

UNICEF Strategic Plan, 2018-2021

Pernille Ironside

Deputy Director, Division of Data,
Analytics, Planning and Monitoring

Orientation for the 2021 Executive
Board members
15 January 2021

UNICEF Strategic Plan, 2018-2021
Reference documents: [E/ICEF/2017/17/Rev.1](#)

unicef 
for every child



Progress for children

Improvements

- 41.3 million children in humanitarian situations vaccinated against measles
- 57 countries had child-sensitive national or local risk management plans related to disasters, climate change, conflict, public health emergencies or other crises
- Country Offices seeking efficiency gains through common business operations increased from 20% (2017) to 53% (2019)
- Over 51 million children reached by cash transfer programmes

Challenges

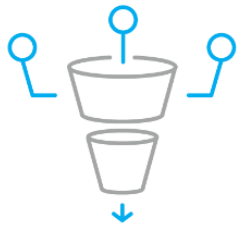
- Strong performance, but progress beset by inequities
- World not on track to achieve the child-focused SDG targets and reduce all forms of poverty among children
- UNICEF to prioritize strategies and approaches that will accelerate progress in areas with greatest global impact in the lives of children

New threats

- COVID-19 pandemic plunged the world into an unprecedented global health crisis and a deep recession
- Conflict and fragility exposed children to violence, disease and deprivation
- Grave violations against children in war zones
- Children were the most affected by major natural disasters
- Children bearing an unprecedented burden in regional migration crises

What is the Strategic Plan?

A tool for enhancing the impact of UNICEF work for children by:



Aligning the resources of the organization around common goals and strategies



Assisting the organization to make strategic choices

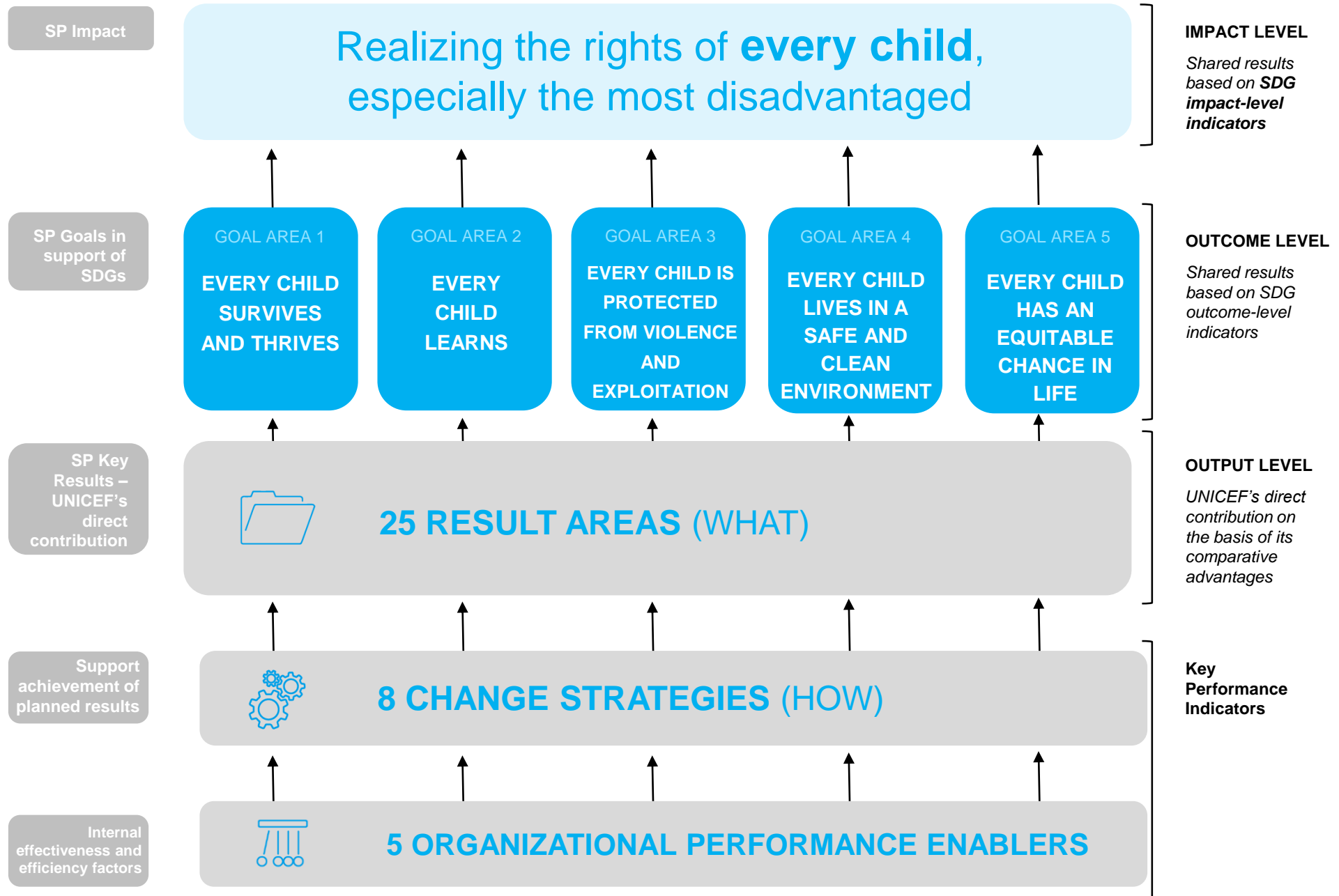


Creating a communication vehicle internally and externally on what UNICEF aims to achieve for children, and its support for the Sustainable Development Goals

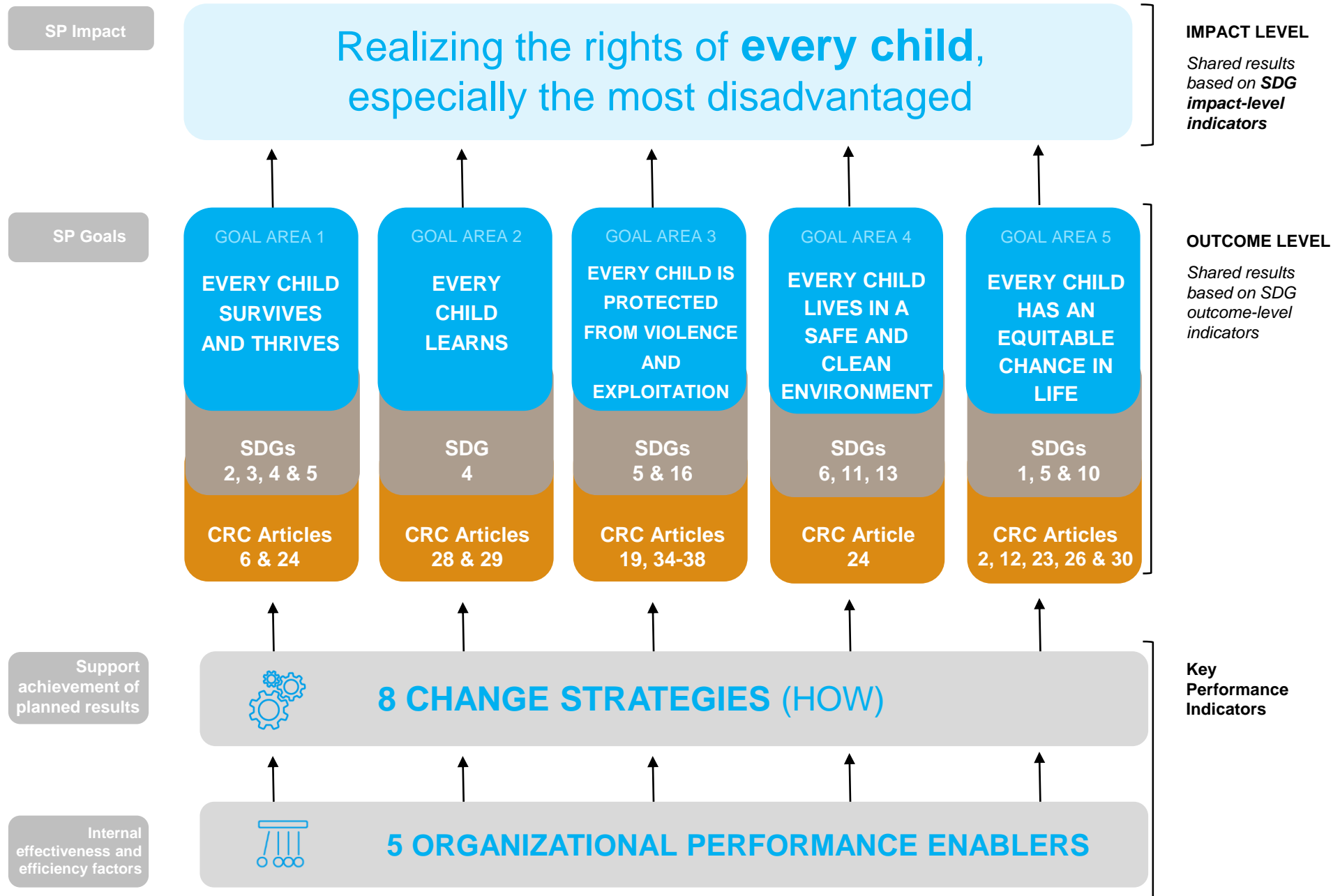


Strengthening the organization's accountability framework

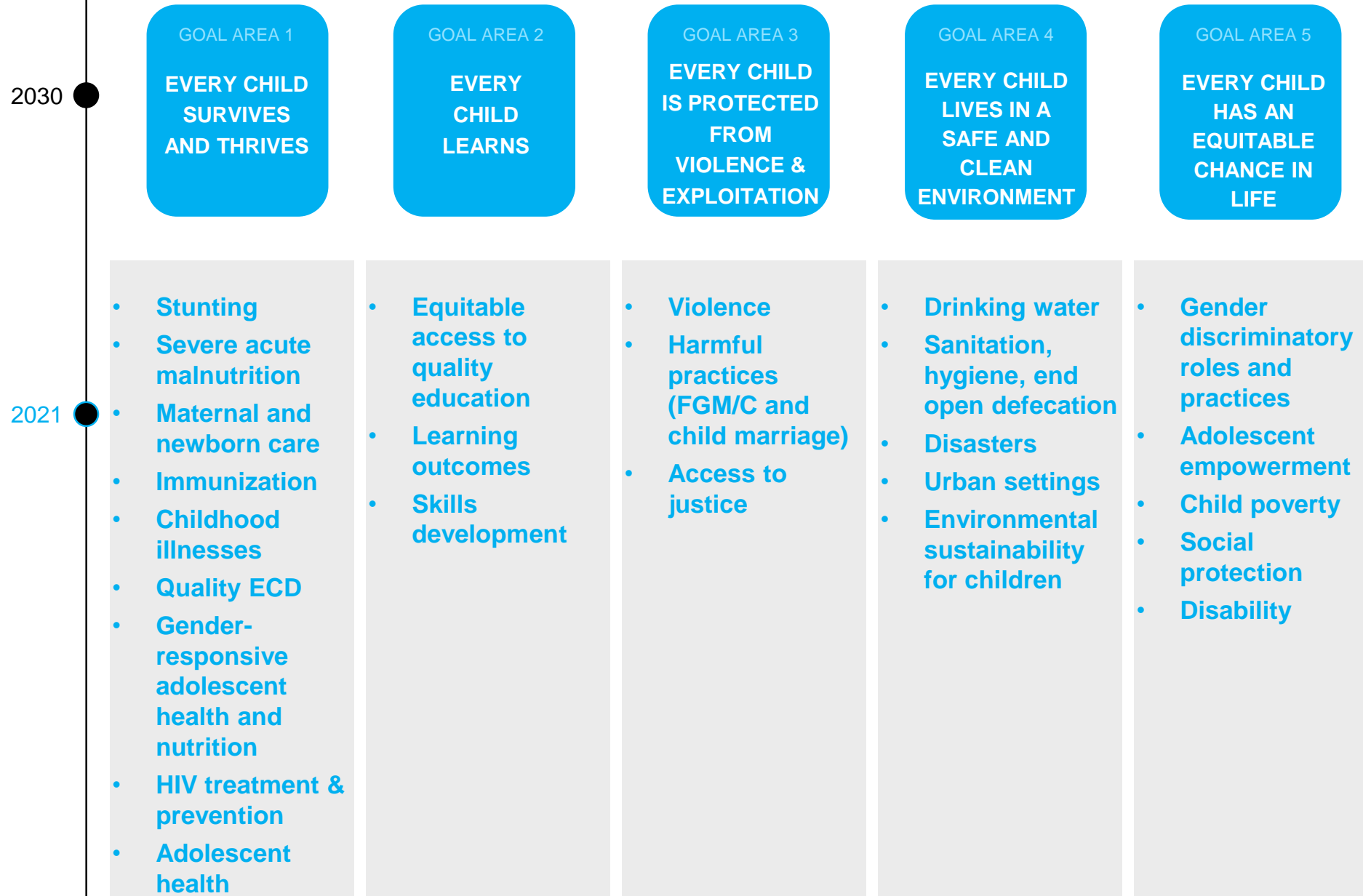
Key Elements of the Strategic Plan



Key Elements of the Strategic Plan



The Strategic Plan's 25 Results Areas



Key UN partners for each Goal Area

Goal Area 1: WHO, WFP, UNFPA, UNAIDS, World Bank, GAVI, Global Fund...

Goal Area 2: UNESCO, UNHCR, ILO, World Bank, GPE...

Goal Area 3: UNFPA, UN-Women, WHO, UNHCR, IOM, UNODC, SRSG VAC...

Goal Area 4: World Bank, UN-Women, WFP, UNDP...

Goal Area 5: UNDP, WFP, World Bank, ILO, UNFPA, UNWOMEN...

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

42% 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

Common QCPR monitoring framework indicators

Midterm review of the Strategic Plan

LESSONS LEARNED

- ▶ The MTR reaffirmed that long-term, flexible resources are indispensable for integrated programming and holistic systems strengthening. UNICEF is now working even harder to build the business case linking these kinds of investments with results.
- ▶ Learning from the GAP evaluation and MTR, UNICEF will strengthen organizational understanding and operationalization of gender equality and gender transformation, through securing commitments from senior managers and establishing clear implementation pathways.
- ▶ Exploration of social determinants affecting the unequal uptake of health services will strengthen programming and accelerate progress.
- ▶ UNICEF shifted its work towards quality of basic education, measured by learning outcomes and relevance, as well as children's well-being.
- ▶ UNICEF has learned the increased relevance of advocating for holistic multisectoral rights-based care reform.
- ▶ UNICEF will continue to strengthen humanitarian-development-peace programming, but this requires investments to focus on flexible skills, systems and funding, and systematically promoting a measurable resilience and preparedness agenda.
- ▶ UNICEF recognizes that it is more important than ever for programmes to be grounded in young people's expressed needs and priorities, and by involving them in decision-making processes.
- ▶ UNICEF will strive to find balance between greater coverage and reaching the most vulnerable in humanitarian contexts, by leveraging and scaling up of tools to better identify, target and engage with affected vulnerable populations.
- ▶ The full operationalization of UNDS reform, maximizing the potential of our partnerships, is key to accelerating achievement of SDGs and addressing crises like COVID-19, including through joint programming and efficient use of resources

Midterm review of the Strategic Plan

FINDINGS IN HUMANITARIAN ACTION & GENDER

Humanitarian action

- **Humanitarian review** identified main barriers to delivery of principled, timely and quality humanitarian action; recommendations will promote institutional change in integrated humanitarian programmes
- **Revision of CCCs**, policy and response framework for humanitarian action, equipping UNICEF and partners with new organizational, programmatic and operational commitments
- **Fragile situations** present significant risks to meeting SDGs. Engagement of various public and private actors key to invest will be critical to institution-building and preparedness; and accelerate socioeconomic progress

Gender

- **Evaluation of the GAP:** slow progress in mainstreaming gender
- UNICEF will increase investment in targeted areas, especially adolescent girls' health and education outcomes; while enhancing gender integration in other sectors, including health, nutrition, WASH, and humanitarian action
- UNICEF will enhance staff's ownership and responsibility for gender integration at all levels, by improving accountability mechanisms and increasing investment in leadership and capacity
- UNICEF will prioritize enhancements to gender-related data and evidence systems across all sectors, and ramp up evidence base for gender norms change
- Coordination and partnership with other UN agencies will be instrumental to raising our aspirations for gender equality, both programmatically and institutionally

Change Strategies

1. Programming at-scale results for children
2. Gender transformative programming
3. Winning support for the cause of children from decision makers and the wider public
4. Developing and leveraging resources and partnerships for children
5. Harnessing the power of business and markets for children
6. UN working together
7. Fostering innovations in programming and advocacy processes and practices
8. Harnessing the power of evidence as a driver of change for children

Enablers

1. Responsive, transparent and accountable internal governance
2. Results-oriented, efficient and effective management
3. People: versatile staff as agents of change
4. Versatile, safe and secure knowledge and information systems
5. A stronger, values-based organizational culture

Common chapter – what are the key areas of collaboration?

The principles of *leaving no one behind* and *reaching the farthest behind first* permeate the Strategic Plans of UNDP, UNICEF, UNFPA and UN-Women. In direct response to the QCPR we will harness our collaborative advantage in accordance with respective mandates in the following key areas. The Strategic Plans also have common indicators and a common annex.

Eradicating poverty



Addressing climate change



Improving adolescent and maternal health



Achieving gender equality and the empowerment of women & girls



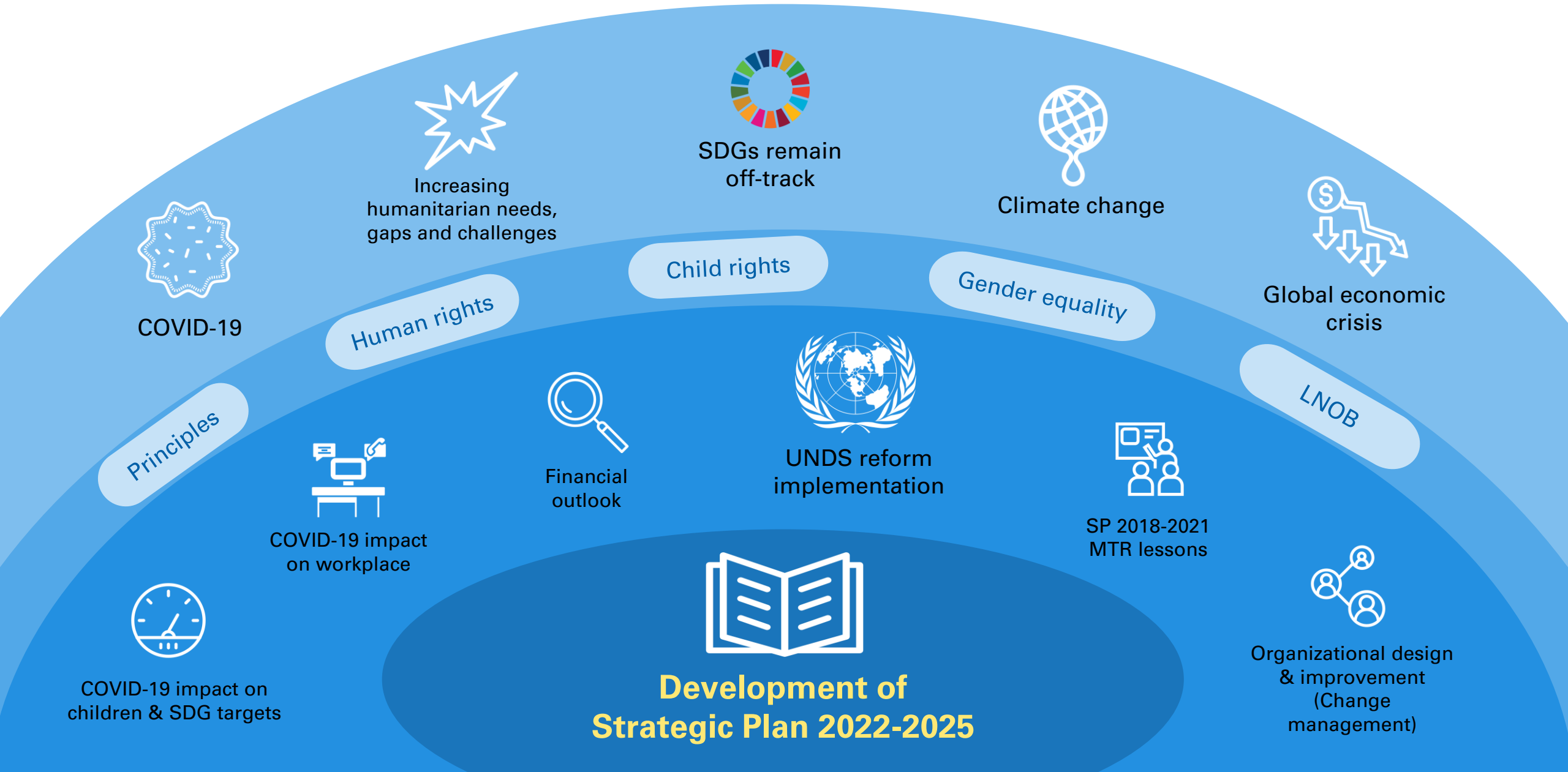
Ensuring greater availability and use of disaggregated data for sustainable development



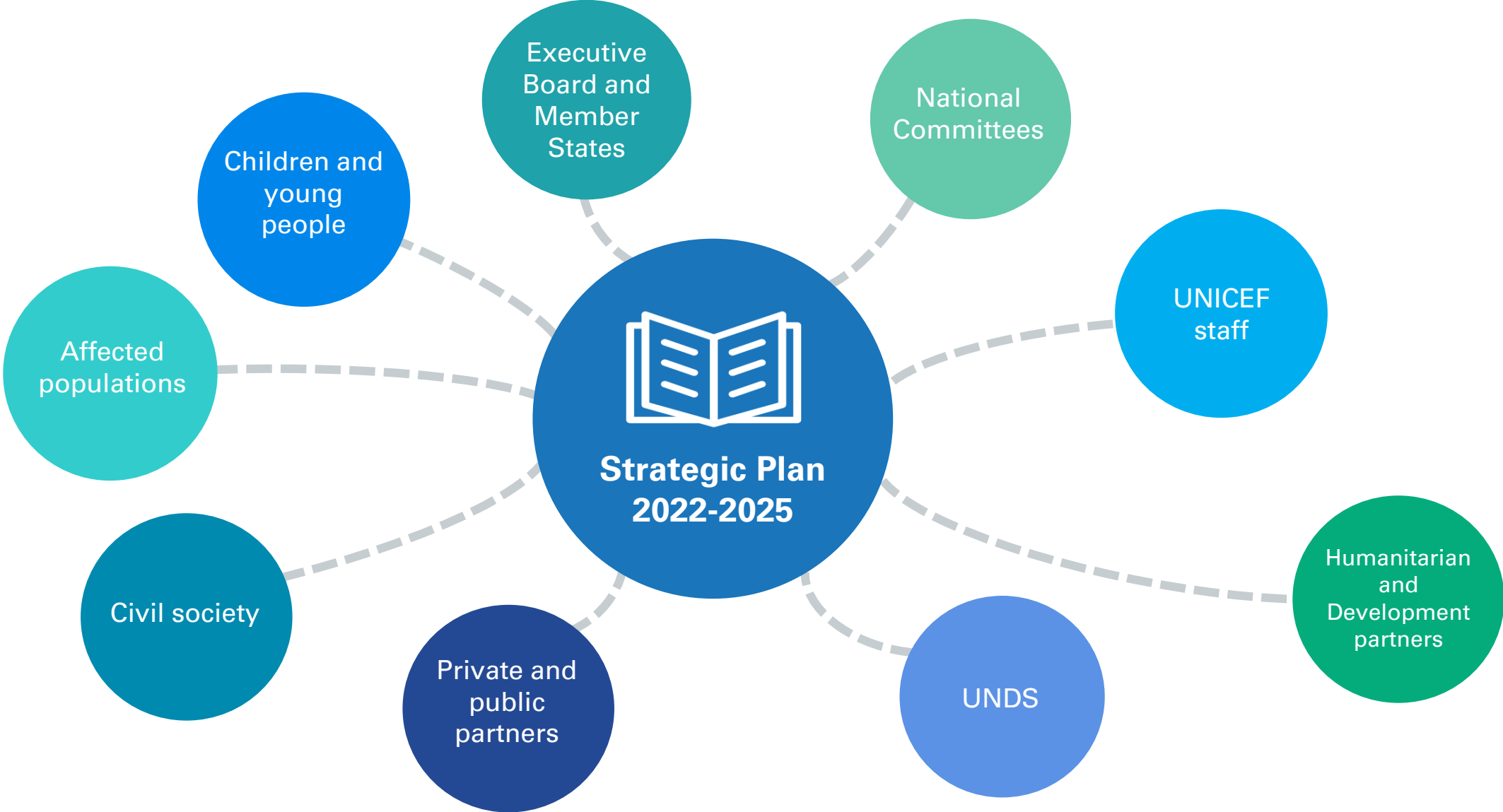
Emphasizing that development is a central goal in itself, and that in countries in conflict and post-conflict situations the development work of the entities of the UNDS can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities and respecting national ownership



Development of Strategic Plan 2022-2025: Context



Stakeholders for Development



Phases of the Strategic Plan, 2022–2025

Development Process

