Strategic Plan – draft for review	For information
Jul 2017	Review of draft Integrated Budget by ACABQ	For information
Jul 2017	UNICEF Strategic Plan – final version	Informal briefing
Second Regular Session - Sep 2017	UNICEF Strategic Plan and Integrated Budget – final versions	For decision



Thank You

unite for
children

unicef 