Update on the UNICEF Strategic Plan, 2018-2021

Summary version
June 2017
Overall approach

**Build on** lessons learned from the Mid Term Review

**Emphasize** UNICEF’s contribution to the SDGs, its comparative advantage in the context of UN working together;

2021 results as a stepping stone to 2030

**Attention** to child rights and multi-sectoral issues of sustainability, equity, gender equality and humanitarian-development integration
Important progress for children

Number of children who die before their fifth birthday declined from 12.7 million in 1990 to 5.9 million in 2015

Stunting in children under 5 reduced by 41% between 1990 and 2015

The number of new HIV infections among children 0–14 years reduced by more than half since 2010

Gender parity in education continues to improve

Yet, ...

Children from the poorest families are two times as likely to die before age 5

156 million children under 5 years of age are stunted

61 million primary school-aged children are out of school

Adolescent girls are more likely to be illiterate than boys

1 in 10 girls have suffered sexual violence

...
Overall Lessons Learned highlight the importance of…

- Intensifying community mobilization
- Stronger private sector engagement
- Strengthening national service delivery systems
- Multi-sectoral planning and action
- Enhanced systems for humanitarian response and risk-informed programming
- Greater focus on reaching the most disadvantaged children in national plans
SP Design Considerations

What is different; what is reinforced?

- The Strategic Plan will include **2021 results** in the context of 2030 goals

- Focus on UNICEF’s universal mandate in response to both the CRC and SDGs – CRC (Articles 2, 6, 19, 23, 24, 26, 28, 29, 30, 34, 35, 36, 37, and 38) and SDGs (1, 2, 3, 4, 5, 6 and 16.) reinforced; and the call “leave no child behind

- Addressing **equity and sustainability** – addressed through dedicated Goal Areas as well in a cross-cutting way

- Clear change strategies (HOW) and **Enablers**

- Addressing QCPR implications

- Increased focus on **adolescents**

- Build on progress in addressing **gender equality**

- Clear indicators on **humanitarian response** and **humanitarian-development integration**
Key Elements of the Strategic Plan

Realizing the rights of every child, especially the most disadvantaged

25 RESULT AREAS (WHAT)

7 CHANGE STRATEGIES (HOW)

4 ORGANIZATIONAL PERFORMANCE ENABLERS
The Strategic Plan, Agenda 2030 and the QCPR

Realizing the rights of every child, especially the most disadvantaged

GOAL AREA 1
EVERY CHILD SURVIVES AND THRIVES
SDGs 2, 3 & 5
CRC Articles 6 & 24

GOAL AREA 2
EVERY CHILD LEARNS
SDG 4
CRC Articles 28 & 29

GOAL AREA 3
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION
SDGs 5 & 16
CRC Articles 19, 34-38

GOAL AREA 4
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT
SDGs 6, 11, 13
CRC Article 24

GOAL AREA 5
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE
SDGs 1, 5 & 10
CRC Articles 2, 23, 26 & 30

7 CHANGE STRATEGIES (HOW)

QCPR Indicators

4 ORGANIZATIONAL PERFORMANCE ENABLERS

Key Performance Indicators

Support achievement of planned results

Internal effectiveness and efficiency factors

IMPACT LEVEL
Shared results based on SDG impact-level indicators

OUTCOME LEVEL
Shared results based on SDG outcome-level indicators
Goal 1: Every Child Survives and Thrives

- Prevention of stunting
- Treatment severe acute malnutrition
- Maternal and newborn care services at scale
- Full immunization at national and district levels
- Treatment of childhood illnesses
- Quality early childhood development
- Gender-responsive adolescent health and nutrition
- HIV treatment and care
- HIV prevention

UN partners: WHO (health systems strengthening), WFP (nutrition), UNFPA (adolescent health), UNAIDS (HIV), World Bank, GAVI, Global Fund, etc.
Result Areas

Goal 2: Every Child Learns

- From *early learning to secondary* education
- Increase *learning outcomes*
- Increase access for *skills development*

UN partners: UNESCO (curriculum), UNHCR (humanitarian), ILO (skills development), World Bank, GPE, etc.

Goal 3: Every Child is Protected from Violence and Exploitation

- Prevention and response services for *violence against children*
- Prevention and care to address *harmful practices* (*FGM/C* and *child marriage*)
- Children in *contact with the law*

UN partners: UNFPA, UNWOMEN (violence, FGM/C), WHO, UNHCR, IOM (violence, migrants/refugees), UNODC (detention), etc.
Result Areas

Goal 4: Every Child Lives in a Safe and Clean Environment

- Safe and sustainable drinking water
- Sanitation, hygiene and end open defecation
- Disasters, public health emergencies, peace building
- Child-responsive urban settings (urban slums)
- Child-focused plans and monitoring systems for environmental sustainability

World Bank (water and sanitation), UN Women (MHM), WFP, UNDP (DRR), etc.

Goal 5: Every Child has an Equitable Chance in Life

- Address gender discriminatory roles and practices
- Adolescent empowerment
- Reduce multidimensional poverty
- Most disadvantaged receive social protection support
- Accessible and inclusive programmes for children with disabilities

UNDP, WFP, World Bank, ILO (poverty and social protection), UNFPA and UNWOMEN (gender equality and adolescent empowerment), etc.
Change Strategies (HOW)

UNICEF delivers change by combining high-quality programmes at scale, harnessing innovation and collecting evidence, in partnership with Governments, other United Nations partners, civil society, the private sector, communities and children. It uses these to leverage wider change nationally and globally through advocacy, communications and campaigning. UNICEF also builds public support around the world to volunteer, advocate and mobilize resources for the cause of children, and works with partners to achieve an even greater impact.
## Summary proposal on the Changes Strategies (HOW)

### 25 RESULT AREAS

<table>
<thead>
<tr>
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### HOW: change strategies

1. **Programming excellence for at-scale results for children**
   (Cross sectoral programming; Systems strengthening and service delivery; Humanitarian-development integration; Gender-responsive programming; Community engagement and social and behaviour change; South-south and triangular cooperation)

2. **Winning support for the cause of children from decision makers and the wider public**
   (Advocacy, public engagement, communication and movements; Children as change agents)

3. **Develop and leverage resources and partnerships for children**
   (Leveraging resources for children; Resource mobilization and fundraising)

4. **Harnessing the power of business and markets for children**
   (Leveraging private sector/corporate partnerships; Market shaping)

5. **UN working together**
   (Strengthened collaboration with other UN entities; Strengthened contribution to system-wide coherence)

6. **Fostering innovations in programming and advocacy processes and practices**
   (Promote the use of new technologies)

7. **Harnessing the power of evidence as a driver of change for children**
   (Evaluations, research and data)
Summary proposal on ENABLERs

GOAL AREA 1
EVERY CHILD SURVIVES AND THRIVES

GOAL AREA 2
EVERY CHILD LEARNS

GOAL AREA 3
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION

GOAL AREA 4
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT

GOAL AREA 5
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE

25 RESULT AREAS

HOW: change strategies

ENABLERs: help deliver HOW + WHAT

1. Internal governance
   (Responsive, transparent and accountable internal governance)

2. Management
   (Results oriented, efficient and effective management)

3. People
   (Versatile staff as agents of change)

4. Knowledge and information systems
   (Versatile, safe and secure knowledge and information systems)
As explained in previous slides, the Change Strategies and Enablers manage risks to the ToC and ensure effectiveness.
The Draft Results Framework

- Harmonized with other Funds and Programmes and uses the standard UNDG results-based management terminology of impact, outcome and output to categorize results and indicators

- Represents a delineation of results for which UNICEF will be accountable for delivering (outputs) and those to which it will be making a contribution (outcomes)

- Output-level indicators capture the full range of support that UNICEF provides in various contexts (including in humanitarian situations) - direct service provision, capacity support for systems strengthening, policy processes and normative work
The Draft Results Framework

- E.g. direct assistance for millions of out-of-school children to be in school is treated as an output – that contributes to the outcome indicator on the net school attendance rate and the impact indicator on the school completion rate.

- This approach to output formulation is based on a lesson learned from the previous Strategic Plan where it was not always easy to track the various types of contributions that UNICEF made.

- The approach also responds to a recommendation of the Evaluability Assessment of the Strategic Plan on strengthening the design and application of the plan as a framework that guides the development and implementation of nationally-owned country programmes, rather than a strict log frame.

- KPIs are also provided for the HOW (change strategies) and Enablers of the Strategic Plan.
Humanitarian mainstreaming

Mainstreaming in support of humanitarian-development integration

Outcome and output indicators disaggregated by humanitarian crises

Specific indicators on humanitarian response and humanitarian-development integration, such as:

- Treatment of severe acute malnutrition
- Vaccination against measles
- Organized programmes with ECD kit
- Gender based violence
- Protection of children from grave violations

Partnership with WFP, UNHCR, NGOs, etc.
Gender mainstreaming

Gender equality results integrated in each of the five Goal Areas

Linked to the Gender Action Plan, 2018-2021

Emphasis on addressing persistent barriers to empowerment of adolescent girls at the community and systems levels

Gender equality also features as a key change strategy and enabler

Examples of output indicators:
- HPV in immunization schedule
- Schools with Menstrual Hygiene Management services
- Gender-based violence
- At scale programmes addressing gender discriminatory roles and practices among children
- At scale capacity development programmes for front line workers

Partnership with UN WOMEN, UNFPA, etc.
UN Working Together

100% of impact and outcome indicators shared with UN partners, the World Bank and other IFIs

38% of impact and outcome indicators shared specifically with other Funds and Programmes

12 indicators related to the change strategies and organizational effectiveness and efficiency (enablers) with other Funds and Programmes

Proposed five areas of collaborative advantage (UNDP, UNFPA, UNWOMEN):

  1. Eradicating poverty
  2. Advancing gender equality
  3. Addressing climate change
  4. Humanitarian-development integration
  5. Strengthening data for sustainable development

Common QCPR monitoring framework indicators
### Examples of common outcome indicators and related output indicators for the areas of collaborative advantage

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<th>SDG indicator (example)</th>
<th>Relevant output indicators</th>
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| Eradicating poverty              | 1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location | • Number of countries with nationally owned routine measurement and reporting on child poverty  
• Number of countries explicitly responding to child poverty with a set of policies and programmes embedded in national plans |
| Advancing gender equality        | 5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex | • Number of countries with at scale programmes addressing gender discriminatory roles and practices among children  
• Number of countries with at scale capacity development programmes for front line workers that focus on gender equality  
• Number of adolescent girls receiving prevention and care interventions to address child marriage through UNICEF-supported programmes  
• Number of people who participate in education, communication discussions and social mobilization platforms promoting the elimination of FGM/C through UNICEF-supported programmes etc. |
## Examples of common outcome indicators and related output indicators for the areas of collaborative advantage

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| Addressing climate change       | 11.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population | • Number of countries with child-sensitive national climate change adaptation/ mitigation plan  
• Number of countries that routinely monitor and report on **air pollution** |
| Humanitarian-development integration | 11.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population | • Number of countries with a child-sensitive national and local risk management plans addressing risks related to disasters, climate change, conflict, public health emergencies and other crises  
• Number of countries where UNICEF has programmes with specific objectives linked to promoting peaceful and inclusive societies |
| Strengthening data for sustainable development | 17.18.1 Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics | • Number of countries with data on intra-urban disparities including girls and boys in informal settings  
• % of countries with recent disaggregated data on the 51 child focused SDG indicators |
Common approaches

With other Funds and Programmes pursue:

- Humanitarian-Development integration
- Resource mobilization strategies for joint initiatives
- Monitoring and evaluation for joint initiatives
- Standard operating procedures
- Pooled funding
- Country assessment and analysis

E.g. 2016 baseline: Common approaches implemented in human resources management (36 country offices), ICT services (47 country offices), financial management (36 country offices) and procurement (80 UNICEF country offices). A total of 120 UNICEF country offices used common services in 2016.
Common indicators

QCPR monitoring framework indicators (examples)

- Compliance with UN SWAP performance indicators
- Net revenue from donors other than the top 15
- Implementation of UN standard operating procedures (SOPs)
- Implementation of common: services, long-term agreements, human resources management, information and communication technology services, financial management services, etc.
- Global procurement value in collaboration with UN and other development partners
- Cluster coordination mechanisms meeting satisfactory performance for established functions
- Engagement in joint programmes
- Contribution to the resident coordinator system
Update on Strategic Plan process

7 engagements with the Executive Board and Member States so far:

- 2\textsuperscript{nd} Regular session on Road map to the Strategic Plan, Sept 2016
- 1\textsuperscript{st} Regular session on Road map to the Strategic Plan, Feb 2017
- Informal briefing on updated Road map, Dec 2016
- Informal briefing on updated Road map and draft outline, Jan 2017
- Informal consultation / Workshop with Member States on the Strategic Plan, Feb 2017
- Informal consultation / Workshop with Member States on the Strategic Plan, Apr 2017
- Informal consultation on the draft Strategic Plan and draft Results Framework, Jun 2017

More than 375 pieces of feedback have been received, helping to shape the development of the Strategic Plan
2 June
Informal consultation on the draft Strategic Plan and Results Framework

Jun / Jul 2017
Development of the Integrated Results and Resources Framework

Jul 2017
Review of draft Integrated Budget by ACABQ

2017

Jun 2017:
Annual session Presentation of draft Strategic Plan and draft Results Framework for review

Sep 2017:
Second regular session Presentation of Strategic Plan, Theory of Change, Integrated Budget and Gender Action Plan – for approval
UNICEF Strategic Plan, 2018-2021, draft for review

Summary

UNICEF was established in 1946 to protect children from the worst consequences of the Second World War. Seventy years later, the organization’s mission to protect children and promote the full attainment of their rights is as urgent as ever.

The draft UNICEF Strategic Plan, 2018-2021 is anchored in the Convention on the Rights of the Child, and charts a course towards attainment of the Sustainable Development Goals and the realization of a future in which every child has a fair chance in life. It sets out specific and measurable results for children, especially the most disadvantaged, and defines the change strategies and enablers that support their achievement.

Working together with Governments, United Nations partners, the private sector, civil society and children themselves, UNICEF remains steadfast in its commitment to realize the rights of all children, everywhere, and to achieving the vision of the 2030 Agenda for Sustainable Development, a world where no child is left behind.

2 June 2017

Theories of Change
UNICEF Strategic Plan, 2018-2021