

For information

United Nations Children's Fund
Executive Board
First regular session 2017
7-9 February 2017
Item 5 of the provisional agenda*

**Updated road map to and outline of the UNICEF
Strategic Plan, 2018-2021**

Summary

This paper presents a road map to and summary outline of the UNICEF Strategic Plan, 2018-2021. The purpose is to present to the Executive Board some of the key considerations for the Strategic Plan. The proposed road map provides details of the consultation process with the Executive Board. The proposed outline gives an indication of how the Plan will be organized.

* E/ICEF/2017/1.

I. Overview of global developments

1. The world has made tremendous progress in recent years. The mortality of children under five years of age has declined from 12.7 million per year to around 6 million per year in the past two and a half decades. The proportion of undernourished people has fallen by almost half since 1990. The primary school net enrolment rate in the developing world reached 91 per cent in 2015, up from 83 per cent in 2000, and gender parity in primary education continues to improve.
2. While much has been achieved, many of the poorest, most disadvantaged children did not feel the effects of that progress. Even in countries in which national targets were achieved, they masked glaring inequities within those same countries.
3. For example, while there has been a 53 per cent reduction in the number of deaths of children under five years of age since 1990, children in the lowest income group are nearly twice as likely to die before the age of five as those in the highest income group. Similarly, while there has been a 41 per cent reduction in stunting since 1990, rural children are more than twice as likely as urban children to be stunted. While the number of children of primary school age who are out of school dropped from 104 million in 1990 to 61 million in 2014, children in the lowest income group are five times more likely to be out of school as those in the highest income group. While there was a decline in the number of people living in extreme poverty from over 1.8 billion in 1990 to less than 800 million in 2013, half were children under 18 years of age.
4. Closing the gaps that remain and fulfilling the obligations outlined in the Convention on the Rights of the Child will require accelerated efforts. At the current rate of progress, by 2030 some 167 million children will still live in extreme poverty and 60 million children of primary school age will be out of school.
5. A key determinant of a child's well-being today is whether he or she lives in a fragile context. Across many parts of the world, children's lives are being destroyed by violence and suffering. Displacement is becoming more common. Already, 65 million people are displaced globally, the highest number since the Second World War. Nearly 20 million refugees were registered in 2015; about half of them were children. The scale, risks and severity of humanitarian crises are steadily increasing across the globe. And it is estimated that by 2030, up to half of the world's children living in poverty will live in fragile contexts.
6. Over the coming decades, climate change and environmental degradation will very likely exacerbate such effects, causing the spread of such diseases as malaria and dengue in certain regions and increasing the scale of natural disasters. Water scarcity will very likely increase as a source of both economic and political tension.
7. Globalization, urbanization and the mass movement of people increase the risk of epidemics, as witnessed recently with the Ebola and Zika viruses. Rapid demographic changes in many parts of the world will require the scaling up of essential services for children. The needs of adolescents require special attention due to the growing youth bulge in parts of Africa and Asia.
8. In addition to increasing humanitarian crises, climate change and demographic shifts, changes in the global economic and political landscape are also shaping the contexts in which children live, especially in middle-income countries. Inequality is growing in many countries, and a majority of the world's poor children now live in middle-income countries.

9. There is considerable evidence about what works and what will be necessary in order to achieve the Sustainable Development Goals for children. UNICEF and partners have learned that starting with the most deprived children is not only right in principle, but also highly cost-effective and practical. Such a focus will also help the world to move more swiftly towards the progressive realization of the rights of all children.

10. There are also numerous opportunities to help to accelerate the achievement of results for children. Continued efforts to strengthen governance will not only improve the capacity for domestic resource mobilization, but also enable greater accountability for the delivery of essential services for children. The private sector is playing an increasingly active role in development. Social media is helping people to exercise their voice, and increases the potential for leveraging wider change through campaigning and advocacy. New modalities of organization and engagement, including within and between civil society, the public sector, the private sector and international financial institutions, are creating opportunities for greater development financing, improved service delivery and policy change for children at the national and international levels.

II. Strategic focus for the UNICEF Strategic Plan, 2018-2021

11. The Strategic Plan, 2018-2021 will represent a stepping stone to the achievement of the Sustainable Development Goals. It will be aimed at delivering concrete results for children, especially the most disadvantaged, in an effort to break the vicious cycle of inequity early on and propel us towards the fulfilment of the 2030 Agenda for Sustainable Development. At its heart, the Plan will respond to the call to “leave no child behind”, so that the rights of every child, everywhere, will be fulfilled, giving each one a fair chance in life.

Lessons learned from the previous Strategic Plan

12. Several lessons have emerged from the implementation of the Strategic Plan, 2014-2017.¹ These include lessons from all of the plan’s outcome areas.

13. The key lessons include the need for specific attention to demand creation and community mobilization for a greater impact on child survival. Integrated community-based approaches to case management within health system strengthening should be a priority approach for Governments and partners in both low- and middle-income countries. Timely investment in a cadre of trained health and community workers is not only necessary for scaling up high-impact health and nutrition interventions, but also for ensuring a rapid response when a crisis occurs.

14. In water and sanitation, key lessons informing the work of UNICEF and partners include the need for expanded private sector engagement; the importance of community mobilization for progress in eliminating open defecation and promoting hand-washing; and the need for stronger multisectoral planning and action, as water, sanitation and hygiene interventions can increase programme effectiveness in such other sectors as nutrition and education, including by significantly reducing stunting and boosting the school attendance of girls.

15. In education, greater efforts are needed in capacity-building to raise the quality of schooling in fragile settings, as are further community mobilization strategies to promote school attendance. In non-fragile contexts, particularly in middle-income countries, further

¹ UNICEF, Midterm review of the Strategic Plan, 2014-2017: Lessons learned, presented at the 2016 annual session of the Executive Board, 14-16 June 2016.

improvements are needed in monitoring, reporting on and assessing the impact of UNICEF support for policy development.

16. In child protection, experience across all regions confirms the importance of a combined approach that addresses the specific protection needs of children while making critical investments in strengthening national systems. The latter includes service-delivery mechanisms, workforce capacity and coordination and referral mechanisms at the national and community levels, all supported by strengthened laws, policies and guidelines. A trained social welfare workforce that is in contact with families and communities is vital. A key lesson is the importance of effective referral pathways between the child protection system (including the social welfare and justice systems) and the social protection, education and health systems. Such an integrated intersectoral approach has proven essential to achieving timely results for children.

17. In social inclusion, there has been rich learning around cash transfers. Direct cash transfers, particularly when offered without conditions, are particularly effective in both development and humanitarian settings. Accumulated evidence suggests that few interventions can match the impact of small, predictable monetary disbursements on the reduction of multidimensional poverty. There is also increasing recognition of the effectiveness of cash transfers as an emergency intervention for families and as support for their transition to recovery. The experiences of UNICEF and its partners with refugees in Jordan and in response to the 2015 earthquake in Nepal have demonstrated that administering emergency cash transfers within existing government systems enables such cash transfer efforts to scale up quickly. Lessons have also been learned about the limitations of cash transfers, especially in humanitarian contexts. The most important lesson is that a functioning market needs to be in place so that cash can be readily used to purchase goods, thus avoiding the delays and inefficiencies often associated with the provision of in-kind assistance.

18. Another key lesson is the need to increase public investment in health, water and sanitation, nutrition and child protection, to ensure that domestic resources are available to increase service access, especially for the most disadvantaged children, and to protect spending on essential services during budget contractions.

19. In humanitarian situations, a key lesson is that the growing scale, frequency and severity of crises require the strengthening of capacity and systems for humanitarian response and greater attention to risk-informed programming. Emergency preparedness and resilient development, especially at the community level, are critical for improving the well-being of children in both fragile and non-fragile contexts. Additional lessons point to the need for clear management and accountability arrangements for cluster coordination and for the clarification of these responsibilities with government and other partners.

20. In support of gender equality, further attention is needed to effectively mainstream gender priorities in sectoral service delivery, in particular, to increase public investments to address issues affecting adolescent girls.

21. Regarding the United Nations working together, in line with the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR), UNICEF should continue to deepen partnerships with Governments and within the United Nations development system, particularly with a view to developing integrated approaches for the achievement of the Sustainable Development Goals, in the context of United Nations Development Assistance Frameworks at the national level.

22. In addition, UNICEF should continue to build upon its strengths and comparative advantages. These include its network of National Committees; its significant role in responding

to the needs of children in humanitarian situations; its strong focus on systems strengthening, including in support of resilient development and crisis prevention; and its communications capabilities, which enable it to advocate for the rights and needs of children everywhere.

Guiding principles

23. The Strategic Plan will be grounded in the Convention on the Rights of the Child, which provides the foundation for everything that UNICEF does. The Strategic Plan will also be guided by other human rights treaties and instruments, including the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities.

24. Building upon the current plan, the Strategic Plan, 2018-2021 will pursue a vision of realizing the rights of every child, especially the most disadvantaged. UNICEF works to promote the rights of every child, everywhere: in programmes, in advocacy and in operations. And it does so by starting with the most deprived, because a focus on equity accelerates progress towards achieving the rights of all children. It provides a foundation for action geared to helping children to reach their full potential, leading to better, stronger and more sustainable societies.

25. UNICEF works with partners to respect, protect and promote human rights and fundamental freedoms for all children, without distinction of any kind whatsoever.

26. Furthermore, the Sustainable Development Goals will serve as the long-term framework for the Strategic Plan. Elements of the Strategic Plan, 2018-2021 will be firmly grounded in the Goals of the 2030 Agenda. Although all the Goals touch on the lives and rights of children in some way, the Plan will focus on elements that bear particular reference to children, namely Goals 1, 2, 3, 4, 5, 6 and 16. In addition, UNICEF will work with partners to address key drivers of child well-being in the current era, which are put forward in the Sustainable Development Goals relating to inequality, communities and cities and climate change, while supporting the overall mission of the Goals that no one – and no child – is left behind.

27. In this context, UNICEF will work with United Nations partner agencies to further operationalize United Nations Development Group programming principles: a human rights-based approach, gender equality, environmental sustainability, results-based management and capacity development.

28. The Strategic Plan will also respond to the outcomes of the third International Conference on Financing for Development, held in Addis Ababa from 13 to 16 July 2015; the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Paris from 30 November to 11 December 2015; and the Third United Nations World Conference on Disaster Risk Reduction, held in Sendai, Japan, from 14 to 18 March 2015. The Plan will outline the ways in which UNICEF will contribute to bridging humanitarian and development operations and addressing the issues of prevention and preparedness, early recovery and social cohesion.

29. The Plan will highlight the ways in which the new global agenda expands opportunities for partnerships with a much wider group of stakeholders across the public and private sectors, including civil society, international financial institutions, the United Nations and beyond. Such expanded engagement brings with it the opportunity for mobilizing and leveraging additional resources for children from the public and private sectors, and from domestic and international sources.

30. The Plan will outline how UNICEF intends to engage in coherent and integrated support towards the implementation of the 2030 Agenda, particularly through its collaborative work with funds, programmes and specialized agencies across the United Nations development system, in accordance with their respective mandates and comparative advantages, as underscored in the 2016 QCPR.

31. In response to the QCPR, the Plan will further build upon ongoing UNICEF collaboration with the United Nations Development Programme, the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to align their strategic plans for the period 2018-2021. The aim is to avoid overlaps and define clear roles and responsibilities on the basis of the unique contribution of each agency to the Sustainable Development Goals and, to the maximum extent possible, to reflect opportunities for joint work across multiple agencies in support of cross-sectoral and system-wide results.

Design considerations

32. The Plan will include the results to be achieved by 2021 in the context of the Sustainable Development Goal targets for 2030. The midterm review of the Strategic Plan will provide recommendations on what should be carried over or prioritized in subsequent strategic plans, all aimed at the achievement of the Sustainable Development Goal targets.

33. In response to both the Convention on the Rights of the Child and the Sustainable Development Goals, the Strategic Plan will reflect the work of UNICEF in support of the most disadvantaged children in various country contexts. Key result areas and indicators will reflect the UNICEF contribution to achieving results for children in various parts of the world.

34. Equity principles will underpin the Strategic Plan, including the results framework. Where possible, data will be disaggregated by sex, age, disability, wealth status and location.

35. The Strategic Plan will describe the ways in which UNICEF will continue to effectively respond to the growing scale, frequency and severity of humanitarian crises. Specific issues that will be the focus of programming in humanitarian contexts will be addressed under each Goal Area. The Plan will also deepen the integration of humanitarian and development work and make sure that humanitarian investments contribute to longer-term development outcomes and vice versa. Results will be achieved through better collaboration with other United Nations agencies, international financial institutions, including the World Bank, and stronger partnerships with the private sector and civil society. The participation of and accountability towards populations that UNICEF seeks to serve will be enhanced.

36. Building upon the Strategic Plan, 2014-2017, the results on gender equality will reflect targeted priorities as well as specific mainstreaming results. Indicators will also strongly capture disaggregation by sex.

37. Reflecting the changing world, including demographic shifts, the Strategic Plan will also build upon ongoing efforts to address issues affecting adolescents.

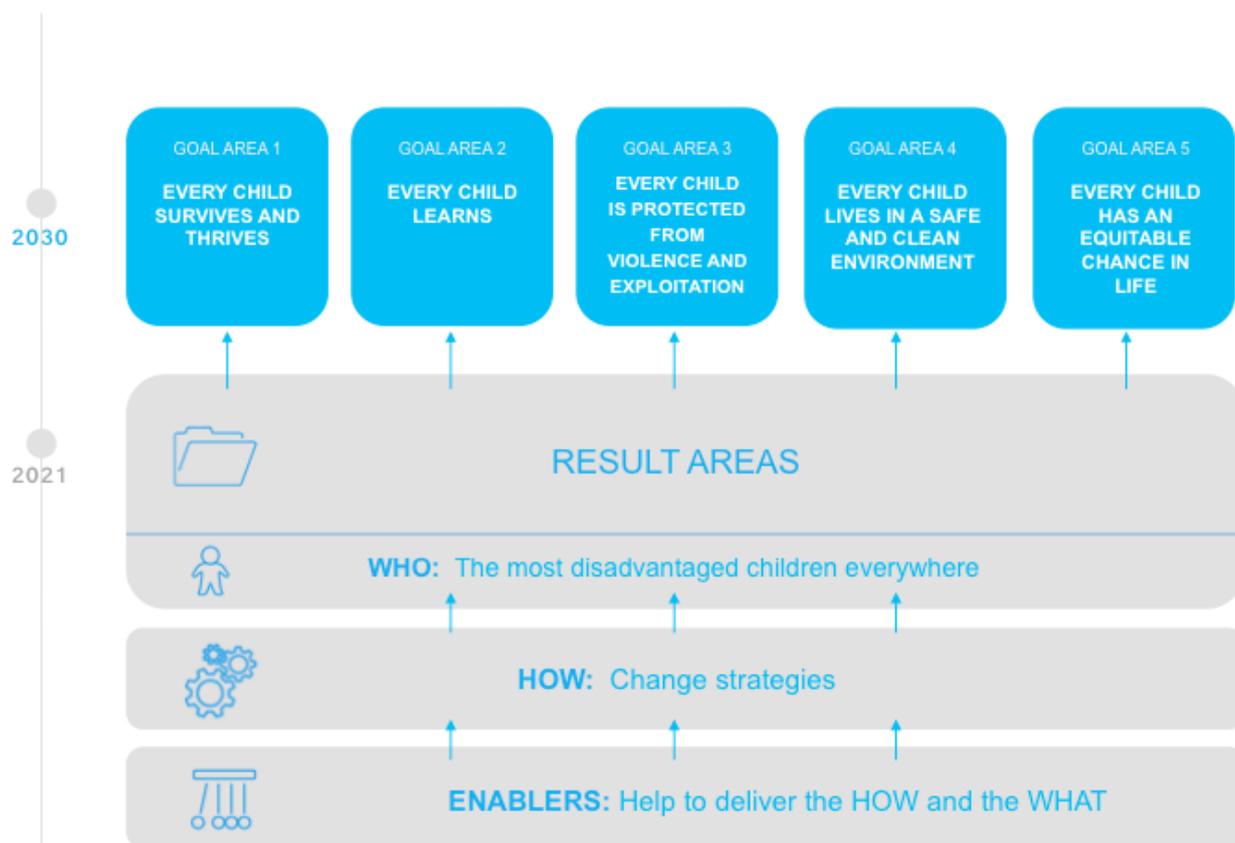
III. Proposed elements of the Strategic Plan

38. The Strategic Plan will describe the key elements of the work of UNICEF during the period 2018-2021 in relation to the results that the organization seeks to achieve for children (the WHAT); the groups of children who will be reached in various contexts (the WHO); the change strategies necessary for the achievement of planned results (the HOW); and the internal

effectiveness and efficiency factors that support the change strategies and the achievement of the planned results (the ENABLERS). (See figure 1 for a schematic description of how the key elements of the Plan are linked to achieve results for children.)

Figure 1

Proposed key elements of the Strategic Plan, 2018-2021



The focus on results: the WHAT

39. Five Goal Areas are under consideration: (1) Every child survives and thrives; (2) Every child learns; (3) Every child is protected from violence and exploitation; (4) Every child lives in a safe and clean environment; and (5) Every child has an equitable chance in life. The Goal Areas are closely linked to selected Sustainable Development Goal targets.

40. The Goal Areas represent areas that hold the greatest burden of child deprivation. They are also those within which UNICEF can contribute to Sustainable Development Goal targets and the fulfilment of the Convention on the Rights of the Child.

41. The proposed Goal Areas are strongly interlinked, enabling an integrated approach to achieving results for children. Progress under one Goal Area requires and contributes to progress under the others. For example, results in early childhood development will contribute to improvements in child survival and learning outcomes, while also helping to address the intergenerational dimensions of inequity. Similarly, results in water and sanitation improve child survival, learning outcomes and the protection of children from violence and exploitation, while promoting a clean environment in which children can live and play.

42. Cross-cutting priorities, including gender equality and humanitarian assistance, will underpin the Goal Areas.

43. Goal Area 1 will be aimed at addressing many of the remaining child survival and development challenges from the Millennium Development Goal era, as well as emerging risks that threaten to undermine the achievement of the Sustainable Development Goals. It will contribute to Sustainable Development Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture) and Goal 3 (Ensure healthy lives and promote well-being for all at all ages) in both humanitarian and development contexts. Proposed result areas for the UNICEF contribution include early childhood development; the nutritional status of children; maternal and newborn care; immunization; preventable illnesses, including pneumonia, diarrhoea and malaria; gender-responsive adolescent health and nutrition; and HIV/AIDS.

44. Goal Area 2 will be aimed at supporting the achievement of Sustainable Development Goal 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all) and will contribute to Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all). It will be focused on improving learning outcomes for children. Proposed result areas for the UNICEF contribution include early learning; out-of-school girls and boys, especially in humanitarian situations; the learning environment; and the skills development of adolescents.

45. Goal Area 3 will be aimed at supporting the achievement of Sustainable Development Goal 5 (Achieve gender equality and empower all women and girls)² and Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels), with a focus on addressing the high levels of violence and exploitation faced by children. Proposed areas for the UNICEF contribution include the reduction of violence and harmful practices against boys and girls; increased access to justice; the issue of grave violations against children in humanitarian situations; birth registration; and a greater focus on the rights of child migrants.

46. Goal Area 4 will be aimed at addressing the risks faced by children due to the physical environment in which they live, contributing to Sustainable Development Goal 6 (Ensure availability and sustainable management of water and sanitation for all); Goal 11 (Make cities and human settlements inclusive, safe, resilient and sustainable); and Goal 13 (Take urgent action to combat climate change and its impacts). Proposed result areas for the UNICEF contribution include safe drinking water; basic sanitation; disaster risk reduction and social cohesion; child-responsive urban settings; and the protection of children from the impacts of environmental pollution and climate change.

47. Goal Area 5 will be aimed at addressing the inequitable social and economic conditions in which many children live, supporting the achievement of many Sustainable Development Goals, in particular Goal 1 (End poverty in all its forms everywhere); Goal 5 (Achieve gender equality and empower all women and girls); and Goal 10 (Reduce inequality within and among countries). Too many children face structural barriers that prevent them from realizing their potential. Providing children with an equitable chance in life will help to transform the vicious intergenerational cycle of deprivation that traps millions all over the world into a virtuous one that enhances their capabilities. Proposed result areas for the UNICEF contribution include

² In addition to Goal Area 3, Goal Areas 1, 2, 4 and 5 also contribute to specific aspects of Sustainable Development Goal 5. These will be articulated in the results framework of the Strategic Plan, 2018-2021.

gender equality; integrated support for children with disabilities; adolescent empowerment; and the reduction of multidimensional child poverty, including through social protection.

48. In consultation with key partners, including United Nations agencies, a results framework will be developed to reflect the unique UNICEF contribution to the Sustainable Development Goals under each Goal Area. A clear theory of change will be developed for each Goal Area.

Defining the WHO

49. UNICEF is committed to making sure that the rights of all children are fulfilled, everywhere. The Strategic Plan, 2018-2021 will be focused especially on the most disadvantaged children. Its success will be assessed by whether the most left-behind children benefit from the results achieved. In accordance with Executive Board decision 2016/11, including to continue to invest the majority of its resources in least developed countries and countries in fragile contexts and to enhance its work in middle- and high-income countries, UNICEF will continue to focus on girls and boys caught up in various cycles of inequity. Details of the WHO will be worked out as part of the results framework of the Strategic Plan.

Potential change strategies in support of the proposed Goal Areas: the HOW

50. The Strategic Plan will outline change strategies for the achievement of the goals under the five Goal Areas. UNICEF achieves change by combining high-quality programmes at scale; harnessing innovation; and collecting evidence of what works. It uses these to leverage wider change nationally and globally through advocacy and campaigning. UNICEF builds support with the public around the world to advocate, volunteer and mobilize resources for the cause of children, and works with others to achieve even greater impact.

51. The key change strategies for the Strategic Plan will focus on:

(a) Programming excellence for at-scale results for children, including fostering cross-sectoral and multisectoral programming that responds to children holistically and to the environment in which they grow up; systems strengthening to improve the delivery of essential services to the most disadvantaged children; enhancing at-scale capacity for humanitarian action; strengthening gender-informed programming in all areas of the work of UNICEF; promoting demand for services and social norms that contribute to the realization of child rights; and enhancing South-South and horizontal cooperation;

(b) Winning support for the cause of children from decision makers and the wider public, including supporting young people and children as agents of change; becoming an even stronger advocacy, campaigning and communications force for children; strengthening the UNICEF brand; and working with others to build alliances and movements for change, and through this public engagement, recruiting a hundred million supporters to the cause of children to give, to advocate and to volunteer;

(c) Leveraging resources for children, including by influencing the domestic planning, financing and delivery of services for children, and mobilizing resources for UNICEF from Governments and the private sector;

(d) Harnessing the power of the private sector and markets for children, including by leveraging the power of business to improve the lives of children around the world, through harnessing their core business and their innovation, and ensuring that they uphold child rights; and developing products, technologies and global and local markets for children;

(e) In line with the QCPR, working collaboratively with other United Nations entities to strengthen system coherence towards greater results for children, more integrated approaches to the 2030 Agenda and increased alignment with national government priorities and plans;

(f) Fostering innovations in processes and practices based on new technologies to more efficiently and effectively serve children, especially the most disadvantaged;

(g) Intensifying the focus on evidence as a driver of change for children by means of generating, synthesizing and promoting the use of evaluations, research and data on child well-being to catalyze change.

Potential ENABLERS

52. The strength of UNICEF lies in its work at the country level, in partnership with Governments, civil society and the private sector, in both humanitarian and development contexts.

53. In this context, the Strategic Plan, 2018-2021 will incorporate a mix of measures to improve the organization's internal effectiveness and efficiency. Key components will include:

(a) Being fit for purpose by enhancing how UNICEF works in various contexts towards management excellence; enhancing the risk management capability of the organization; and strengthening results-based budgeting;

(b) Having the right staff for work in various contexts and strengthening performance management;

(c) Strengthening the linkages within the organization through technology;

(d) Promoting an enabling work environment in all contexts, including a greater focus on greening and accessibility;

(e) Enhancing the safety and security of staff, especially in high-risk environments.

IV. Indicative outline of the UNICEF Strategic Plan, 2018-2021

54. In the context of the above-mentioned considerations, the following outline is proposed:

I. Overview

A. Context: An overview of the situation of children and the opportunities and challenges that lie ahead.

B. Lessons learned: A summary of the lessons learned during the implementation of the UNICEF Strategic Plan, 2014-2017 and their application in the formulation of the UNICEF Strategic Plan, 2018-2021.

C. Priorities and opportunities for children, a vision for 2021 and beyond: The global priorities and opportunities for children in the context in which the Strategic Plan is being developed.

D. Guiding principles: Employed in framing the Strategic Plan, these overarching principles are aligned with those of the strategic plans of the other funds and programmes.

II. Strategic approach

A. The Strategic Plan Goal Areas: A rationale for the Goal Areas and how they are interlinked.

B. The Strategic Plan Goal Areas and their contributions to the international agenda: The results logic of the Strategic Plan, including the expected impact and outcomes, and how UNICEF will work with United Nations agencies and other partners towards these Goal Areas.

C. Result areas: The UNICEF contribution to each Goal Area. Results at this level will reflect the added value contributed by UNICEF under each of the Goal Areas and the underlying rationale.

D. Strategic cross-cutting priorities: These include gender equality and humanitarian action, which underpin the Goal Areas in an integrated manner.

E. Change strategies: The change strategies for achieving results for children based on an analysis of the organization's comparative advantage, the QCPR, opportunities to leverage the work of other entities for children and lessons learned.

F. Organizational effectiveness and efficiency: The set of ENABLERS that are largely internal to UNICEF and support the delivery of planned results and change strategies. This section will also cover the ways in which UNICEF works in various contexts and partners with United Nations agencies, the private sector and civil society in support of national priorities.

III. Mitigating risks: An outline of the potential risks that could accompany the Strategic Plan, and the mitigating measures.

IV. Effective results-based management: The priority monitoring and evaluation actions that will accompany the Strategic Plan.

V. Conclusion: The concluding paragraph of the Strategic Plan.

VI. Draft decision: The draft decision approving the UNICEF Strategic Plan, 2018-2021.

Annexes

Table 1 – Integrated resource plan, 2018-2021: Presents the resources available and required to implement the Strategic Plan.

Table 2 – Integrated results and resources framework, 2018-2021: Presents the linkage of results and resources of the Strategic Plan, as related to the integrated budget.

V. Updated road map for the development of the UNICEF Strategic Plan, 2018-2021

55. The updated road map for the development of the Strategic Plan and related documents is as follows:

Date	Issue/Topic
6 June 2016	Midterm review of the UNICEF Strategic Plan, 2014-2017 (annual session of the Executive Board)
25 August 2016	Informal consultation on the road map for the development of the UNICEF Strategic Plan, 2018-2021
14-16 September 2016	Road map to the UNICEF Strategic Plan, 2018-2021 (second regular session of the Executive Board)
October 2016	Preparation of draft UNICEF Strategic Plan, 2018-2021 discussion paper (for the purposes of starting the consultation process, not an official document of the Executive Board)
October 2016 – January 2017	Consultations with the Executive Board, children, the private sector, civil society, within UNICEF, etc.
14 December 2016	Informal briefing with the Executive Board on the preparation of the UNICEF Strategic Plan, 2018-2021
23 January 2017	Informal briefing on the updated road map to and outline of the UNICEF Strategic Plan, 2018-2021
7-9 February 2017	Updated road map to and outline of the UNICEF Strategic Plan, 2018-2021 (first regular session of the Executive Board)
10 February 2017	Informal workshop with Member States on the UNICEF Strategic Plan, 2018-2021
April/May 2017	Informal briefing with the Executive Board on the draft UNICEF Strategic Plan, 2018-2021
2 June 2017	Informal briefing on the UNICEF Strategic Plan, 2018-2021, draft for review
13-16 June 2017	UNICEF Strategic Plan, 2018-2021 for review (annual session of the Executive Board)
July 2017	Review of the draft UNICEF integrated budget by the Advisory Committee on Administrative and Budgetary Questions (for information)

July 2017	Informal briefing with the Executive Board on the final draft UNICEF Strategic Plan, 2018-2021
22 August 2017	Informal briefing on (a) the UNICEF Strategic Plan, 2018-2021; (b) the UNICEF Gender Action Plan, 2018-2021; and (c) the UNICEF integrated budget, 2018-2021
24 August 2017	Informal briefing on the structured dialogue on financing results of the UNICEF Strategic Plan, 2018-2021
12-15 September 2017	UNICEF Strategic Plan, 2018-2021, UNICEF integrated budget, 2018-2021 and UNICEF Gender Action Plan, 2018-2021 (second regular session of the Executive Board (for decision))
