Road map for consultations and briefings on the development of the UNICEF Strategic Plan, 2022–2025

Ms. Vidhya Ganesh
Director, Division of Data, Analytics, Planning and Monitoring

UNICEF Executive Board
Informal briefing
27 January 2021

Item 4 – Updated road map to the development of the UNICEF Strategic Plan, 2022–2025, including consultations and briefings
Reference document: UNICEF/2021/EB/4
Phases of the Strategic Plan, 2022–2025 development process

Phase 1
Analysis:
Review of the situation of children, development of projections and trends, lessons learned and critical performance analysis

Phase 2
Strategy:
Revision of theories of change

Phase 3
Results and measurement:
Definition of results and indicators

Phase 4
Strategic Plan consolidation and drafting:
Development of the Strategic Plan narrative and annexes

Phase 5
Communication and finalization:
Refinement of the Strategic Plan, outreach and communication with all stakeholders

Consultations with UNICEF offices and other stakeholders

2020

2021

OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP

UNICEF Executive Board sessions

UNICEF Executive Board – Informal briefing on Item 4 – Updated road map to the development of the UNICEF Strategic Plan, 2022–2025, including consultations and briefings
Ambition Renewed for the future of children

Context, trends and overview

- 2- to 7-fold acceleration is needed to get SDGs on track.
- 1.6 billion children and young people affected by school closures.
- 463 million without access to remote learning.
- 150 million more children in poverty.

- Economic recession
- Complex humanitarian crises
- COVID-19 pandemic

- Climate change
- Human rights violations

- Social justice

Children in complex humanitarian crises face higher risks of deprivation and exclusion.

200 million people likely to be displaced due to climate change.

Inequalities exposed and deepened; people, including children, are demanding their rights more than ever.

All rights are under threat, for all children.

UNICEF Executive Board – Informal briefing on Item 4 – Updated road map to the development of the UNICEF Strategic Plan, 2022–2025, including consultations and briefings.
Strategic direction

Address the impact of the COVID-19 pandemic & enable the world to move forward

Accelerate lagging SDGs and child rights, lifting children and families out of poverty and inequality

Deliver Core Commitments for Children in humanitarian settings
Design principles towards an outcome-oriented Strategic Plan

- Ensure **continuity** across planning cycles to enhance learning
- Integrate the criticality of **humanitarian action** in shaping theories of change
- Encompass programming in **high-income countries**
- Focus on the **HOW** to stimulate higher-level change

Move to an outcome-level plan to galvanize global action

Anchor global targets in country-level data

Reinforce gender equality and human rights

Integrate transformative partnerships and increase coordination and efficiency through UN reform

**Ambition Renewed**
A plan that fulfills the rights of every child, meets the expectation of our partners and rises to the ambition and enthusiasm of our staff
## Key stages in the Executive Board consultation process

<table>
<thead>
<tr>
<th>Date</th>
<th>Consultation opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 2020</td>
<td>Informal briefing on the road map</td>
</tr>
<tr>
<td>Sep 2020</td>
<td>Second regular session</td>
</tr>
<tr>
<td>Dec 2020</td>
<td>Workshop on the analysis</td>
</tr>
<tr>
<td></td>
<td>Joint workshop with UNDP, UNFPA, UNOPS and UN-Women</td>
</tr>
<tr>
<td>Jan 2021</td>
<td>Informal briefing on the updated road map</td>
</tr>
<tr>
<td></td>
<td>Joint informal briefing (to be confirmed)</td>
</tr>
<tr>
<td>Feb 2021</td>
<td>First regular session: presentation of the updated road map and outline, evaluation of the Strategic Plan, 2018–2021, and management response</td>
</tr>
<tr>
<td>Mar 2021</td>
<td>Workshop on the Strategic Plan structure</td>
</tr>
<tr>
<td>Apr 2021</td>
<td>Joint informal briefing (to be confirmed)</td>
</tr>
<tr>
<td>May 2021</td>
<td>Informal briefing on the Strategic Plan: draft for review</td>
</tr>
<tr>
<td></td>
<td>Joint meeting</td>
</tr>
<tr>
<td>Jun 2021</td>
<td>Annual session: Strategic Plan, draft for review (in English)</td>
</tr>
<tr>
<td>Jul 2021</td>
<td>Review of the draft integrated budget by ACABQ (for information)</td>
</tr>
<tr>
<td>Jul/Aug 2021</td>
<td>Informal briefing on the Strategic Plan and the Gender Action Plan</td>
</tr>
<tr>
<td>Aug 2021</td>
<td>Joint informal briefing (to be confirmed)</td>
</tr>
<tr>
<td>Sep 2021</td>
<td>Second regular session: approval of the Strategic Plan</td>
</tr>
</tbody>
</table>
Consultations with other key partners and stakeholders

- **Children and young people**
  to co-create solutions in areas that matter to them

- **Member States**
  to consult on expectations and priorities

- **UN development system**
  including operational and normative partners and entities critical to advance child-focused SDGs

- **International financial institutions**
  to reaffirm strategic focus and direction

- **Regional bodies**
  to ensure delivery of results for children

- **Key development and humanitarian actors**
  to reaffirm strategic focus and direction

- **National committees**
  to guide programming in high-income countries, partnerships and advocacy

- **Private sector**
  to enhance programming for results and leverage sustainable financing for children
Indicative outline of the Strategic Plan, 2022–2025

A. Introduction
   ▪ Context
   ▪ Lessons learned
   ▪ Vision and guiding principles

B. Strategic approach
   ▪ Goal areas
   ▪ Multisectoral and cross-cutting approaches
   ▪ Strategies and enablers

C. Partnerships and financing

D. Risk management

E. Monitoring, learning, reporting and evaluation

F. Looking forward to 2030

G. Draft decision
United to promote a society where every child is included and has agency, opportunity and their rights fulfilled.