UNICEF Executive Board
Informal Consultation on the Development of the Strategic Plan 2018-2021
14 December 2016
The Executive Board Decision 2016/5:

‘Requests UNICEF to start early preparations for the next strategic plan, in full consultation with the Executive Board, taking fully into account the 2030 Agenda for Sustainable Development, other intergovernmentally agreed outcomes, the outcome of the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system and the findings and lessons learned from the midterm review…’
Outline

Context of the Strategic Plan
- Progress made for children in recent years
- Remaining deprivations
- Global challenges and opportunities
- Accelerating progress

Purpose of the Strategic Plan

Key Elements of the Strategic Plan
- Proposed results logic
- Summary proposal on the WHAT (result areas)
- Summary proposal on the HOW (change strategies)
- Summary proposal on the ENABLERs

Next Steps
“The Context Narrative”
There has been considerable progress over the past few decades. For example:

- Globally, child mortality has declined from 12.7 million per year to around 6 million since 1990.
- The proportion of undernourished people has fallen by almost half since 1990.
- Primary school net enrolment rates reached 91 per cent in 2015, up from 83 per cent in 2000.
- Gender parity in primary education continues to improve.

However, many challenges remain, particularly for the most disadvantaged children. For example:

- Rural children are still more likely to be stunted than urban children.
- Children from the poorest families are two times as likely to die before the age of five.
- Children in the poorest households are 5 times more likely to be out of school.
- Adolescent girls are more likely to be illiterate than boys.

**Significant Deprivations Remain**
Global challenges ahead will affect our ability to address the remaining deprivations children face.

Fragile contexts are likely to increase. Displacement is becoming more common.

By 2030, almost half of the world’s poor will live in countries affected by fragility, conflict and violence.

1 in 3 children living outside their country of birth is a refugee.

Climate change and environmental degradation will likely increase both the spread of disease, such as malaria and dengue, as well as the scale of natural disasters.

- Over half a billion children live in flood risk zones.
- About 160 million live in drought risk zones.

Globalization, urbanization and mass movement of people increase the risk of epidemics – as witnessed with Ebola and now Zika.

This was greatly exacerbated by ill-equipped health systems in the countries hardest hit.

But there are also trends that we can turn into opportunities:

- Increasing child population in some regions
- Youth bulge in others
- Ageing population in others

Demographic shifts accompanied by adequate investments in children can help reduce equity gaps and increase economic growth.

Through technology, people are able to exercise voice, demand accountability and share ideas on what works globally.

Innovations in programming are also enabling us to get vital goods, services and medical equipment to children in remote areas, and cost-effectively.
The path forward will not be an easy one

Increasing political polarization has the potential to hamper progress for children.

To meet the SDGs by 2030, progress over the next fifteen years will have to out-pace that of the MDG period. If improvements continue at rates observed for every child over the past 15 years, by 2030:

- **167 million** children will still live in extreme poverty
- **60 million** children of primary school age will be out of school
- Between now and 2030, **69 million** children under the age of five will die.

**ACCELERATING PROGRESS WILL BE NECESSARY**
...but we can have a considerable impact, with a set of clear, focused goals.

...and by starting with the most deprived.

Achieving the SDGs by 2030 will require making the greatest, deepest progress for the most disadvantaged - first. Breaking the vicious cycles of inequity early-on will create virtuous ones, propelling us forward and giving us the best chance of success.

This forms the basis for UNICEF’s 2018-2021 Strategic Plan.
Purpose and Approach
Purpose of the Strategic Plan

To enhance the impact of UNICEF’s work for children by:

- Aligning the work of different parts 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
- Strengthening the organization’s accountability framework

The Strategic Plan will reflect UNICEF’s commitment to delivering results for all children in the context of the SDGs.
Principles

Rights-based agenda of the CRC, CEDAW and CRPD

No child left behind

Universality

Alignment with QCPR

Links between resources and results
Build on lessons learned from the Mid Term Review

Emphasize UNICEF’s contribution to the SDGs; 2021 results as a stepping stone to 2030

Attention to multi-sectoral issues of sustainability, equity, gender and the humanitarian-development nexus
Components of the Strategic Plan
The key elements of the Strategic Plan

**WHAT:**
- 5 Goal Areas – 2030 horizon
- About 20 Result Areas – 2021 horizon

**WHO:** the thrust of the WHO is the most disadvantaged children everywhere.

**HOW:** the change strategies to achieve the WHAT.

**ENABLERS:** they help deliver on the WHAT and HOW.
The Strategic Plan (SP) Goals and the SDGs are highly related.
Proposed results logic

Goal Area 1
EVERY CHILD SURVIVES AND THRIVES

Goal Area 2
EVERY CHILD LEARNS

Goal Area 3
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION

Goal Area 4
EQUITY: EVERY CHILD HAS A FAIR CHANCE IN LIFE

Goal Area 5
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT

~20 RESULT AREAS

HOW: change strategies

ENABLERs: help deliver HOW + WHAT
SP Design Considerations

What is Different?

- Few results to enhance focus
- The strong link with the SDGs
  - The Strategic Plan will include 2021 results in the context of 2030 goals
  - There is a deliberate effort to reflect the universal nature of UNICEF’s mandate, in response to both the CRC and SDGs
  - Addressing equity and sustainability – addressed through dedicated Goal Areas as well in a cross-cutting way
  - Clear strategies (HOW), in support of the SDGs - participation, accountability, etc.
- Adolescents: there will be an increased focus on adolescents, with related results mainstreamed in all Goal Areas as well as given prominence in Goal Area 4
SP Design Considerations

What is being reinforced?

- Build on ongoing efforts to address issues affecting children in both first and second decades of life – to reflect demographic shifts in many parts of the world.

- Building on the current Plan, the results on gender reflect a dual specification of issues that the new Plan seeks to address: around targeted priorities as well as on specific mainstreaming results. Indicators will also strongly capture disaggregation by gender.

- The results framework will include clear indicators on humanitarian response – for each results statement – reflecting a growing scale of humanitarian crises, as well as a deepening of the integration of humanitarian and development work.
Parameters

- Clear result statements at the child level

- Results should be ones that UNICEF plays a role in achieving and reflect our value-add

- Various groups of COs should identify themselves with results statements
  - Enable easy adaptation for purposes of defining/modifying country-owned CPD results frameworks
**Proposed strategic cross-cutting priorities**

<table>
<thead>
<tr>
<th>Goal Area 1</th>
<th>Goal Area 2</th>
<th>Goal Area 3</th>
<th>Goal Area 4</th>
<th>Goal Area 5</th>
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<tr>
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<td><strong>ECD</strong></td>
<td><strong>ADOLESCENCE</strong></td>
<td><strong>GENDER</strong></td>
<td><strong>HUMANITARIAN</strong></td>
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Summary proposal on the Result Areas*

- Nutritional status of children
- Maternal and newborn care
- Immunization
- Preventable illnesses
- Gender-responsive adolescent health and nutrition
- Treatment of HIV infections
- Prevention of new HIV infections
- Out of school children
- Learning outcomes
- Learning environment
- Skills development
- Violence
- Harmful practices
- Access to justice
- Gender equality
- Development of cognitive, language, social and emotional skills of children
- Adolescent empowerment and engagement
- Child poverty
- Safe drinking water
- Basic sanitation
- DRR and social cohesion
- Child responsive urban settings
- Environmental pollution and climate action

*Proposals on drinking water and sanitation, have been flagged under Goal Area 5 to highlight more strongly the multi-dimensional nature of their impact and the strong links with a safe and clean environment for children.

HOW: change strategies

ENABLERS: help deliver HOW + WHAT
Summary proposal on the HOW

Goal Area 1
EVERY CHILD SURVIVES AND THRIVES

Goal Area 2
EVERY CHILD LEARNS

Goal Area 3
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION

Goal Area 4
EQUITY: EVERY CHILD HAS A FAIR CHANCE IN LIFE

Goal Area 5
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT

~20 RESULT AREAS

HOW: change strategies

1. Cross sectoral programming
2. Systems strengthening and service delivery
3. Humanitarian and development integration
4. Gender-based programming
5. Evidence and data
6. Power of innovation and technology
7. Leveraging the power of business to improve the lives of children
8. Children as change agents
9. Child rights advocacy, public engagement, communication and movements
10. Community dialogue and behaviour change
11. Leveraging resources for children
12. Market shaping
13. South-south and horizontal cooperation
14. UN working together

ENABLERS: help deliver HOW + WHAT
Summary proposal on the ENABLERS

Goal Area 1: EVERY CHILD SURVIVES AND THRIVES
Goal Area 2: EVERY CHILD LEARNS
Goal Area 3: EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION
Goal Area 4: EQUITY: EVERY CHILD HAS A FAIR CHANCE IN LIFE
Goal Area 5: EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT

~20 RESULT AREAS

HOW: change strategies

ENABLERS: help deliver HOW + WHAT

1. Fit for business
2. People (human capacity)
3. Everyone everywhere connected
4. Enabling spaces for all
5. Fundraising
Consultation processes

- Children, including adolescents
- Members of the Executive Board
- Member States
- Development partners
- Civil society
- Private sector
- United Nations Funds and Programmes
- UNICEF National Committees
- UNICEF Staff
Strategic Plan products

Draft Strategic Plan Road Map
Draft Strategic Plan narrative
Draft Results Framework

Final Strategic Plan
Results Framework, including the IRRF Annexes

Related products:
Integrated Budget, 2018-2021
Gender Action Plan, 2018-2021
<table>
<thead>
<tr>
<th>Date</th>
<th>Item</th>
<th>Type of engagement</th>
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</thead>
<tbody>
<tr>
<td>25 Aug 2016</td>
<td>Road map to the UNICEF Strategic Plan</td>
<td>Informal briefing / consultation</td>
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<tr>
<td>Second Regular Session - Sep 2016</td>
<td>Road map to the UNICEF Strategic Plan</td>
<td>For information</td>
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<tr>
<td>Oct - Nov 2016</td>
<td>Development of Discussion Paper for consultation purposes only</td>
<td>Consultation purposes (not official Board paper)</td>
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<td>Oct 2016 - Jan 2017</td>
<td>Consultation with the private sector, civil society, and within UNICEF</td>
<td>Consultation</td>
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<tr>
<td>14 Dec 2016</td>
<td>Development of the Strategic Plan</td>
<td>Informal briefing</td>
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<tr>
<td>23 Jan 2017</td>
<td>Updated road map to and outline of the Strategic Plan</td>
<td>Informal briefing</td>
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<td>10 Feb 2017</td>
<td>Informal workshop on the UNICEF Strategic Plan</td>
<td>Informal consultation / Workshop with Member States</td>
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<td>2 Jun 2017</td>
<td>UNICEF Strategic Plan – draft for review</td>
<td>Informal briefing</td>
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<tr>
<td>Annual Session - Jun 2017</td>
<td>UNICEF Strategic Plan – draft for review</td>
<td>For information</td>
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<tr>
<td>Jul 2017</td>
<td>Review of draft Integrated Budget by ACABQ</td>
<td>For information</td>
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<td>22 Aug 2017</td>
<td>UNICEF Strategic Plan – final version</td>
<td>Informal briefing</td>
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<td>24 Aug 2017</td>
<td>Structured dialogue on financing results of the UNICEF Strategic Plan</td>
<td>Informal briefing</td>
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<tr>
<td>Second Regular Session - Sep 2017</td>
<td>UNICEF Strategic Plan and Integrated Budget – final versions</td>
<td>For decision</td>
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Thank you!