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United Nations Children's Fund

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Item 4 of the provisional agenda*

**Updated road map to the development of the
UNICEF Strategic Plan, 2022–2025, including
consultations and briefings**

* E/ICEF/2021/1.

I. Introduction

1. UNICEF is developing its Strategic Plan, 2022–2025 at an exceptional time. The ambition of the Decade of Action to achieve the 2030 Agenda for Sustainable Development, to which UNICEF committed during the midterm review of the UNICEF Strategic Plan, 2018–2021, has been beset by an unprecedented pandemic that threatens the rights of children across the globe. Despite this challenge and others, the organization’s resolve remains unshaken. UNICEF will embrace and navigate the uncertainty as it charts a course towards 2030, in close collaboration and consultation with partners and stakeholders. UNICEF recognizes that this is a time for renewed ambition, a time for grasping the opportunities of disruption.

2. The organization will present its draft Strategic Plan, 2022–2025 at the annual session of the Executive Board in June 2021 and the final version of the plan at the second regular session in September 2021. The new strategic plan will be accompanied by the UNICEF integrated budget, 2022–2025 and several annexes, including a results framework and theories of change.

3. The Strategic Plan, 2022–2025 will be driven by the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities and other United Nations human rights instruments. The forthcoming General Assembly resolution on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) will also guide the development of the strategic plan. The organization will continue to deepen partnerships with other United Nations system entities to enhance coherence, align with national development priorities and deliver greater results for children. In a continued endeavor towards harmonization, UNICEF will work collaboratively with other United Nations agencies towards a coherent integration of the United Nations reform agenda and the related QCPR measures into their respective strategic plans.

4. Complacency is not an option for UNICEF or its partners, including Member States, if the world is to bounce back from its current crises and reimagine a brighter future for children. Renewed trust in multilateralism and solidarity is needed more than ever for the world to successfully navigate the multiple global challenges, including the coronavirus disease 2019 (COVID-19) pandemic, the climate crisis and current complex humanitarian crises. In spite of these challenges, Member States and the entire United Nations system remain committed to the Sustainable Development Goals, and UNICEF remains determined to stay the course and accelerate key results for children.

II. Overview of global development trends

5. The midterm review of the UNICEF Strategic Plan, 2018–2021¹ demonstrated that, even before the pandemic, the world was not on track to meet the child-related Sustainable Development Goal targets by 2030. As the face of the pandemic evolves, UNICEF is working diligently with partners to gauge its impacts on children, including those caused by service interruptions, the loss of livelihoods and/or long-term socioeconomic effects, to generate insights and support countries to build back better and greener. It is within that context that consultations on the Strategic Plan, 2022–2025 will continue to be held over the coming months.

¹ UNICEF, Report on the midterm review of the UNICEF Strategic Plan, 2018–2021 and annual report for 2019 of the Executive Director of UNICEF ([E/ICEF/2020/8](#)).

6. The organization's ongoing analyses clearly indicate that children's lives are being changed profoundly and that some of the most harmful effects are distributed unequally, with the most vulnerable children often the worst affected:

(a) Approximately 150 million additional children are experiencing multidimensional poverty, without access to essential services;²

(b) Up to 1.6 billion children and young people have been affected by school closures, and many do not have Internet access at home. Before this crisis, almost one third of the world's young people were already digitally excluded;¹

(c) Almost 2 billion children live in countries in which violence-prevention and response services have been disrupted;³

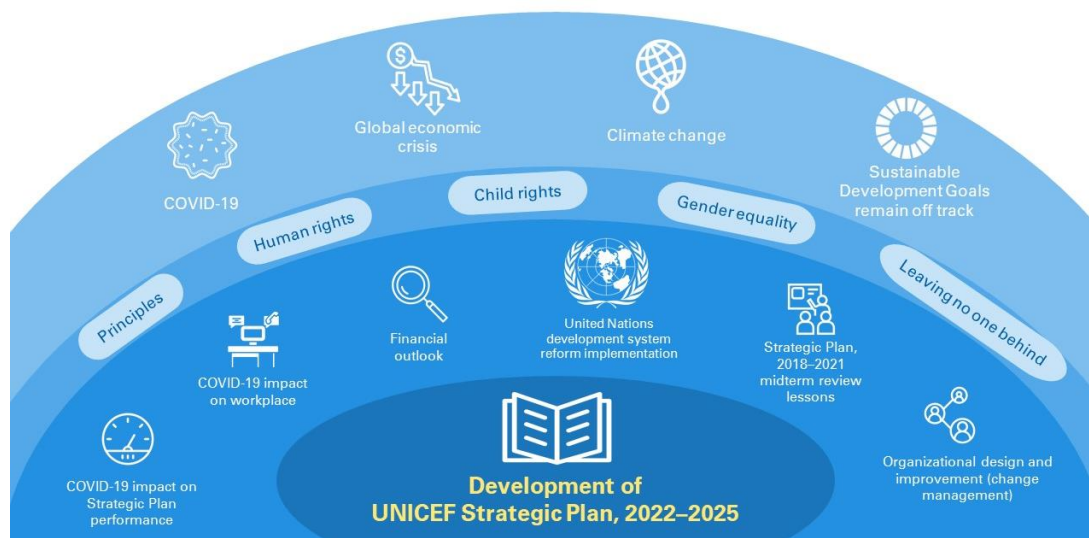
(d) Due to worsening food insecurity and malnutrition, an additional 132 million people may go hungry worldwide, of whom 44 million would be children;⁴

(e) Around 2 million additional deaths in children under 5 years of age and 200,000 additional stillbirths could occur over a 12-month period, if worst-case interruptions to services and rising malnutrition are realized.⁵

7. The development of the Strategic Plan, 2022–2025 and the related consultations with stakeholders, including Member States, will continue to be informed by the organization's evolving analysis of the volatile global context.

Figure I

Context for the development of the UNICEF Strategic Plan, 2022–2025



² UNICEF, COVID-19 and children, October 2020 (<https://data.unicef.org/covid-19-and-children>).

³ UNICEF, Protecting children from violence in the time of COVID-19: disruptions in prevention and response services, August 2020 (<https://data.unicef.org/resources/protecting-children-from-violence-in-the-time-of-covid-19-brochure>).

⁴ Food and Agricultural Organization of the United Nations, International Fund for Agricultural Development, UNICEF, World Food Programme and World Health Organization, *The State of Food Security and Nutrition in the World 2020: Transforming Food Systems for Affordable Healthy Diets* (FAO, Rome, 2020).

⁵ Roberton, Timothy, et al., “Early estimates of the indirect effects of the COVID-19 pandemic on maternal and child mortality in low-income and middle-income countries: a modelling study”, *The Lancet Global Health*, vol. 8, No. 7 (July 2020), pp. 901–908; Danzhen You et al., *A Neglected Tragedy: The Global Burden of Stillbirths*, report of the United Nations Inter-agency Group for Child Mortality Estimation, 2020 (UNICEF, New York, 2020).

8. As the global economy enters what is likely to be a deep recession, the implications for development financing remain unclear. The contraction of the global economy is compounding the challenges countries face in countering the threat of reversals to hard-won development gains. In developing its new strategic plan, UNICEF needs to reckon simultaneously with growing development and humanitarian needs, emerging challenges and potential reductions in social spending and development aid. It is already apparent that the organization will need to redefine its approach to developing partnerships and to determine the right blend of collaborative strategies to meet the expectations of its stakeholders and the needs of the world's children. It is anticipated that consultations with Member States and others will be critical to helping UNICEF to map out these new pathways to progress.

9. Even before the COVID-19 pandemic, the global context had grown increasingly complex and the attention of humanitarian and development actors and stakeholders had been drawn to more systemic and protracted crises, such as the estimated 200 million people likely to be displaced by disasters due to climate change. In continuing to target the child-focused Sustainable Development Goals and universal child-rights achievements over the next decade, UNICEF will remain mindful of the risks to progress posed by fragility, humanitarian emergencies and the climate crisis and will engage with the full range of its stakeholders to identify ever-better ways to do so.

10. UNICEF also sees opportunities to be seized in the disruption caused by the pandemic, as such disruption can usher in creative thinking and rapid change. In the development of its new strategic plan, UNICEF will focus on protecting the gains achieved over the past two decades and remain mindful of the need to ensure continuity of services for children. At the same time, it will call on its spirit of innovation to reimagine solutions for reclaiming the possibility of accelerated progress.

11. The pandemic has been a harsh reminder for policymakers around the world of the criticality of resilient social-protection and health systems; digital connectivity; public-private partnerships; and global cooperation. Beyond these, UNICEF also sees new opportunities to match its vision of the future with the expectations of children and young people with regard to climate change, mental health and other global challenges. For example, UNICEF will continue to partner with the international community to create a global health architecture that ensures the equitable distribution of global public goods and strengthens public-health functions and service-delivery systems, including through the integration of community-based health workers into the health system.

12. Although there is likely to be an increase in spending on public health and social protection as part of the immediate COVID-19 response, the fiscal space for other social spending on children will likely suffer as a result of the economic downturn. UNICEF will work with national and international partners to identify areas of spending that would have the greatest positive impact on children as well as to design mechanisms to direct resources towards the most vulnerable families.

III. Strategic direction

13. The new strategic plan must respond to the urgent need for the world to quickly regain lost ground on child well-being and rights, while setting a steadfast course for the achievement of the Sustainable Development Goals. In framing its plan and the corresponding strategic vision, the organization needs to place more emphasis than ever before on higher-level results. UNICEF must develop a plan through which it can galvanize global action and provide strategic direction to its full spectrum of

partners. Now, more than ever, the world needs UNICEF to set the agenda and chart the course to ensure that the achievement of the child-focused Sustainable Development Goal targets remains attainable.

14. There are two major dimensions to consider as UNICEF develops its new strategic plan for the Decade of Action to deliver the Sustainable Development Goals. Firstly, the pandemic has had a disproportionate impact on children and women. It has pushed back by many years the progress the world had made on several child-related indicators and has made the attainment of the lagging targets even more difficult. Secondly, the pandemic has revealed and accentuated gaps and inequalities in child rights and well-being, with countries, communities and households with the least to lose too often standing to lose the most. Rights and equity will continue to be the guiding lights for UNICEF as it consults on and designs the new plan.

15. The midterm review identified a number of critical Sustainable Development Goal targets for which UNICEF was significantly off track even before the pandemic. It is crucial that UNICEF prioritize and accelerate these targets in the new strategic plan. As such, UNICEF will seek to accelerate global progress by focusing on the learning crisis; maternal and neonatal health; immunization; stunting and wasting; reducing violence against children; scaling up birth registration; ending open defecation; and improving basic sanitation. Likewise, as first outlined in the midterm review, the organization will advance its programming in climate change and mental health. It will also build on the findings of the midterm review, including those derived from the UNICEF humanitarian review,⁶ to further enhance the quality of its humanitarian action, with a renewed focus on vulnerability and fragility.

16. The analysis underpinning the new strategic plan, already under way, is drawing on the latest data and evidence, including, where possible, on the impact of the COVID-19 pandemic, to project the rate of progress and identify the likely gaps for the child-focused Sustainable Development Goal targets from now to 2030. At the same time, UNICEF is systematically applying both a gender perspective and a humanitarian lens to the analysis, so that the analytical bedrock of the new strategic plan enables a more sophisticated understanding of the ways in which they each contribute to gaps in the achievement of the Sustainable Development Goals.

A. Major lessons from the UNICEF Strategic Plan, 2018–2021 process and design

17. As UNICEF looks forward, many lessons learned from the midterm review that straddle Goal Areas and relate to cross-cutting priorities remain highly relevant. Additional learning has emerged from the ongoing response to the COVID-19 pandemic and from the recently concluded evaluation of the UNICEF Strategic Plan 2018–2021.⁷ In addition to the analysis of extensive data on the situation of children, the new strategic plan will be informed by the evaluability assessment of the common chapter of the strategic plans, 2018–2021 of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), UNICEF and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); the 2019 evaluation of the UNICEF Gender Action Plan; the humanitarian review; and other reviews and evaluations.

18. Building on the highly consultative approach that led to the development of the UNICEF Strategic Plan, 2018–2021, the development of the Strategic Plan, 2022–2025 will involve a wide range of stakeholders, including children and young people,

⁶ UNICEF, “Strengthening UNICEF’s humanitarian action: The humanitarian review: findings and recommendations” (2020).

⁷ UNICEF, Evaluation of the UNICEF Strategic Plan, 2018–2021.

members of the Executive Board, development partners, civil society organizations, the private sector, the United Nations funds and programmes, UNICEF National Committees and UNICEF staff members, among others. The methods of engagement will include briefings, workshops and other discussion forums. (See section V for a schedule of consultations with the Executive Board.)

19. The UNICEF Strategic Plan, 2018–2021 marked several important shifts in how the organization framed its strategy globally, as highlighted by the recent evaluation of the Plan. First, the formulation of the Goal Areas around the holistic development needs and the rights of children represented a pivot away from a siloed approach to a stronger emphasis on multisectoral programming. A second step forward was the conceptualization of gender issues and humanitarian action as priorities cutting across all Goal Areas versus stand-alone areas of focus. Thirdly, change strategies and enablers were introduced, articulating how UNICEF planned to harness change for children on the national and global levels as well as through initiatives related to internal effectiveness and efficiency. The change strategies and enablers also helped UNICEF to frame, for the first time, the ways in which all its efforts across management, development effectiveness and programming contributed to the achievement of high-level global results. The Strategic Plan, 2022–2025 will build on these achievements and others that have been highlighted in the evaluation of the current strategic plan, and consultations on the new plan's design will be shaped by the imperative of building on the strongest features of the current plan.

20. One critical lesson that emerged through the midterm review, and was reaffirmed by the evaluation of the UNICEF Strategic Plan, 2018–2021, was the need for the organization to be more deliberate in reflecting the voices of children and young people, not least as a means to strengthen its accountability to its rights holders. In developing the new strategic plan, UNICEF is determined to systematically integrate their voices into programme design, planning, monitoring and policy advocacy, with a view towards involving them in the implementation of the plan as well. The evaluation reaffirmed that UNICEF could do better in including the voices of children and could itself be the voice against any violation of child rights, particularly of those left furthest behind. Applying this lesson in the development of the new strategic plan, UNICEF will consult and engage with children and young people as essential partners and contributors, using various platforms, to make sure that the organization addresses the global challenges affecting the lives of our future generation.

21. The review of UNICEF experience in high-income countries and in countries transitioning from upper-middle-income to high-income status⁸ recognized that inequities among children existed in all countries and emphasized the value added by UNICEF in a variety of country contexts based on the universality of the Convention on the Rights of the Child and the Sustainable Development Goals. These findings have been reinforced by the pandemic, as no country has been spared from COVID-19 and the rights of children are under threat everywhere. The Strategic Plan, 2022–2025 will affirm the universal nature of the UNICEF mandate to uphold and safeguard the rights of all children everywhere, while balancing this affirmation with a strong commitment to prioritizing the least developed countries and countries experiencing complex humanitarian crises. The organization will continue its consultations with National Committees and Member States on this issue as it develops the new strategic plan.

⁸ UNICEF, Review of UNICEF experience in high-income countries and in countries transitioning from upper-middle-income to high-income status ([E/ICEF/2016/P/L.39](#)), presented at the 2016 second regular session of the Executive Board.

22. Today's rapidly changing global landscape has exposed the fallacy of relying on complex and rigid plans with "one-size-fits-all" outputs. At the same time, UNICEF has learned the importance of keeping an eye towards a long-term vision, acknowledging that sustained transformational change can span several planning cycles. UNICEF will consult with Member States and others on designing a more-agile strategic plan with a lighter results structure that will enable the organization to embrace the uncertainty through and beyond the COVID-19 pandemic. The Strategic Plan, 2022–2025 will be used as a framework, allowing for context-specific adaptation and prioritization for the monitoring of programmes at the country level, as recommended in the evaluation of the Strategic Plan, 2018–2021.

B. Design principles towards a high-level, outcome-oriented strategic plan

23. To foster a collective, long-term vision; enhance the monitoring of the pathway to outcomes and the tracking of impact; and ensure continuity and consistency across strategic planning cycles, the Strategic Plan, 2022–2025 will retain critical elements of the current strategic plan and expand on its achievements, positioning itself as one of a succession of interlinked plans covering the years until 2030. Among the fundamental components of the current plan to be retained are the key programmatic areas for which UNICEF is best known, including primary health care, nutrition, learning and skills, child protection, social investments for children and water, sanitation and hygiene. High-level results will be framed within the context of the planning period for the years culminating in 2030. Continuity and consistency will further promote the generation and sharing of lessons to inform the development of subsequent strategic plans. Consultations with the Executive Board and other stakeholders will be shaped by the need to conserve and sustain what is working well in the current strategic plan.

24. In keeping with the development process of the current strategic plan, data and evidence will continue to lead the formulation of the Strategic Plan, 2022–2025. UNICEF will anchor its global targets with the best country-level data available to clearly determine, from the outset, which countries are most critical to the achievement of the strategic plan targets and which children are most at risk of being left behind and where. This will enable a more coherent and streamlined approach to monitoring results in these countries. It will also enable the organization to provide timely support to ensure that progress is made where it is most needed and that rights are promoted and protected where they are most in jeopardy. A core design principle, which speaks to the values of the organization and its staff members, is that in humanitarian and development contexts, UNICEF will strive to reach the people in greatest need while reaching the greatest number of people in need.

25. The new strategic plan will reflect the growing scale, frequency and severity of humanitarian crises and increasing needs around the world. The Strategic Plan, 2018–2021 reflected the UNICEF commitment to humanitarian results by introducing clear indicators on humanitarian response under each results statement. While integrating this humanitarian perspective into its new strategic plan, UNICEF will further elevate humanitarian action as a central aspect of its work by positioning fragility as a critical consideration in the analysis that shapes the theories of change and the results framework. The new strategic plan will clearly indicate the fundamental importance of humanitarian action with respect to every high-level target, while addressing the conceptual divide between humanitarian action and development work identified in the midterm review and the evaluation of the Strategic Plan, 2018–2021.

26. Gender analysis and a gender-responsive approach to planning and programming are being built into the design of the new strategic plan. The analysis

phase of the plan's development is looking at the child-focused Sustainable Development Goals and, while reviewing current gaps and projecting future progress, is adopting a gender lens and a rights-based approach to ensure that the rest of the plan, particularly the theories of change and the results framework, are fully informed by a better understanding of how addressing gender inequalities can close gaps and accelerate transformational change. The new strategic plan will also incorporate the findings of the recent evaluation of the Gender Action Plan, as well as the new gender policy and the forthcoming Gender Action Plan, 2022–2025.

27. Similarly, the principle of inclusion is a critical element in the development of the new strategic plan. The UNICEF analysis and the emerging theories of change will present pathways for change that will accelerate progress on the child-focused Sustainable Development Goals. However, such focus on inclusion will not come at the expense of the most vulnerable, including, for example, children with disabilities, whose needs will be reflected in the theories of change and the results framework.

28. Operationalizing the United Nations development system reform through joint action at the country level is key to delivering on the 2030 Agenda. In addition to harmonizing efforts with the New York-based funds and programmes, in accordance with the common chapter of the strategic plans, 2018–2021 of UNDP, UNFPA, UNICEF and UN-Women, UNICEF will work with other United Nations entities, some of which already represent its largest operational partners, to leverage the full capacity of the United Nations development system to address multidimensional child-related outcomes. In doing so, UNICEF will seek to learn lessons, including regarding the limitations of an approach based on a small subset of partners. UNICEF will consult with Member States and other United Nations agencies on how to more strategically and widely reflect and represent, in the new strategic plan, the organization's work within the broader United Nations development and humanitarian system.

29. To renew ambition in an environment beset by uncertainty and challenges, UNICEF will work with partners to pivot the main focus of the Strategic Plan from the output to the outcome level, where real change for children is most evident and from which a credible causal link can more clearly be drawn to make progress on the Sustainable Development Goals. This approach aligns with the recommendation of the evaluation of the Strategic Plan, 2018–2021 calling for a longer-term strategy for children, with a strong focus on outcomes, to allow the flexibility to address emerging threats. Over the course of implementing recent strategic plans, it has become evident that the conventional and conservative output-focused approach has not been able to adequately address the challenge presented by the slow progress on high-level global targets, including most recently the Sustainable Development Goals.

30. Moreover, in a world with increasing volatility, which can easily upend programmatic assumptions, there is a clear need for plans that not only focus on the desired change, but also create space for innovation, collaboration and agility in the design of programmes. There is also a need to identify output-level results that are both responsive to local and evolving contexts and directly aligned with the United Nations Sustainable Development Cooperation Framework. An outcome-level plan will help UNICEF and its partners to identify the elements necessary to bring about transformational change and tackle the multidimensional underlying causes of deprivations for children. Such a plan will allow UNICEF to articulate its ability to add value in Sustainable Development Goal acceleration through partnering and advocating with a wider set of actors and stakeholders; leveraging financing for the Sustainable Development Goals; leveraging the business and private sectors; and catalyzing and scaling up innovations. An outcome-oriented plan will also help

UNICEF to develop pathways for galvanizing global transformation as part of the larger United Nations development system.

C. Increased attention on the HOW

31. Outcome-level change is possible only through the concerted actions of multiple actors and stakeholders. As such, the focus of some of the UNICEF change strategies necessary for the achievement of results — the HOW — will be to move from supporting output delivery to stimulating and scaling up higher-level change through partnerships, coalitions and advocacy. The organization’s ambition for programmatic acceleration and for strengthening organizational efficiency and effectiveness will help to move it closer to its output targets, but it is increasingly evident that this is not sufficient to close the projected gaps in Sustainable Development Goal achievement. For UNICEF to leapfrog more-traditional development pathways, the Strategic Plan, 2022–2025 will need to incorporate scalable and transformative strategies involving a wide range of stakeholders as well as to take a different approach to implementing the plan.

32. The evaluation of the current strategic plan highlighted that UNICEF needed to place greater emphasis on measuring and monitoring change strategies and enablers alongside programme results. In particular, the evaluation report noted that the change strategies should be elevated in the new plan, with their effectiveness measured on the outcome level, so that they support more-agile programming at the country level and promote deeper collaboration within the United Nations system and with other partners.

33. With this in mind, it is clear that UNICEF needs to go beyond the conventional realm of direct contribution by an individual agency and develop strategies to increase its influence in facilitating resilient and sustainable solutions on a global scale. This will entail forging new partnerships, including with the private sector and international financial institutions; strategically engaging with entities of the United Nations development system; expanding issue-based coalitions; playing an increasing role in attracting development financing; leveraging the power of business and markets; and catalysing innovation and technology. These approaches, together with long-term strategies for education, child protection, nutrition, social policy and inclusive recovery, will support the outcome focus of the Strategic Plan, 2022–2025.

34. Given the importance of this emerging strategic shift in the development of the new strategic plan, it is anticipated that the crux of the organization’s consultations with Member States will pertain to the strategies and how they can be better leveraged for outcome-level change.

IV. Time frame and phases for the development of the UNICEF Strategic Plan, 2022–2025

35. The development of the UNICEF Strategic Plan, 2022–2025 consists of five phases, as follows (see figure II):

Phase 1: Analysis UNICEF will conduct multiple strands of analysis to inform the development of the new strategic plan, including on the situation of children and the evolving global socioeconomic context, while mapping trends and developing projections.

Phase 2: Strategy The organization will develop theories of change that respond to the analyses and present pathways to greater progress towards the Sustainable Development Goals.

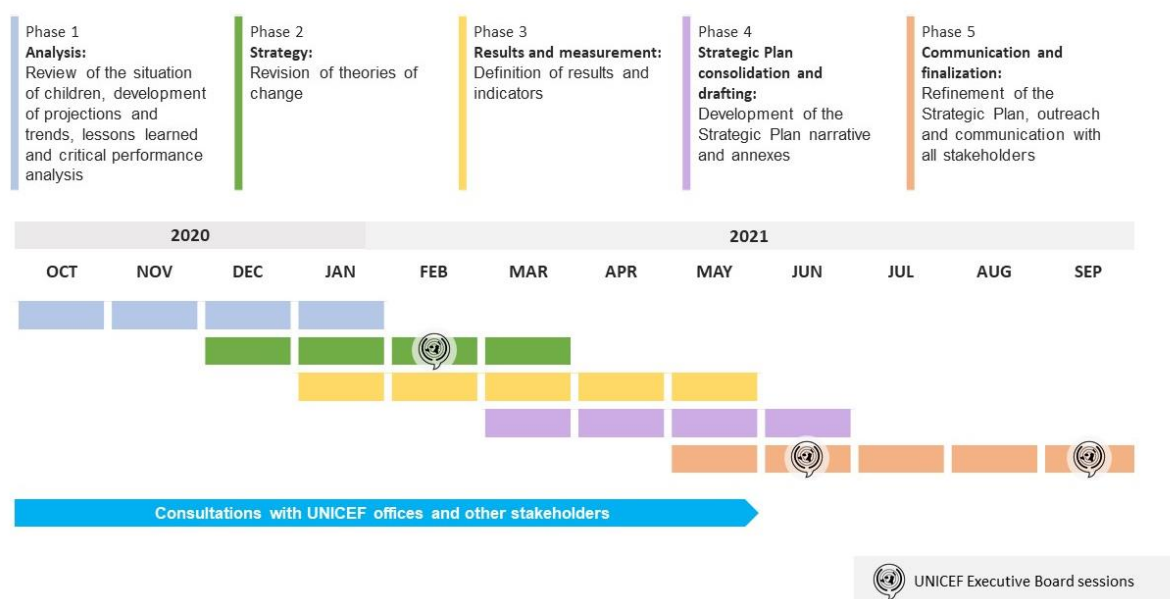
Phase 3: Results and measurement: UNICEF will use the theories of change to define the proposed results (impact, outcome and output) and indicators.

Phase 4: Consolidation and drafting As UNICEF advances on the theories of change and the results framework, it will incorporate the analysis and the recommendations deriving from it into the narrative of the strategic plan and the drafts of the related suite of documents. The draft Strategic Plan, 2022–2025, will be presented (in English only) at the annual session of the Executive Board in June 2021.

Phase 5: Communication and finalization UNICEF will intensify external and internal outreach and communication in relation to the strategic plan as it nears finalization and approval. The final Strategic Plan, 2022–2025 will be presented for approval in six languages at the second regular session of the Executive Board, in September 2021.

Figure II

Phases of the UNICEF Strategic Plan, 2022–2025 development process



V. Plans for consultation and engagement throughout the development process of the UNICEF Strategic Plan, 2022–2025

A. Key stages in the Executive Board consultation process

36. Engagement with the Executive Board and other Member States on the development of the UNICEF Strategic Plan, 2022–2025 began in August 2020 and will continue until its expected endorsement in September 2021. In addition to informal briefings and formal sessions to review the progress of the planning process, UNICEF will organize workshops during which the Executive Board members and other Member States can have informal, interactive discussions on the preliminary findings and deliverables. During the first workshop, held on 9 December 2020, UNICEF presented initial findings from analyses of the situation of children. The workshop was participatory, with group discussions moderated by facilitators.

37. UNICEF is working with other United Nations agencies to harmonize the strategic plan development process, wherever feasible, while acknowledging the

differences in each agency's mandate, business model and global presence. The organization is closely coordinating with UNDP, UNFPA and UN-Women on the strategic planning process and will carry out joint briefings and interactions. These joint consultations will provide a space for the Executive Board members of the four agencies to discuss selected issues of shared focus and priority. The first in this series of joint consultations was a joint workshop, held on 15 December 2020, during which experts from the four agencies and the Executive Board members discussed the development process of the four strategic plans and progress to date on the harmonization of process and substantive issues.

38. The UNICEF-specific and joint consultation opportunities with the Executive Board are listed below:

<i>Date</i>	<i>Consultation opportunities^a</i>
June–July 2020	Annual session of the UNICEF Executive Board: presentation of the midterm review of the UNICEF Strategic Plan, 2018–2021
August 2020	Informal briefing on the road map to the UNICEF Strategic Plan, 2022–2025
September 2020	Second regular session of the UNICEF Executive Board
December 2020	Workshop with the UNICEF Executive Board and other Member States on the analysis underpinning the Strategic Plan, 2022–2025 Joint workshop with the Executive Boards of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS); UNICEF; and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and other Member States
January 2021	Informal briefing for the UNICEF Executive Board on the road map for consultations on and the development of the UNICEF Strategic Plan, 2022–2025 Joint informal briefing for the Executive Boards of UNICEF, UNDP/UNFPA/UNOPS and UN-Women (to be confirmed)
February 2021	First regular session of the UNICEF Executive Board: Presentation of the updated road map and outline of the UNICEF Strategic Plan, 2022–2025 and the evaluation of the UNICEF Strategic Plan, 2018–2021, and UNICEF management response
March 2021	Workshop with the UNICEF Executive Board and other Member States on the UNICEF Strategic Plan, 2022–2025 structure, emerging theories of change and results framework outline
April 2021	Joint informal briefing of the Executive Boards of UNICEF, UNDP/UNFPA/UNOPS and UN-Women (to be confirmed)
May 2021	Executive Board informal briefing on the UNICEF Strategic Plan, 2022–2025: draft for review Joint meeting of the Executive Boards of UNICEF, UNDP/UNFPA/UNOPS, UN-Women and the World Food Programme (WFP)
June 2021	Annual session of the UNICEF Executive Board: UNICEF Strategic Plan, 2022–2025, draft for review (in English), including the results framework and theories of change

<i>Date</i>	<i>Consultation opportunities^a</i>
July 2021	Review of the draft UNICEF integrated budget, 2022–2025 by the Advisory Committee on Administrative and Budgetary Questions (for information)
July/August 2021	Executive Board informal briefing on the UNICEF Strategic Plan, 2022–2025 and the UNICEF Gender Action Plan, 2022–2025
August 2021	Joint informal briefing of the Executive Boards of UNICEF, UNDP/UNFPA/UNOPS, UN-Women and WFP (to be confirmed)
September 2021	Second regular session of the UNICEF Executive Board: approval of the UNICEF Strategic Plan, 2022–2025

^a Various consultations with the Executive Board, children, the private sector and civil society organizations as well as within UNICEF will be held through February 2021.

B. Engagement with children and young people

39. Children and young people are essential partners and contributors to the development and implementation of the UNICEF Strategic Plan, 2022–2025. UNICEF intends to be deliberate and committed in fully involving children and young people in creating the solutions to accelerate the realization of their rights and the achievement of the Sustainable Development Goals, driving change forward.

40. Specifically, UNICEF will identify key priority areas and strategies with which to frame the discussions with children and young people and will leverage Youth Ambassadors as well as multiple platforms and networks. Consultations will be held at both the global and local levels using various modalities, such as virtual discussions, social media and focus groups, with a clear view to engaging the most vulnerable and marginalized groups. Throughout this process, UNICEF will ensure that ethical and child-safeguarding principles are respected and adhered to. This engagement of children and young people on the new strategic plan will also respond to the findings of the evaluation of the UNICEF Strategic Plan, 2018–2022 on this issue.

C. Engagement with other key partners and stakeholders

41. The strategic plan development process provides an opportunity for expanding UNICEF collaboration with the wider United Nations development system. In addition to UNDP, UNFPA and UN-Women, with which UNICEF will build on the collaborative momentum, UNICEF will reach out to other United Nations agencies that are its operational and normative partners and with which UNICEF has established partnership frameworks (e.g., World Food Programme, World Health Organization, Office of the United Nations High Commissioner for Refugees), as well as agencies that are critical partners for accelerating progress towards child-focused Sustainable Development Goals (e.g., United Nations Environment Programme, United Nations Educational, Scientific and Cultural Organization, International Organization for Migration, International Labour Organization).

42. The National Committees for UNICEF play an essential role in carrying out the organization's universal mandate, especially in high-income countries. The National Committees' experience and inputs will be integrated not only to frame strategies on partnerships, fundraising and advocacy, but also to guide programming in high-income countries as well as engagement with Europe.

43. Key development and humanitarian actors, such as the Bill and Melinda Gates Foundation and Gavi, the Vaccine Alliance, and international financial institutions

will be consulted through bilateral meetings to enrich the theories of change and reaffirm the focus and direction of the strategic plan.

44. UNICEF intends to engage its private-sector partners in two dimensions. Firstly, UNICEF will seek to work with them to enhance programming for results for children through such key strategies as the Business for Results initiative, programming in high-income countries and advocating for child rights. Secondly, UNICEF will engage with the private sector on fundraising and leveraging sustainable financing for children.

45. UNICEF will consult with civil-society actors on identifying emerging global priorities in order to build and strengthen partnerships in support of its ambitions for outcome-level results.

D. Multi-stakeholder online consultation platform

46. UNICEF will use the SparkBlue online platform to facilitate the engagement of the multiple strategic plan stakeholders.⁹ Furthermore, UNICEF is discussing with other New York-based United Nations agencies the possibility of using SparkBlue for joint consultations, so as to harmonize and join forces on the strategic planning processes and create collective intelligence to scale up efforts for the Decade of Action.

VI. Indicative outline of the UNICEF Strategic Plan, 2022–2025

47. To facilitate more-focused consultations, UNICEF proposes the following indicative outline of the UNICEF Strategic Plan, 2022–2025. This outline is subject to change over the coming months based on consultations with the Executive Board and other Member States and decisions around harmonizing the structure of the Strategic Plan with those other United Nations agencies.

A. Introduction

1. **Context:** An overview of the situation of children, including in complex humanitarian crises and in light of the COVID-19 pandemic, and the opportunities and challenges that lie ahead;
2. **Lessons learned:** A summary of lessons learned from the UNICEF Strategic Plan, 2018–2021 and the COVID-19 response and their application in the development of the UNICEF Strategic Plan, 2022–2025;
3. **Vision and guiding principles:** An outline of overarching principles and a long-term vision to guide the framing of the strategic plan, including the criticality of the values and organizational culture of UNICEF.

B. Strategic approach

1. **Goal Areas:** A rationale for and presentation of the Goal Areas and the result areas, including how they are interlinked to realize the rights of children and accelerate progress on the child-focused Sustainable Development Goals;
2. **Multisectoral and cross-cutting approaches:** An outline of holistic and multisectoral approaches underpinning the Goal Areas and related outcomes that are

⁹ www.sparkblue.org.

essential for achieving the strategic plan targets and guiding programme implementation at the country level;

3. **Strategies and enablers:** An outline of critical strategies and organizational enablers, including how they will contribute to outcome-level change towards the achievement of the Sustainable Development Goals and support the efficient and effective delivery of planned results.

C. Partnerships and financing

48. A presentation of the UNICEF approach to partnerships in the new strategic plan, including within the United Nations development system at the global and country levels.

D. Risk management

49. An outline of the risks that could impede the successful implementation of the strategic plan, and mitigating measures.

E. Monitoring, learning, reporting and evaluation

50. The priority monitoring, evaluation and reporting actions that will accompany the strategic plan, including through the midterm review in 2024.

F. Looking forward to 2030

51. The closing section of the strategic plan, positioning it in the context of the 2030 Agenda, the Decade of Action and Our Common Agenda, and anticipating the Strategic Plan, 2026–2029.

G. Draft decision

52. The draft decision approving the UNICEF Strategic Plan, 2022–2025.
