UNICEF Strategic Plan, 2018-2021
Laurence Chandy
Director, Data Research and Policy
Implementation of the SDGs (innovative, integrated and cross sectoral programming)

Increasing caseload of humanitarian and fragile situations

Challenging financial environment

More global partnerships and new development actors

UNDS Reform

New global challenges (epidemics, migration crisis, climate change, urbanization)

Increased focus on results and value for money
What is the Strategic Plan?

A tool for enhancing the impact of UNICEF’s 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 SDGs
- Strengthening the organization’s accountability framework
Strategic Plan and associated documents

- **Common chapter** – identifying areas of collaboration and common indicators with UNDP, UNFPA, and UN Women

- **Results framework** – defining the organization’s goals, and its contribution to those goals, through a series of quantitative targets

- **Theory of change paper** – explaining in greater detail how UNICEF sees itself and its strategies bringing about change

- **Integrated Results and Resources Framework** – providing a high-level description of the connection between budget and the plan, based on UN standard approach

- **Gender Action Plan** – extracting and elaborating the gender components in the plan
LESSONS LEARNED

Intensify the **strengthening of national systems**

Investment in **disaggregated data**

Intensify support for inclusive and meaningful **participation of children** in decisions that affect them

**Risk-informed programming** vital for prevention and response

Systematic application of **gender analysis** during program design and delivery

Intensify **community engagement** for addressing the demand-related barriers

**GUIDING PRINCIPLES**

Convention on the Rights of the Child, the foundation for everything UNICEF does

**Leave no one behind** operationalized by:
- emphasizing accelerated action for the most marginalized children
- application of HRBAP
- strengthening of national capacities

Mainstreaming of **gender equality**

Coherence between **humanitarian and development programming**

**Partnerships** with Governments, private sector, civil society and within the United Nations development system
Key Elements of the Strategic Plan

Realizing the rights of every child, especially the most disadvantaged

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
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT

GOAL AREA 5
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE

25 RESULT AREAS (WHAT)

8 CHANGE STRATEGIES (HOW)

4 ORGANIZATIONAL PERFORMANCE ENABLERS

SP Impact

SP Goals in support of SDGs

SP Key Results – UNICEF’s direct contribution

Support achievement of planned results

Internal effectiveness and efficiency factors

IMPACT LEVEL
Shared results based on SDG impact-level indicators

OUTCOME LEVEL
Shared results based on SDG outcome-level indicators

OUTPUT LEVEL
UNICEF’s direct contribution on the basis of its comparative advantages

Key Performance Indicators
The Strategic Plan, Agenda 2030 and the CRC

Realizing the rights of every child, especially the most disadvantaged

**GOAL AREA 1**
EVERY CHILD SURVIVES AND THRIVES
SDGs 2, 3 & 5
CRC Articles 6 & 24

**GOAL AREA 2**
EVERY CHILD LEARNS
SDG 4
CRC Articles 28 & 29

**GOAL AREA 3**
EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION
SDGs 5 & 16
CRC Articles 19, 34-38

**GOAL AREA 4**
EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT
SDGs 6, 11, 13
CRC Article 24

**GOAL AREA 5**
EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE
SDGs 1, 5 & 10
CRC Articles 2, 12, 23, 26 & 30

8 CHANGE STRATEGIES (HOW)

4 ORGANIZATIONAL PERFORMANCE ENABLERS

Key Performance Indicators

Support achievement of planned results

Internal effectiveness and efficiency factors

IMPACT LEVEL
Shared results based on SDG impact-level indicators

OUTCOME LEVEL
Shared results based on SDG outcome-level indicators
### The Strategic Plan’s 25 Results Areas

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<th>Goal Area 1</th>
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#### Goal Area 1: Every Child Survives and Thrives
- Stunting
- Severe acute malnutrition
- Maternal and newborn care
- Immunization
- Childhood illnesses
- Quality ECD
- Gender-responsive adolescent health and nutrition
- HIV treatment & prevention
- Adolescent health

#### Goal Area 2: Every Child Learns
- Equitable access to quality education
- Learning outcomes
- Skills development

#### Goal Area 3: Every Child is Protected from Violence & Exploitation
- Violence
- Harmful practices (FGM/C and child marriage)
- Access to justice

#### Goal Area 4: Every Child Lives in a Safe and Clean Environment
- Drinking water
- Sanitation, hygiene, end open defecation
- Disasters
- Urban settings
- Environmental sustainability for children

#### Goal Area 5: Every Child Has an Equitable Chance in Life
- Gender discriminatory roles and practices
- Adolescent empowerment
- Child poverty
- Social protection
- Disability
# 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, UNWOMEN, 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
Cross-cutting priorities: Humanitarian action

- **Faster, more effective and at-scale** humanitarian response in line with the Core Commitments for Children in Humanitarian Action

- Increasing the reach and quality of humanitarian assistance; **gendered** impacts; centrality of protection, with particular attention to **grave violations** against children in situations of armed conflict

- Community engagement and **accountability** to affected people

- System strengthening, and support of national and **local first responders**

- Enhanced **risk-informed programming**, including investments in key preparedness actions, national and subnational risk assessments

- Coordinated needs assessments and **inter-agency humanitarian response** strategies, including through cluster coordination mechanisms
Cross-cutting priorities: Mainstreaming gender equality

- Gender equality results integrated in each of the five Goal Areas
- Emphasis on gender discriminatory roles and practices, including engaging men and boys to address the root causes of gender-based discrimination
- Gender equality one of the 8 change strategies, including focus on mainstreaming gender analysis in programme design and delivery, strengthening the collection and utilization of disaggregated data and forging partnerships
- Achieving gender parity in staffing and capacity development under the Enablers
- Gender equality results and strategies are further elaborated in the Gender Action Plan, 2018-2021
UNICEF delivers change by combining high-quality programmes at scale, harnessing innovation and collecting evidence, in partnership with Governments, other United Nations partners, civil society, the private sector, communities and children. It uses these to leverage wider change nationally and globally through advocacy, communications and campaigning. UNICEF also builds public support around the world to volunteer, advocate and mobilize resources for the cause of children, and works with partners to achieve an even greater impact.
Change Strategies

1. Programming at-scale results for children
2. Gender-responsive 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
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.
Common Chapter - Strengthening how we work together

**Work together** more effectively at all levels

**Plan together** - as part of UNCTs we will support national governments and partners to work towards common results and indicators, and collectively report on them through the revised UNDAFs to drive stronger efficiency and effectiveness

**Implement programmes together differently** - continue to support field offices in developing joint programmes, joint results groups and joint workplans in support of country priorities

**Enhance efficiency together**

**Enhance multi-stakeholder partnerships**
Organizational Performance Enablers

1. Enhancing internal governance in support of the universal mandate of UNICEF - including through our business model, risk management, transparency, anti-fraud strategies, strengthening oversight functions

2. Enhancing management efficiency and effectiveness - strengthening results-based management and budgeting, pursue strategies with other UN entities to simplify and harmonize business processes and consolidate administrative support services

3. Strengthening staff capacity - versatile and mobile staff, gender and geographic balance, skills for new partnerships, including development banks and the private sector, staff motivation and engagement

4. Enhancing knowledge and information systems - digital engagement, fundraising platforms, leveraging social media, tools for active collaboration with other UN agencies, response in emergencies, business continuity
Results Framework

- Impact, outcome and output indicators linked for each goal area
- Indicators, baselines, milestones, targets, equity dimensions and means of verification defined
- Disaggregated data on a very small number of SDG-related impact and outcome indicators when governments and the international community gather these
- Key performance indicators specified for all change strategies and enablers – e.g. gender responsive programming, coherence between humanitarian and development programming, empowerment of young people, rights-based programming, data, evaluations, audit, etc.
Programming for Children

Ted Chaiban, Director, Programme Division
The Child Survival landscape: Progress - yet 16,000 children still die every day

Global child mortality rate declined by 56 per cent since 1990

- Under-five deaths
- Infant deaths
- Neonatal deaths

Global maternal mortality rate declined by 44 per cent since 1990

Children in sub-Saharan Africa and Southern Asia face a higher risk of dying before their fifth birthday

Source: UN Inter-agency Group for Child Mortality Estimation, Maternal Mortality Estimation Inter-agency Group
Health: High Impact Interventions and Results

**IMMUNIZATION**
- One of the most powerful tools to end preventable child deaths, saving up to 3 million children a year
- In 2017, UNICEF supported vaccination of 61 million children against measles of which 24 million were in humanitarian and fragile situations.
- Since 2000, an estimated 15.6 million child deaths have been averted through measles immunization
- 22 Polio cases in 2017; In the late 1980s, there were 40 cases every hour
- 2.1 million newborn deaths averted due to neonatal tetanus since 1999

**MATERNAL & NEWBORN HEALTH**
- Improving the design, delivery and quality of maternal and newborn care services
- Since 2014, 75 countries have adopted the global Every Newborn Action Plan progress monitoring tool – enabling them to leverage domestic and partner resources on key gaps in averting newborn deaths
- Quality of Care Network established in 2017 with WHO and 9 participant countries focusing on quality, equity and dignity

**CHILD HEALTH**
- Scaling up life saving interventions through strategies such as Integrated Management of Childhood Illnesses (IMCI) and integrated Community Case Management (iCCM) towards strengthening Primary Health Care and Community Health
- Since 2014, more than 2 million families in humanitarian situations received 2 ITNs/bednets
- 240,000 community health workers trained to implement integrated community case management between 2014-17
- UNICEF’s strategic market shaping for vaccines and other supplies saved $588.2 million for governments and donors in 2016

Total global health workforce > 800
Nutrition: 42 Million Fewer Stunted Children in the World than 15 Years Ago

Yet, malnutrition remains a persistent problem in every region of the world.

Number (millions) of stunted, wasted and overweight children under 5 globally, 2000-2016

Percentage of stunted children under 5, by country and UNICEF region, 2016

- Less than 1 in 2 infants under 6 months of age are exclusively breastfed as recommended.
- Only 1 in 4 toddlers are fed a minimum number of food groups per day (diet diversity).
Nutrition: High Impact Interventions and Results

Between 2014-2017:
- **250 million children** received the recommended 2 annual doses of Vitamin A supplementation on a yearly basis.
- **14.9 million children** affected by Severe Acute Malnutrition (SAM) were treated

By 2017, with UNICEF and partner support:
- More than **15.6 million children** were reached with **Multiple Micronutrient Powder (MNP)**, three times more than in 2014.
- **66 countries** that faced ongoing or new humanitarian situations received technical support and services in 2016, reaching **3 million children with severe acute malnutrition** with lifesaving treatment
- **86 countries** have adopted the **International Code of Marketing of Breast Milk Substitutes** as a legislation
- **91 countries** have a current **national policy or plan to address anemia** in women of reproductive age
- **82 countries** have legislations to mandate **staple cereal fortification**

UNICEF:
- **Global leader in nutrition data** for children, including publishing annual Joint Malnutrition Estimates (with WHO and the World Bank)
- **Provides technical support to strengthen nutrition information systems**, and collates the most comprehensive database on programme data on nutrition (NutriDash)
- Develops several **knowledge products** on nutrition, including global guidance (e.g. Programme Guidance on management of severe acute malnutrition)

UNICEF has more than 650 staff working in nutrition (includes health) in over 80 countries
HIV/AIDS: Improvements in PMTCT and treatment access, but in adolescents, deaths are on the rise, and prevention efforts inadequate

Between 2000 and 2016, 2 million pediatric HIV infections have been averted and we now have unparalleled treatment access...so HIV in children is solved, right?

47% decline since 2000 but still 160,000 new infections in children each year, mostly in Africa and largely from breastmilk transmission due to poor maternal retention in care. A Long way to go to the “super fast track” target of 20,000 new infections by 2020

Half of all HIV-exposed babies are not tested for HIV. There are 2.1 million children with HIV, and treatment access is well below adults especially in West and Central Africa

Prevention is not working for adolescents. There are 260,000 new infections/year and the number living with HIV is at 2.1 million – up 30% since 2005. In Africa, adolescent girls account for most new infections, but elsewhere it’s adolescent key populations.

Donor funds have flatlined and set to go down further. USG through PEPFAR is the largest funder of the global AIDS response and the Global Fund. Anticipated cut of 1 billion USD in 2018. PMTCT and pediatrics are easy to de-prioritize because of the perception of global success.
Between 1990 and 2015, 2.1 billion people gained access to improved sanitation.

892 million people practice open defecation (JMP 2017)

2.3 billion people still lack even a basic sanitation service (JMP 2017).

600 million people use a limited service (JMP 2017).

Substantial acceleration is needed to end open defecation by 2030!

Basic sanitation coverage by country (%)
Since 1990, 2.6 billion people have gained access to an improved drinking water.

844 million people lack a basic water service (which is an improved drinking water source that is accessible within a 30 minute round trip from home) (JMP 2017)

580 million people drink surface water or water from unimproved sources (JMP 2017)

263 million people spent over 30 minutes round trip to collect water from an improved source (JMP 2017)

1 in 4 people are still drinking from contaminated water sources!

Basic water supply coverage by country (%)

Water, Sanitation and Hygiene (WASH): Achieving universal access to safe drinking water
WASH: High Impact Interventions and Results

WASH Contributions to SDGs Across the Life Course

- Maternal and Neonatal
  - Pregnancy
  - Reduced maternal disease and death
  - Reduced under-nutrition
  - Protection from violence
  - Increased dignity

- Early Childhood Development
  - Childbirth and newborn
  - Reduced neonatal and maternal disease and death
  - Reduced stunting

- Infant to 2 years
  - Young children 2-5 years
  - Reduced child disease and death
  - Reduced under-nutrition

- School-age children
  - Reduced adolescent disease and death
  - Reduced under-nutrition

- Older Children
  - Adolescent girls and boys
  - Increased school attendance
  - Protection from violence
  - Increased dignity

60 million people living in open defecation free communities in over 50 countries

WASH beneficiaries 2014-2016

- Water
  - Development: 111
  - Emergency: 51

- Sanitation
  - Development: 3,590
  - Emergency: 43,610

WASH in Institutions

- UNICEF
  - $868 Million
  - 608+ Staff, and 107 countries

Water Beneficiaries from Direct UNICEF Support, 2007–2016 (10-year total: 268 million)
Education: Improved access but still millions of children and adolescents out of school and excluded from learning

An additional 259 million children have been enrolled in education, between 2000 and 2015 globally.

Despite this progress...

263 million children are not in school including 75 million in conflict-affected countries.

Increase in child population will make the access challenge more difficult.

This is most severe in Sub-Saharan Africa.

Even when in school, many children are not learning.

An estimated 69% of children in low-income countries are not expected to learn basic primary level skills by 2030.
Delivered learning materials to 59.4 million children between 2014-2017

Delivered education to 42.6 million children in emergencies between 2013-2017

- 74 countries have quality early learning policies and programmes
- 87 countries have better data on who is out of school
- 60 countries have education policies for children with disabilities
- 74 countries have an education system able to measure learning

- Game changer for increasing funding for education in emergencies
- Led the investment case for more equity in education
- Developed new tools for measuring learning through household survey and for analyzing education systems.

UNICEF has 700+ education staff working in 155 countries
Child Protection: Greater recognition of violence against children and improved data but still millions at risk

**SCALE OF PROBLEM**

Children face threats of violence in both development and humanitarian settings:

- **1.7 billion** children experienced *inter-personal* violence
- **250 million** children affected by *armed conflicts*
- **150 million** children engaged in *child labour*
- **30 million** children forcibly displaced
- **15 million** adolescent girls have experienced forced sexual intercourse or other forced sexual acts
- **200 million** girls/women alive today in 30 countries have undergone FGM/C

Every 7 minutes an adolescent is killed by an act of violence

The prevalence of child marriage is slowly declining, although there is variance across regions.

Despite the decline, around the world today, almost 750 million girls and women were married as children.
Children in armed conflict
21,403 children released from armed groups and forces, 53% reintegrated in their communities

Gender-based violence in emergencies
1 million girls/women benefitted from direct service and safe space and 3.2 million benefitted from risk mitigation

Female Genital Mutilation/Cutting
2.3 million girls and women have benefited from Joint Programme-supported FGM/C-related prevention, protection and care services

Child care reform
65 countries now have an alternative care policy in alignment with the UN-welcomed Guidelines for the Alternative Care for Children

Justice for children
33 countries have services for children in contact with the law in line with international standards

Primero: case management
400 users from more than 50 organizations to manage data on +20,000 vulnerable children safely and confidentially. 40% increase in users in 2017

Violence prevention and response
13 million people reached through awareness raising campaigns on child online protection/online child sexual exploitation

Unaccompanied and separated children
32,900 received appropriate (interim or long term) alternative care arrangements; 22,000 reunited with families/caregivers

Children on the move
95,997 children reached with psychosocial support and family reunification services (Europe)

Child Marriage
1 million girls have been reached through life skills and school attendance support

Birth Registration
12.3 million births were registered, a 30 per cent increase from 2015. 131 countries have birth registration service within civil registry which is free, continuous/permanent and accessible, universal in coverage, timely and accurate

UNICEF has more than 800 child protection staff working in 125 countries
The number of people living in extreme poverty (<$1.90 per day) has declined from 1.7bn in 2002, to 767 million in 2016.

Despite this progress, 385 million children, of which 144 million younger than 5 years live in extreme poverty!

Children are overrepresented among those living in poverty.

Challenges of measuring and reporting child poverty, either monetary or multidimensional persist, with only 53 of 102 UNICEF programme countries reporting child poverty data that is nationally owned.

Where do the poorest children live?
High Impact Interventions and Results

Child Poverty

- Number of countries with nationally owned measurement and reporting on child poverty increased from 29 in 2013 to 58 in 2017
- UNICEF influenced discussions around policy change on child poverty in 71 countries in 2014, and 81 in 2017

Social Protection

- Ongoing work in over 100 countries to strengthen social protection and expand cash transfers => increased # of children receiving social transfers from 155 million in 2015 to 182.1 million in 2017
- Since 2014 UNICEF has helped 29 countries to enhance their national capacity to develop, implement and finance integrated social protection systems
- UNICEF programming for humanitarian action contributed to building sustainable social protection systems in 38 countries in 2016, up from 24 in 2014

Public finance for children & local governance

- Greater budget allocations for children reported by 33 COs in 2016, up from 26 in 2014
- More efficient, effective and equitable public spending results reported by 7 offices in 2014, and by 30 offices in 2016
- More transparent and accountable spending results reported by 8 offices in 2013, and 34 in 2016
Gender: High Impact Interventions and Results

Gender Action Plan: Promoting gender equality and the empowerment of women and girls

Gender equality for boys & girls and in care and support for all children

- 5.6 million girls and 6.1 million boys supported with basic education in humanitarian situations
- 4.2 million girls, women and boys reached with package of services to prevent and respond to sexual violence
- 40 countries with 50% or higher exclusive breastfeeding rate among children 0-5 months old
- Expansion of cash transfers to women in more than 70 countries
- 25 gender reviews of national nutrition policies undertaken
- 96,000 girls and boys in 5 European countries provided with psychosocial and family reunification services

Empowerment & well-being for adolescent girls

- 1 million adolescent girls at risk of child marriage reached with health, education, and other services
- 3.2 million girls and women benefited from improved hygiene and sanitation facilities in emergency contexts
- 32 countries achieved 80% antenatal coverage and 85% skilled attendance at birth for girls
- 60 countries supported the most marginalized girls to transition to and complete secondary education
- 1.7 million community members reached with advocacy messages and activities on ending child marriage
- 1 million girls and women provided with menstrual hygiene supplies in 31 countries in humanitarian crisis
- 33 UNICEF supported countries with national HIV/AIDS strategies addressing adolescent girls and boys

UNICEF more gender-responsive

- 79% of UNICEF country programme management plans had an accountability for gender programming & results
- Launched GenderPro an initiative to build professional standards for applied gender skills among gender focal points, specialists and sectoral

UNICEF has approx. 50 staff working on advancing gender equality and the empowerment of women and girls
## From 0 to 18, a Continued Agenda for Children

<table>
<thead>
<tr>
<th>ECD:</th>
<th>Migration:</th>
<th>Children with Disabilities:</th>
<th>Adolescents:</th>
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<td><strong>250 million children (43%) in low and middle income countries</strong> are at risk of not achieving development potential</td>
<td>Around the world, <strong>28 million children</strong> have been forcibly displaced</td>
<td>Approx. <strong>1 in 10 children</strong> is born with, or acquires, a disability</td>
<td><strong>70 million girls aged 15-19</strong> report being the victims of physical violence by age 15</td>
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<tr>
<td><strong>25% of children 2-4 year old</strong> do not experience any cognitive or social-emotional caregiving, missing on essential opportunities for brain development such as playing, reading and singing</td>
<td>Nearly <strong>1 in 200 children</strong> in the world is a child refugee</td>
<td>Children with disabilities are <strong>3.7 times</strong> more likely to face any form of violence than their peers without disabilities.</td>
<td><strong>16 million children</strong> born to 15-19 year-old parents every year</td>
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<td><strong>2 times as many child refugees</strong> in 2015 than in 2005</td>
<td><strong>2 in 8 migrants</strong> is a child</td>
<td>Almost <strong>50%</strong> of children with disabilities are out of school</td>
<td><strong>1 in every 4 girls</strong> worldwide was married before the age of 18</td>
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<td><strong>1 in 8 migrants is a child</strong></td>
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<td>More than <strong>61 million boys and girls</strong> of lower secondary and 140 million of upper secondary school age are currently out of school</td>
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Intergovernmental support to and supervision of UNICEF activities; Monitor UNICEF’s performance; Approve Programmes, including country programmes

Overall strategic direction and guidance; linkages with the UN system; Strategic planning, advocacy and oversight for the organization as a whole;

Mechanism for guidance and support of country offices within the region

Planning, implementation and monitoring of country programmes in collaboration with national Governments;
Global Programme Partnerships

- Early Childhood Development Action Network (ECD)
- Education Cannot Wait (ECW)
- Generation Unlimited (GenU)
- Global Alliance for Vaccines and Immunizations (GAVI)
- Global Partnership for Education (GPE)
- Global Partnership to End Violence Against Children
- Partnership for Maternal, Newborn and Child Health (PMNCH)
- Sanitation and Water for All (SWA)
- Scale Up Nutrition (SUN)
- UN Agencies, Private Sector, Civil Society part of all of these and of all results supported.
Thank You