

UNICEF STRATEGIC PLAN 2014-2017



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UNICEF's Strategic Plan 2014-2017 is a road map for the realization of the rights of every child. The equity strategy, emphasizing the most disadvantaged and excluded children and families, translates this commitment to children's rights into action.

“The next steps of our journey will depend on our willingness to adapt to the changing world around us... to infuse equity throughout our programmes and the post-2015 targets... and to find new ways to realize the rights – and brighten the futures – of the most disadvantaged children around the world”

Anthony Lake
Executive Director
UNICEF

UNICEF’s Strategic Plan has been informed by major global movements and discussions about future sustainable development goals. What is clear is that the needs of the most disadvantaged children must remain in focus long after the Millennium Development Goals, supported by simple, clear and measurable goals.

The Strategic Plan focuses the work of UNICEF on seven outcomes: Health; HIV&AIDS; Water, Sanitation and Hygiene (WASH); Education; Nutrition; Child Protection; and Social Inclusion. Humanitarian action, gender equality and human rights cut across all these seven outcomes.

In all of its work, UNICEF takes a life-cycle based approach, recognizing the particular importance of early childhood development and adolescence. UNICEF programmes focus on the most disadvantaged children, including those living in fragile contexts, those with disabilities, those who are affected by rapid urbanization and those affected by environmental degradation.

Realizing the rights of every child, especially the most disadvantaged

Outcomes



Common set of six outputs for each outcome

Demand

Enhanced support for children, families and communities to promote knowledge, behaviour change, demand for services and opportunities for participation

Supply

Increased national capacity to ensure availability of, and access to, services and to strengthen systems

Enabling Environment

Strengthened political commitment and national capacity to legislate, plan and budget for children

Humanitarian Action

Increased country capacity and delivery of services to protect and provide for children in humanitarian settings

Rights & Gender Equality

Increased capacity of governments and partners, as duty-bearers, to identify and respond to specific challenges related to the protection and promotion of the rights of children, to gender equality, and to the empowerment of girls and women

Global & Regional Action

Enhanced enabling environment at global and regional levels to realize child rights

Organizational Efficiency & Effectiveness

... through sound implementation strategies based on UNICEF's comparative advantage in achieving results for children, especially the most disadvantaged and... through sound management practices and operational excellence based on clear principles, achievement of concrete results, accountability and transparency.



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1 HEALTH

Supporting global efforts to reduce under-five mortality through improved and equitable use of high impact maternal, newborn and child health interventions from pregnancy to adolescence and promotion of healthy behaviours

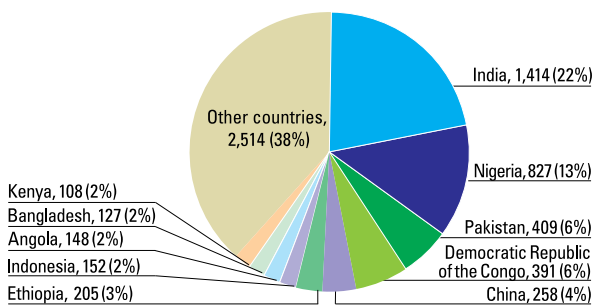
Programme areas

- Immunization
- Polio eradication
- Maternal and newborn health
- Child health
- Health systems strengthening
- Health in humanitarian situations

UNICEF will support countries for scaling up proven interventions including vaccination, increasing access to life saving commodities, promoting healthy behaviours and strengthening health systems, including in humanitarian situations. UNICEF will continue to play a crucial role in the global polio eradication efforts and will leverage its comparative advantage in adolescent health. Improving data quality and use of data for decision making will remain critical to UNICEF's focus in health along with improving integration of health services with others being provided to mothers, newborns and children. UNICEF will continue to partner with sister UN agencies and other organizations to achieve equitable results in health, especially for the most disadvantaged children. Over the course of the Strategic Plan, UNICEF will seek to mobilize US\$ 4.145 billion for work on children's health.

Half of all under-five deaths occur in just five countries: India, Nigeria, Pakistan, the Democratic Republic of the Congo and China

Number of under-five deaths by country, 2012 (thousands and % share of global total)



Note: Estimates are rounded and therefore may not sum to 100%.
Source: IGME 2013.

2 HIV&AIDS

Supporting global efforts to prevent new HIV infections and increase treatment during both decades of a child's life through improved and equitable use of proven HIV prevention and treatment interventions by pregnant women, children and adolescents

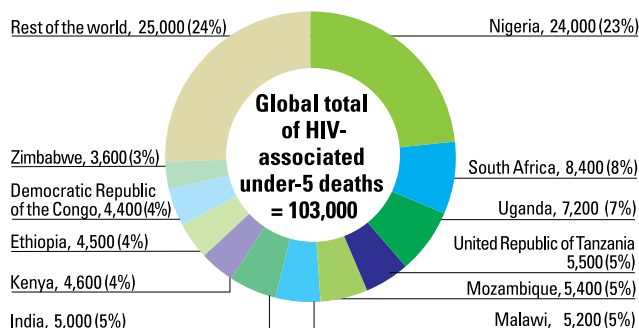
Programme areas

- Prevention of mother to child transmission and infant male circumcision
- Care and treatment of young children affected by HIV&AIDS
- Adolescents and HIV&AIDS
- Protection and support for children and families
- HIV&AIDS in humanitarian situations

UNICEF will play a leading role in HIV programming across both decades of childhood, including in the roll out of the "Global Plan Towards Elimination of New HIV Infections Among Children by 2015 and Keeping Their Mothers Alive", in line with the UNAIDS division of labour. Working in partnerships, UNICEF will promote comprehensive sexuality education for adolescents and protection of the rights of the most disadvantaged children. UNICEF will strive for improved results for children and families through synergies among HIV&AIDS and maternal and child health, including in humanitarian situations. Over the course of the Strategic Plan, UNICEF will seek to mobilize US\$ 740 million for work on children and HIV&AIDS.

Three-quarters of all deaths associated with HIV among children under 5 occur in just 11 countries

Percentage and number of deaths associated with HIV among children under 5, by country, 2012



Notes: Estimates are rounded and therefore may not sum to 100%.
Source: UNICEF analysis based on IGME 2013, WHO and CHERG 2014.



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3 WASH

Supporting global efforts to eliminate open defecation and increase use of safe drinking water through improved and equitable access to safe drinking water sources, sanitation and healthy environments and improved hygiene practices

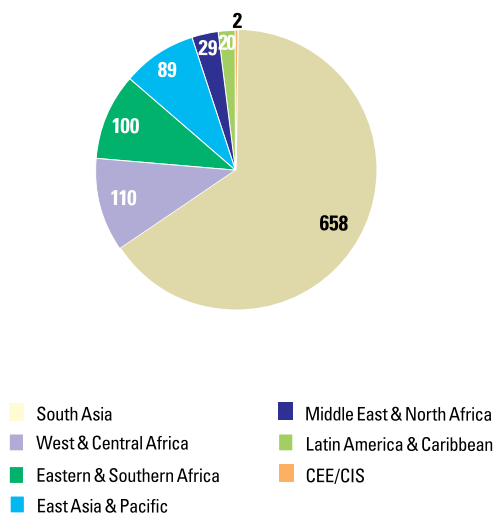
Programme areas

- Water supply
- Sanitation
- Hygiene
- WASH in schools and early childhood development centers
- WASH in humanitarian situations

UNICEF will focus its efforts on increasing sustainable access to safe drinking water, eliminating open defecation, improving access to adequate sanitation and promoting hand washing and good hygienic practices, including in schools and with particular attention to girls. Leveraging its presence before, during and after emergencies, UNICEF will provide support to increase access to safe drinking water among children and families in humanitarian situations. UNICEF will continue its leading role in the Sanitation and Water for All partnership with the World Bank and other partner agencies. Over the course of the Strategic Plan, UNICEF will seek to mobilize US\$ 2.221 billion for work on children and WASH.

Over 1 billion people still practise open defecation

Population practising open defecation by UNICEF regions, 2012 (millions)



Source: WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation (JMP), 2014.



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4 NUTRITION

Supporting global efforts to reduce undernutrition, with particular focus on stunting, through improved and equitable use of nutritional support and improved nutrition and care practices

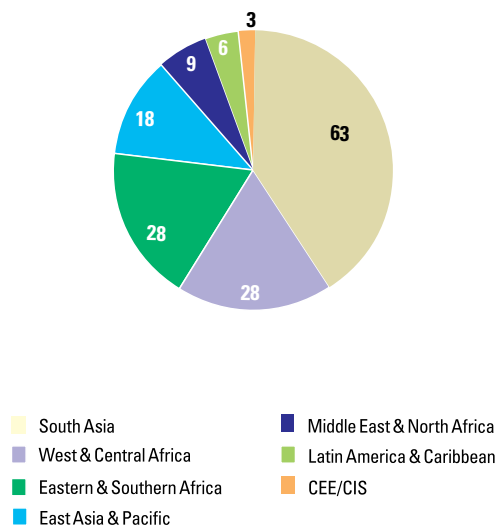
Programme areas

- Infant and young child feeding
- Micronutrients
- Nutrition and HIV
- Community management of acute malnutrition
- Nutrition in humanitarian situations

UNICEF will support the delivery of vitamin and micronutrient supplementation and iodized salt and help promote exclusive breastfeeding and community prevention and management of malnutrition within the broader context of the Scaling Up Nutrition movement. UNICEF's support will focus on early childhood given the crucial impact of nutrition during the first 1,000 days of life in preventing childhood stunting. UNICEF will also focus on completing the scale up and integration of management of severe acute malnutrition. UNICEF will provide support to strengthen country capacity for the protection of the nutritional status of children in humanitarian situations. Over the course of the Strategic Plan, UNICEF will seek to mobilize US\$ 1.481 billion for work on children and nutrition.

Over 40% of all stunted children live in South Asia

Number of stunted under-five year olds by UNICEF regions, 2012 (millions)



Source: UNICEF-WHO-World Bank Joint Child Malnutrition Estimates, 2013.



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5 EDUCATION

Supporting global efforts to provide access to quality education for both boys and girls through improved learning outcomes and equitable and inclusive education

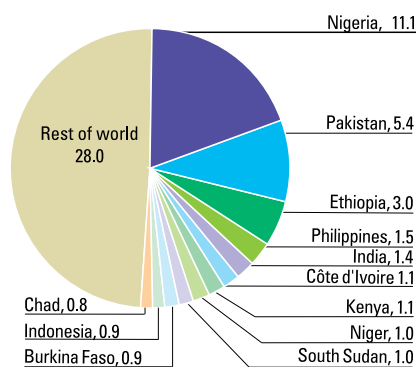
Programme areas

- Early learning
- Equity with a focus on girls' education and inclusive education
- Learning and child friendly schools
- Education in humanitarian situations

UNICEF will continue to work on increasing access and improving learning in primary school, including in humanitarian situations. UNICEF will also focus attention on early childhood development and renew its involvement in secondary education. Working with the Global Partnership for Education and others, UNICEF will support innovations such as right age enrolment, child centered pedagogy, multilingual education with a view to improve overall results, especially for the most disadvantaged children, including girls and children with disabilities. UNICEF will also focus its efforts on generating knowledge and data for ongoing quality improvements. Over the course of the Strategic Plan, UNICEF will seek to mobilize US\$ 2.961 billion for work on children and education.

Half of all out-of-school children live in 12 countries

Number of out-of-school children of primary school age by country, 2009-2012 (millions)



Notes: Data refer to the most recent year available during the period 2009 - 2012. Data exclude Afghanistan, Democratic Republic of the Congo, Sudan, Somalia and United Republic of Tanzania for lack of data in the UIS database. Source: UIS database, 2014.



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6 CHILD PROTECTION

Supporting global efforts to prevent violence, abuse, exploitation and neglect through improved and equitable prevention and child protection systems

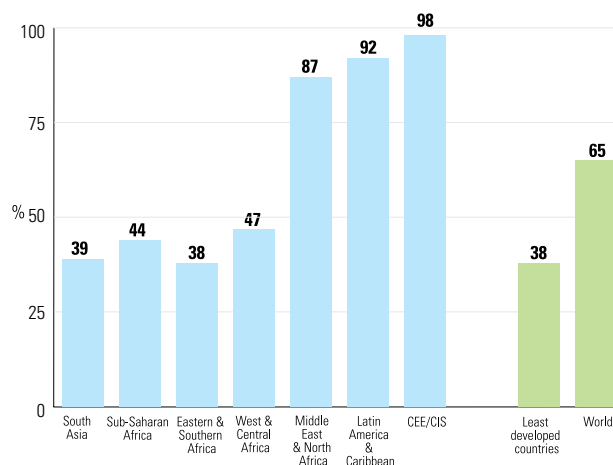
Programme areas

- Child protection systems strengthening
- Violence, exploitation and abuse
- Justice for children
- Birth registration
- Strengthened families and communities
- Child protection in humanitarian situations

UNICEF will focus on preventing violence, exploitation, abuse and neglect through strengthening protective capacities of families and communities. UNICEF will continue its leading role in child protection in emergencies as well as in the children and armed conflict agenda. Given the inter-sectoral nature of child protection, stronger emphasis will be put on the importance of the roles of sectors such as health and education. Continued investment in research and institutional strengthening will remain crucial for better results in child protection. Through a new campaign to fight violence against children, UNICEF will join the growing global movement to shine a light on this issue and "make the invisible visible". Over the course of the Strategic Plan, UNICEF will seek to mobilize US\$ 1.777 billion for child protection.

Birth registration prevalence varies significantly across regions

Percentage of children under age five whose births are registered by region, 2005-2012



Notes: Estimates are based on a subset of 158 countries covering 83 per cent of the global population of children under five. Regional estimates represent data from countries covering at least half of the regional population. Data coverage was insufficient to calculate the percentage of children under five whose births are registered in East Asia and the Pacific because comparable data on birth registration are not available for China. Source: UNICEF global databases, 2013. Based on DHS, MICS, other national household surveys, censuses and vital registration systems. Data for industrialized countries and the Russian Federation are from the United Nations Department of Economic and Social Affairs, *Population and Vital Statistics Report, Statistical Papers, Series A, Vol. LXV, Statistics Division, United Nations, New York, 2013.*



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7 SOCIAL INCLUSION

Supporting global efforts to reduce child poverty and discrimination against children through improved policy environments and systems for disadvantaged children

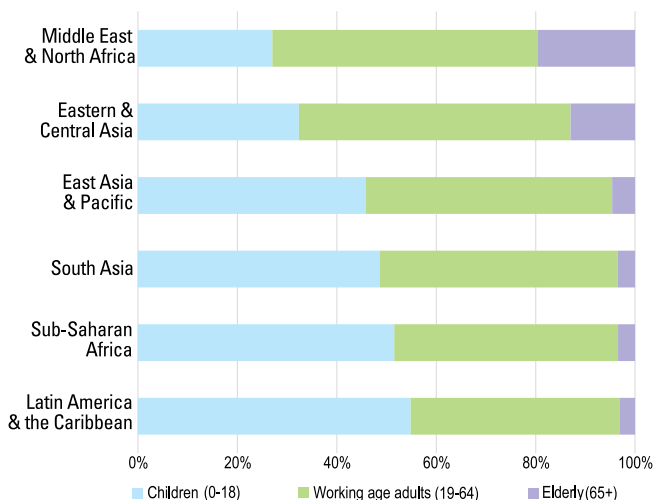
Programme areas

- Child poverty analysis and social protection
- Human rights, non-discrimination and participation
- Public financial management
- Governance and decentralization
- Social inclusion in humanitarian situations

UNICEF will assist countries in understanding the patterns and drivers of child poverty and exclusion and in developing effective responses. UNICEF will continue supporting scaling up of child sensitive social protection systems, including improving access to child care and parenting support. UNICEF will promote legislation, policies and budgets that reflect equity principles and promote children's rights. UNICEF will support further measures to address discrimination, improve accountability and empower the most disadvantaged families to demand and access essential services. These actions will help address the multidimensional aspects of child poverty and contribute to reducing vulnerability, building resilience to external shocks and enhancing humanitarian responses. Over the course of the Strategic Plan, UNICEF will seek to mobilize US\$ 1.481 billion for work on children and social inclusion.

Children make up a large proportion of the population living in extreme poverty

People living on less than \$1.25 a day by age and region, % of total, 2000



Source: Batana, Y, M Bussolo and J Cockburn (2013), Global extreme poverty rates for children, adults and the elderly. Economics Letters, 120(3), 405-407. <http://www.sciencedirect.com/science/article/pii/S0165176513002437>.



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UNICEF will strive to save lives and protect rights as defined in the Core Commitments for Children in Humanitarian Action in line with internationally accepted standards. UNICEF will focus its efforts on systematically reducing vulnerability to disasters and conflicts for effective prevention of and response to humanitarian crises, on improving links between development programmes and humanitarian response and on promoting rapid recovery and building community resilience to shocks that affect children. UNICEF will also continue to build on recent improvements in systems that support humanitarian action with the overall aim to achieve faster scaling up of response in major emergencies including early identification of priorities and strategies, rapid deployment of qualified staff and clear accountabilities for the response. In situations of civil unrest or armed conflict, UNICEF will support responses that are consistent with humanitarian principles.

GENDER EQUALITY



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UNICEF will emphasize the empowerment of girls and women and address gender-related needs of girls, boys, fathers, mothers and communities. UNICEF will identify and leverage positive cross-sectoral synergies and linkages such as those among improving girls' education, ending child marriage and reducing maternal mortality. UNICEF will also focus on increasing access to services and opportunities by women and girls and their inclusion and participation in all facets of life as well as on advocacy and technical support on gender-equitable policies, budgeting and resource allocations. Emphasis will be placed on collecting and using sex-disaggregated and other gender-related data. UNICEF will promote gender-sensitive interventions as a core programmatic priority and, to the extent possible, all relevant policies, programmes and activities will mainstream gender equality.

IMPLEMENTATION STRATEGIES

1. Capacity Development

Supporting individual, community and national capacity development through communication for development, training and technical assistance, strengthening supply chain management, piloting models for scaling up and strengthening national and sub-national data collection, analysis and use.

2. Evidence Generation, Policy Dialogue and Advocacy

Helping partners to generate evidence through supporting research design, data collection, strengthening quality assurance and using evidence and innovation to influence policy dialogue and advocacy.

3. Partnerships

Catalyzing and supporting strategic partnerships and social movements for the realization of the rights of children, integrating child rights into other agendas and building capacity through partnerships with national and local governments, civil society, academic institutions and the private sector.

4. South-South and Triangular Cooperation

Supporting development and learning for the realization of the rights of children through South-South and triangular cooperation.

5. Identification and Promotion of Innovation

Identifying promising innovations and supporting partners to adopt, adapt and scale up the most useful and promising approaches.

6. Integration and Cross-Sectoral Linkages

Learning from programmes and partnerships that support integrated programming for children at different stages of the life cycle or that address inter-sectoral issues.

7. Service Delivery

Delivering essential services especially where institutional capacity is weak and/or during humanitarian crises and procuring essential commodities.

DEVELOPMENT EFFECTIVENESS

- **Global technical leadership in support of the seven Strategic Plan outcomes.**
- **Policy, guidance and technical support for high quality country programming and reporting.**
- **Timely, effective and coordinated support for saving lives and protecting rights in humanitarian situations, building resilience and reducing vulnerability.**
- **Efficient and effective management of supplies for improved programme results.**
- **Enhanced transparency through improved access to key corporate information and official documents.**

MANAGEMENT

- **Independent corporate oversight and assurance.**
- **Corporate financial, information and communication technology.**
- **Administrative management, external relations and partnerships, communications and resource mobilization.**
- **Corporate human resources management.**
- **Corporate leadership and direction.**
- **Staff and premises' security.**
- **Field/country office oversight, management and operations support.**
- **Risk management**

For more information on the [UNICEF Strategic Plan 2014-2017](#) contact:
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