Updated road map to the development of the UNICEF Strategic Plan, 2022–2025

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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
Ambition Renewed for the future of children

Context, trends and overview

- SDGs off track
- COVID-19 pandemic
- Complex humanitarian crises
- Human rights violations
- Social justice
- Climate change
- Economic recession

1.6 billion children and young people affected by school closures, 463 million without access to remote learning

150 million more children in poverty

2- to 7-fold acceleration is needed to get SDGs on track

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

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

All rights are under threat, for all children

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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>
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<tbody>
<tr>
<td>Aug 2020</td>
<td>Informal briefing on the road map</td>
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<td>Sep 2020</td>
<td>Second regular session</td>
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<td>Dec 2020</td>
<td>Workshop on the analysis</td>
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<td>Joint workshop with UNDP, UNFPA, UNOPS and UN-Women</td>
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<tr>
<td>Jan 2021</td>
<td>Informal briefing on the updated road map</td>
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<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>
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<td>Mar 2021</td>
<td>Workshop on the Strategic Plan structure</td>
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<td>Apr 2021</td>
<td>Joint informal briefing (to be confirmed)</td>
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<td>May 2021</td>
<td>Informal briefing on the Strategic Plan: draft for review</td>
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<td>Joint meeting</td>
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<td>Jun 2021</td>
<td>Annual session: Strategic Plan, draft for review (in English)</td>
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<tr>
<td>Jul 2021</td>
<td>Review of the draft integrated budget by ACABQ (for information)</td>
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<td>Jul/Aug 2021</td>
<td>Informal briefing on the Strategic Plan and the Gender Action Plan</td>
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<tr>
<td>Aug 2021</td>
<td>Joint informal briefing (to be confirmed)</td>
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<tr>
<td>Sep 2021</td>
<td>Second regular session: approval of the Strategic Plan</td>
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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
A new Strategic Plan

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