UNICEF Strategic Plan, 2018-2021
Orientation, October 2017
The UNICEF Executive Board

“Endorses the UNICEF Strategic Plan, 2018-2021 as contained in document E/ICEF/2017/17/Rev.1 and requests UNICEF to implement the Strategic Plan in accordance with the principles of national ownership and priorities, guided by international human right treaties and instruments and humanitarian principles for humanitarian assistance;

Takes note of the common chapter to the strategic plans…”

(UNICEF Executive Board decision 15 September 2017)
What is 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

- Reflects UNICEF’s commitment to support the SDGs
- The estimated resources required to implement the Strategic Plan amount to $23.971 billion
What is the context in which the Strategic Plan was developed?

**IMPORTANT PROGRESS FOR CHILDREN**

Number of children who die before their fifth birthday declined from 12.7 million in 1990 to 5.9 million in 2015.

Stunting in children under 5 reduced by 41% between 1990 and 2015.

The number of new HIV infections among children 0–14 years reduced by more than half since 2010.

Gender parity in education continues to improve.

**YET, CHILD RIGHTS VIOLATIONS AND INEQUITIES PERSIST**

Children from the poorest families are two times as likely to die before age 5.

156 million children under 5 years of age are stunted.

61 million primary school-aged children are out of school.

Adolescent girls are more likely to be illiterate than boys.

1 in 10 girls have suffered sexual violence.

Discrimination against children belonging to minorities.
### 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
What are the key elements?
What are the key elements?

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

**25 RESULT AREAS (WHAT)**

**8 CHANGE STRATEGIES (HOW)**

QCPR Indicators

**4 ORGANIZATIONAL PERFORMANCE ENABLERS**

**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

**Support**
Achievement of planned results

**Internal**
Effectiveness and efficiency factors
# What are the key elements?

<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>
</tr>
</thead>
<tbody>
<tr>
<td>EVERY CHILD SURVIVES AND THRIVES</td>
<td>EVERY CHILD LEARNS</td>
<td>EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION</td>
<td>EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT</td>
<td>EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE</td>
</tr>
</tbody>
</table>

## Goal Area 1: Every child survives and thrives
- Maternal and newborn health
- Immunization
- Childhood illnesses
- Prevention of stunting and other forms of malnutrition
- Treatment of severe acute malnutrition
- Treatment and care of children living with HIV
- HIV prevention
- Early childhood development
- Adolescent health and nutrition

## Goal Area 2: Every child learns
- Equitable access to quality education
- Learning outcomes
- Skills Development

## Goal Area 3: Every child is protected from violence and exploitation
- Prevention and response services for violence against children
- Harmful practices (FGM/C and child marriage)
- Access to justice

## Goal Area 4: Every child lives in a safe and clean environment
- Water
- Sanitation
- Disaster Risk Reduction
- Children in Urban Settings
- Environmental Sustainability

## Goal Area 5: Every child has an equitable chance in life
- Child Poverty
- Social Protection
- Adolescent empowerment
- Gender discriminatory roles and practices
- Children with disability

### Cross-cutting priorities
- Gender Equality
- Humanitarian Response
Who are the 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

* A longer list of partners is included in the RF as well as key partnerships in which UN agencies are involved
Humanitarian action – what more?

- Delivery of faster, more effective and at-scale humanitarian response in line with the CCCs

- Emphasis on increasing the reach and quality of humanitarian assistance including gendered impacts and centrality of protection

- System strengthening

- Community engagement and accountability to affected people and communities

- Engage and support 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
Mainstreaming gender equality – what more?

- 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
- Mainstreaming gender analysis in programme design and delivery
- 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
**What are the key elements?**

**HOW: change strategies**

1. **Programming for at-scale results for children**
   (Cross-sectoral programming; Systems strengthening and service delivery; Humanitarian and development integration; Community dialogue and behaviour change; South-south and triangular cooperation; Human rights-based approach)

2. **Gender-responsive programming**
   (Gender-responsive programming)

3. **Winning support for the cause of children from decision makers and the wider public**
   (Advocacy, public engagement, communication and movements; Children as change agents)

4. **Developing and leveraging resources and partnerships for children**
   (Leveraging resources for children; Resource mobilization and fundraising)

5. **Harnessing the power of business and markets for children**
   (Leveraging private sector/corporate partnerships; Market shaping)

6. **United Nations working together**
   (Strengthened collaboration with other UN entities; Strengthened contribution to system-wide coherence)

7. **Fostering innovations in programming and advocacy processes and practices**
   (Promote the use of new technologies)

8. **Harnessing the power of evidence as a driver of change for children**
   (Evaluations, research and data)
What are the key elements?

**ENABLERS:** help deliver HOW + WHAT

1. Responsive, transparent and accountable internal governance
2. Results oriented, efficient and effective management
3. People: versatile staff as agents of change
4. Versatile, safe and secure knowledge and information systems
Optional
How is the Results Framework organised?

Impact Indicators (SDG or SDG-related)
- A. Under-five mortality rate
- D.a. Percentage of children who are stunted
- G. Percentage of children who are developmentally on track in literacy-numeracy, physical, learning and social-emotional skills

GOAL AREA 1 - EVERY CHILD SURVIVES AND THRIVES

OUTCOME INDICATORS

Nutrition
1.17. Percentage of girls and boys with severe acute malnutrition (SAM): (a) who are admitted for treatment and default, (b) who are admitted for treatment and recover, through UNICEF-supported programmes

Maternal and newborn health
1.2. Percentage of live births attended by skilled health personnel (home and facilities)

Childhood illnesses
1.9. Percentage of children with symptoms of pneumonia taken to an appropriate health provider

Immunization
1.6. Percentage of children who are vaccinated for: (a) first dose of measles-containing vaccine; (b-i) three doses of diphtheria, tetanus and pertussis (DTP)-containing/Penta vaccine; (b-ii) number of countries in which percentage of children vaccinated with DTP/Penta 3 containing vaccine is at least 80% in every district

Output indicators
1.d.3. Number of countries with:
(a) a national strategy to prevent stunting in children,
(b) programmes to improve the diversity of diets in children

1.a.3. Number of countries implementing plans to strengthen quality of maternal and newborn primary health care

1.c.4. Number of community health workers that underwent skills enhancement programmes to operationalize integrated community case management (iCCM) through UNICEF-supported programmes

1.b.3. Number of countries with effective vaccine management (EVM) composite country score >80%
Optional

What is the Theory of Change underpinning the Strategic Plan?

Outcome 1

**Outputs**

- Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact Health, Nutrition, HIV and ECD interventions from pregnancy to adolescence, enabling them to survive and thrive.

**Change Strategies**

- Programming at-scale results for children
- Gender-responsive programming
- Winning support for the cause of children from decision makers and the wider public
- Develop and leverage resources and partnerships for children
- Harnessing the power of business and markets for children
- UN working together
- Fostering innovations in programming and advocacy processes and practices
- Harnessing the power of evidence as a driver of change for children

**Enablers**

- Enhancing internal governance
- Enhancing management efficiency and effectiveness
- Strengthening staff capacity
- Enhancing knowledge and information systems

**Approaches**

1. Systems strengthening, especially
2. Preparedness for health emergencies
3. Enhancing the quality of care;
4. Strengthening communications for development;
5. Improving procurement and distribution systems;
6. Improving the generation and use of disaggregated data and evidence;
7. Better coordination with the delivery of water and sanitation services and social protection.
8. Support the research and development of vaccines and medicines for childhood diseases

**Assumptions**

- Health remains global and national priority
- National commitment to equity and human resources
- Relative stability in global food prices
- Continuing political and resource commitment
- Continued commitment scaling up equitable nutrition
- Access in humanitarian contexts

**Countries have accelerated the scale-up of an essential package of maternal and newborn care services including prenatal and postnatal/home visit support**

**Countries have sustained immunization programmes at national and district level, including introduction of new vaccines, towards the realisation of Universal Health Coverage**

**Countries have accelerated the delivery of preventive, promotive and curative services for pneumonia, diarrhoea, malaria and other child health conditions**

**Countries have accelerated the delivery of programmes for the prevention of stunting and other forms of malnutrition**

**Countries have accelerated the delivery of services for the treatment of severe wasting and other forms of severe acute malnutrition**

**Countries have accelerated the delivery of services for the treatment and care of children living with HIV**

**Countries have implemented comprehensive HIV prevention interventions at scale**

**Countries have institutionalized the delivery of quality early childhood development services as part of the health platform**

**Countries have developed programmes to deliver gender responsive adolescent health and nutrition**

**Countries have accelerated the scale-up of an essential package of maternal and newborn care services including prenatal and postnatal/home visit support**

**Countries have sustained immunization programmes at national and district level, including introduction of new vaccines, towards the realisation of Universal Health Coverage**

**Countries have accelerated the delivery of preventive, promotive and curative services for pneumonia, diarrhoea, malaria and other child health conditions**

**Countries have accelerated the delivery of programmes for the prevention of stunting and other forms of malnutrition**

**Countries have accelerated the delivery of services for the treatment of severe wasting and other forms of severe acute malnutrition**

**Countries have accelerated the delivery of services for the treatment and care of children living with HIV**

**Countries have implemented comprehensive HIV prevention interventions at scale**

**Countries have institutionalized the delivery of quality early childhood development services as part of the health platform**

**Countries have developed programmes to deliver gender responsive adolescent health and nutrition**

**Countries have accelerated the scale-up of an essential package of maternal and newborn care services including prenatal and postnatal/home visit support**

**Countries have sustained immunization programmes at national and district level, including introduction of new vaccines, towards the realisation of Universal Health Coverage**

**Countries have accelerated the delivery of preventive, promotive and curative services for pneumonia, diarrhoea, malaria and other child health conditions**

**Countries have accelerated the delivery of programmes for the prevention of stunting and other forms of malnutrition**

**Countries have accelerated the delivery of services for the treatment of severe wasting and other forms of severe acute malnutrition**

**Countries have accelerated the delivery of services for the treatment and care of children living with HIV**

**Countries have implemented comprehensive HIV prevention interventions at scale**

**Countries have institutionalized the delivery of quality early childhood development services as part of the health platform**

**Countries have developed programmes to deliver gender responsive adolescent health and nutrition**
How will we work with the Funds and Programmes?
Common Chapter – what are the key areas of collaboration?

The principles of *leaving no one behind* and *reaching the farthest behind first* permeate the Strategic Plans of UNDP, UNICEF, UNFPA and UN Women. In direct response to the QCPR we will harness our collaborative advantage in accordance with respective mandates in the following key areas. The Strategic Plans also have common indicators and a common annex.

- **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

- **Enhance efficiency together**

- **Enhance multi-stakeholder partnerships**

- **Implement programmes together differently** - continue to support field offices in developing joint programmes, joint results groups and joint workplans in support of country priorities
How will the Strategic Plan be implemented?
How will the Strategic Plan be implemented?

- Through new CPDs in the context of national priorities
- MTRs serve as an opportunity to adjust CPs where needed
- HQ/RO Work Plans to support the Strategic Plan
- Global thematic fundraising around the Strategic Plan priorities
- Cause Framework, communications, advocacy and outreach focusing on the Strategic Plan priority areas
- Recruiting 100 million supporters to the cause of children, to volunteer, advocate and give
How will the Strategic Plan be monitored?
How will the Strategic Plan be monitored?

- The Results Framework tracks our contribution to the SDGs
- Information is publicly available through the UNICEF Transparency Portal [http://open.unicef.org](http://open.unicef.org)
- Improved knowledge-sharing platforms will facilitate the exchange of good practices with partners
- Further develop national monitoring systems
- Enhanced evaluation capacity at country level
- Increased attention to the sharing and uptake of evaluation evidence
How to report on the Strategic Plan?
How to report on the Strategic Plan?

Through the Annual Report of the Executive Director to the Executive Board as well as related Annexes in addition to the information publicly available through the UNICEF Transparency Portal [http://open.unicef.org](http://open.unicef.org)