

# Management response to the evaluation of the UNICEF Strategic Plan, 2018–2021

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Item 8 – UNICEF management response to  
the evaluation of the UNICEF Strategic  
Plan, 2018–2021 ([E/ICEF/2021/6](#))

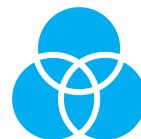
unicef   
for every child



# Evaluation recommendations



A holistic framework reflecting voices of children



Equal emphasis on Change Strategies, Enablers and Programme



A longer-term strategy for children with strong focus on outcomes



Reflect development and humanitarian in long-term strategy



Multisectoral approach



Support UNDS agenda

# Salient Follow up Actions

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1.1 UNICEF will ensure that the UNICEF Strategic Plan, 2022–2025 builds on the holistic approach of the current Strategic Plan. It will be designed as a framework document that will give direction to UNICEF offices to adapt in support of national priorities and the United Nations Sustainable Development Cooperation Framework (UNSDCF).

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2.1. The Strategic Plan, 2022–2025 will have a longer-term (2022–2030) time frame, with a phased implementation approach, aligned with the 2030 Agenda. It will also have an increased outcome-level focus compared with the current and previous strategic plans.

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3.1 In operationalizing the Strategic Plan, 2022–2025, UNICEF will ensure that systems are in place for monitoring the utility and effectiveness of different categories of results, including those related to programme as well as change strategies and enablers or their equivalents. In keeping with the aims of the new monitoring framework, this will also support the objective of strengthening organizational learning and will enable reporting on these results through such key management documents as the annual report of the Executive Director of UNICEF.

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4.1 Building on the multisectoral approach of the current Strategic Plan Goal Area clusters, the new strategic plan will contain multisectoral and cross-sectoral outcome-level indicators.

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5.1 In addition to integrating the Core Commitments for Children in Humanitarian Action and the recommendations of the humanitarian review process, the Strategic Plan, 2022–2025 will be the first strategic plan of the organization to systematically integrate a humanitarian lens into the analysis that shapes the theories of change and the consequent results framework. The plan will clearly indicate the comparative criticality of humanitarian action with respect to every high-level target and make sure that the corresponding strategies and theories of change reflect the extent of that criticality.

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6.1 In funding negotiations and agreements with donors, UNICEF will continue to draw attention to the necessity of addressing the skewed distribution of resources, including the ways in which this limits UNICEF operations in non-humanitarian contexts.

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7.1 In operationalizing the new strategic plan, country offices will continue to provide flexibility for working with other United Nations agencies across varying operating contexts and sectors, and to reinforce the criticality of national ownership and the alignment of country programmes with national priorities.

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# Conclusion

UNICEF has agreed with the findings and accepted all seven of the recommendations of the evaluation.

UNICEF is currently integrating the findings of the evaluation into the development of its new Strategic Plan, 2022–2025.

The first draft of the new Strategic Plan, reflecting UNICEF's efforts to integrate the recommendations, will be presented to the Executive Board in advance of the annual session in June 2021.



# Thank you.