


Updated road map to the development of the UNICEF Strategic Plan, 2022–2025

UNICEF Executive Board
First Regular Session
9–12 February 2021

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Item 4 – Updated road map to the development
of the UNICEF Strategic Plan, 2022–2025,
including consultations and briefings
Reference document: [UNICEF/2021/EB/4](#)

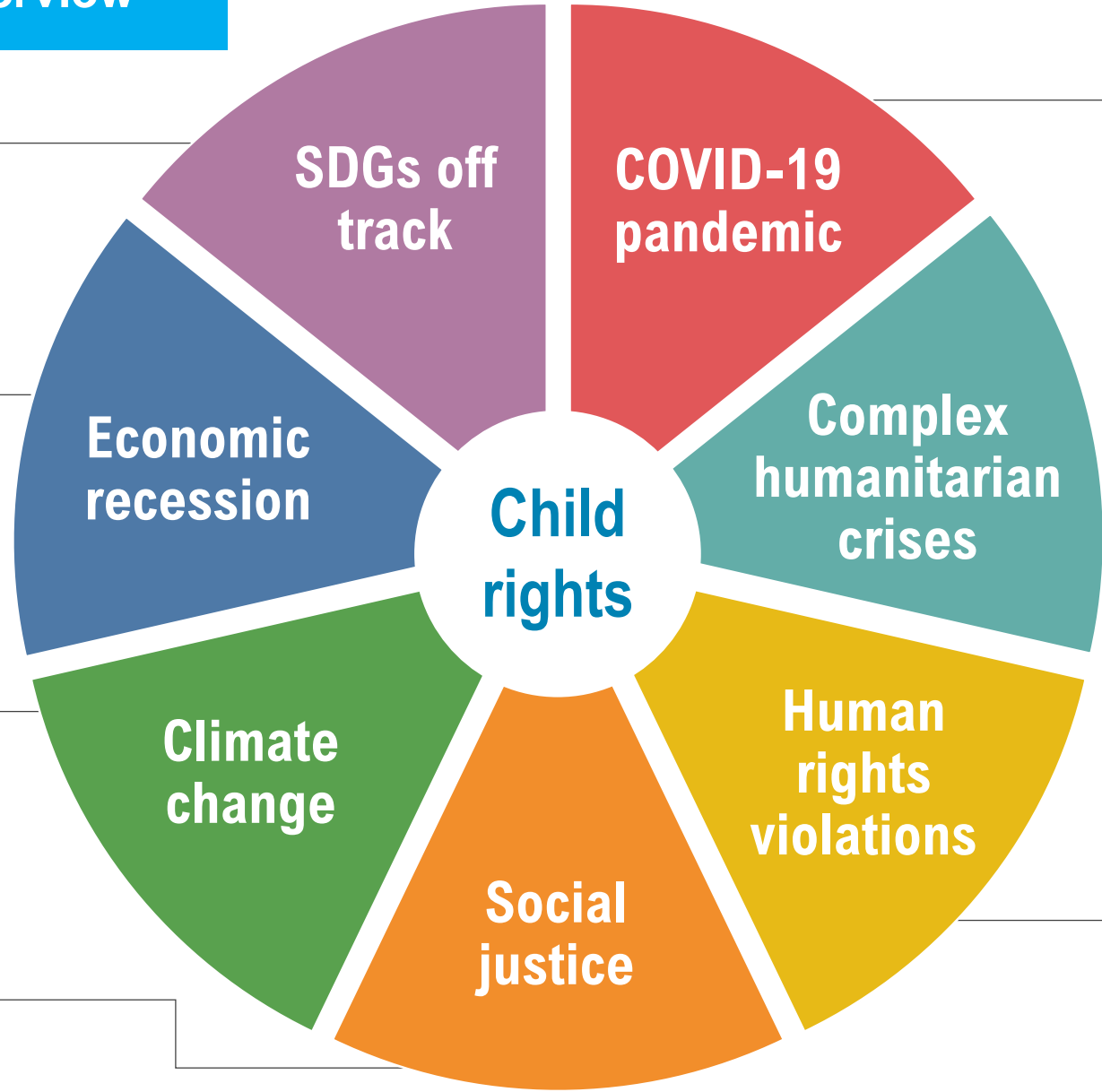
Context, trends and overview

 2- to 7-fold **acceleration** is needed to get SDGs on track


 150 million more children in **poverty**


 200 million people likely to be **displaced** due to **climate change**

 **Inequalities exposed** and deepened; people, including children, are demanding their rights more than ever



 1.6 billion children and young people affected by school closures, **463 million without access to remote learning**

 Children in **complex humanitarian crises** face higher risks of deprivation and exclusion

 **All rights** are under threat, for all children

Design principles towards an outcome-oriented Strategic Plan

Ensure **continuity** across planning cycles to enhance learning

Integrate the criticality of **humanitarian action** in shaping theories of change

Encompass programming in **high-income countries**

Focus on the **HOW** to stimulate higher-level change



Move to an **outcome-level** plan to galvanize global action

Anchor global targets in **country-level data**

Reinforce **gender equality** and **human rights**

Integrate transformative partnerships and increase coordination and efficiency through **UN reform**



Ambition Renewed

A plan that fulfills the rights of every child, meets the expectation of our partners and rises to the ambition and enthusiasm of our staff

Key stages in the Executive Board consultation process

Date	Consultation opportunities
Aug 2020	Informal briefing on the road map
Sep 2020	Second regular session
Dec 2020	Workshop on the analysis
	Joint workshop with UNDP, UNFPA, UNOPS and UN-Women
Jan 2021	Informal briefing on the updated road map
Feb 2021	First regular session: presentation of the updated road map and outline, evaluation of the Strategic Plan, 2018–2021, and management response
Mar 2021	Workshop on the Strategic Plan structure
Apr 2021	Joint informal briefing (to be confirmed)
May 2021	Informal briefing on the Strategic Plan: draft for review
	Joint meeting
Jun 2021	Annual session: Strategic Plan, draft for review (in English)
Jul 2021	Review of the draft integrated budget by ACABQ (for information)
Jul/Aug 2021	Informal briefing on the Strategic Plan and the Gender Action Plan
Aug 2021	Joint informal briefing (to be confirmed)
Sep 2021	Second regular session: approval of the Strategic Plan

Consultations with other key partners and stakeholders

Children and young people
to co-create solutions in areas that matter to them

Member States
to consult on expectations and priorities

UN development system
including operational and normative partners and entities critical to advance child-focused SDGs

International financial institutions
to reaffirm strategic focus and direction

Regional bodies
to ensure delivery of results for children

Key development and humanitarian actors
to reaffirm strategic focus and direction

National committees
to guide programming in high-income countries, partnerships and advocacy

Private sector
to enhance programming for results and leverage sustainable financing for children

Indicative outline of the Strategic Plan, 2022–2025

A. Introduction

- Context
- Lessons learned
- Vision and guiding principles

B. Strategic approach

- Goal areas
- Multisectoral and cross-cutting approaches
- Strategies and enablers

C. Partnerships and financing

D. Risk management

E. Monitoring, learning, reporting and evaluation

F. Looking forward to 2030

G. Draft decision



A new Strategic Plan

**United to promote
a society where every
child is included and
has agency,
opportunity and their
rights fulfilled**