UNICEF
Strategic Plan, 2022–2025

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Orientation for the 2023 Executive Board
12 January 2022
UNICEF Strategic Plan, 2022–2025

Endorsed by the Executive Board at its second regular session of 2021

Developed when child-related Sustainable Development Goals were already off-track even before COVID-19 pandemic

Outcome-oriented to live up to the ambition of the 2030 Agenda, in line with the expectation of Member States and children and young people

Heavily informed by the lessons learned during the mid-term review, as well as evaluation of the previous Strategic Plan, 2018–2021

Driven by the Convention of the Rights of the Child and other United Nations human rights instruments

Integrate the criticality of humanitarian action

Actively seeking gender equality and leaving no one behind and understand the root causes and intersections of child rights violations
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 on what UNICEF aims to achieve for children, and its support for the Sustainable Development Goals
- Strengthening the organization’s accountability framework
Framework of the Strategic Plan, 2022–2025

Realizing the rights of every child, including adolescents, especially the most excluded

**Goal Area 1.** Every child, including adolescents, survives and thrives, with access to nutritious diets, quality primary health care, nurturing practices and essential supplies
- SDGs 2, 3, 4 & 5
- CRC articles 6 & 24

**Goal Area 2.** Every child, including adolescents, learns and acquires skills for the future
- SDG 4
- CRC articles 28 & 29

**Goal Area 3.** Every child, including adolescents, is protected from violence, exploitation, abuse, neglect and harmful practices
- SDGs 5, 8 & 16
- CRC articles 19, 34-38

**Goal Area 4.** Every child, including adolescents, has access to safe and equitable water, sanitation and hygiene services and supplies, and lives in a safe and sustainable climate and environment
- SDGs 6, 11 & 13
- CRC article 24

**Goal Area 5.** Every child, including adolescents, has access to inclusive social protection and lives free from poverty
- SDGs 1, 5 & 10
- CRC articles 2, 12, 23, 26 & 30

**18 RESULT AREAS** (WHAT)

**9 CHANGE STRATEGIES** (HOW)

**5 ORGANIZATIONAL PERFORMANCE ENABLERS**

CROSS-CUTTING PROGRAMMES: CLIMATE ACTION, DISABILITY, GENDER, PEACEBUILDING, RESILIENCE
18 Results Areas in the Strategic Plan, 2022–2025

GOAL AREA 1
1. Strengthening primary health care and high-impact health interventions
2. Immunization services as part of primary health care
3. Fast-track the end of HIV/AIDS
4. Health in early childhood and adolescence
5. Mental health and psychosocial well-being
6. Nutrition in early childhood
7. Nutrition of adolescents and women
8. Early detection and treatment of malnutrition

GOAL AREA 2
1. Access to quality learning opportunities
2. Learning, skills, participation and engagement

GOAL AREA 3
1. Protection from violence, exploitation, abuse and neglect
2. Promotion of care, mental health and psychosocial well-being and justice
3. Prevention of harmful practices

GOAL AREA 4
1. Safe and equitable water, sanitation and hygiene services and practices
2. Water, sanitation and hygiene systems and empowerment of communities
3. Climate change, disaster risks and environmental degradation

GOAL AREA 5
1. Reducing child poverty
2. Access to inclusive social protection
Change Strategies

1. Advocacy and communications
2. Community engagement, social and behaviour change
3. Data, research, evaluation and knowledge management
4. Digital transformation
5. Gender-equality programming for transformative results
6. Innovation
7. Partnerships and engagement: public and private
8. Risk-informed humanitarian and development nexus programming
9. Systems strengthening to leave no one behind

Enablers

1. Accelerated resource mobilization
2. Agile and responsive business model
3. Decentralized and empowered internal governance and oversight
4. Dynamic and inclusive people and culture
5. Strategic internal communication and staff engagement
Thank you.

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