Reimagine the future for every child

UNICEF Strategic Plan, 2022–2025

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Division of Data, Analytics, Planning and Monitoring

UNICEF Executive Board – Informal briefing – 17 August 2021

Item 4: UNICEF Strategic Plan, 2022–2025

Reference documents: E/ICEF/2021/25 and E/ICEF/2021/25/Add.1
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

**Goal Area 2**
Every child, including adolescents, learns and acquires skills for the future

**Goal Area 3**
Every child, including adolescents, is protected from violence, exploitation, abuse, neglect and harmful practices

**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

**Goal Area 5**
Every child, including adolescents, has access to inclusive social protection and lives free from poverty

**OUTCOME-LEVEL SYSTEMIC CHANGE INDICATORS**

**18 RESULT AREAS**
(What)

**9 CHANGE STRATEGIES**
(How)

**5 ORGANIZATIONAL PERFORMANCE ENABLERS**

**OUTPUT-LEVEL INDICATORS**

**QCPR INDICATORS**

**SDGs 2, 3, 4 & 5**
CRC articles 6 & 24

**SDGs 4**
CRC articles 28 & 29

**SDGs 5, 8 & 16**
CRC articles 19, 34-38

**SDGs 6, 11 & 13**
CRC article 24

**SDGs 1, 5 & 10**
CRC articles 2,12,23,26 & 30
18 Result 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 and development 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
# Integration of QCPR mandates in the UNICEF Strategic Plan, 2022–2025

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<td>Digital Technologies (op. 100, 105)</td>
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Working with United Nations systems and Renewing the pledge to Leave No One Behind

- **Common indicators**: Indicators that are the same in at least two entities’ results or reporting framework, derived from QCPR monitoring framework or SDG framework

- **Complementary indicators**: Indicators that are programmatically complementary between entities

**Monitoring QCPR in UNICEF programmes**

- **Disability inclusion**: Disability-inclusive systems building and support to families, parents and caregivers of children with disabilities

- **Gender equality**: Across the life course; measuring and addressing gender norms; promoting adolescent girls’ well-being and leadership

- **Climate action, environmental sustainability**: Child-sensitive climate, environment and/or disaster risk reduction policies and programmes, engagement with young people to be champions

- **Nexus**: Life-saving interventions, programmes addressing root causes of conflict, crisis and displacement, while building capacities to prevent, prepare for and respond to crises

**DISAGGREGATION OF DATA**

- Sex
- Age
- Disability
- Geography and subnational
- Urban/rural
- Humanitarian/Non-humanitarian settings
- Type of interventions
- Migration status
- Sub-populations
Strengthen alignment of country programmes to the Strategic Plan: Anchor global targets in country-level data, enabling streamlined approach to monitoring output results; clearer contribution towards SDGs while enhancing tracking of outcomes at country level.

Strengthen monitoring of outcome-level change: Analyse the extent to which UNICEF and partners’ efforts catalyse meaningful and systemic change at the outcome level.

Strengthen impact-level monitoring: Double down on efforts to improve quality and availability of child-related data (survey data, including household surveys such as MICS and administrative data).

Strengthen the evaluation function: Reinvigorate commitment to make better use of evidence to inform policies and programme delivery, to ensure policies and programmes are in fact changing lives on the ground.
## Integrated Results and Resources Framework* (in millions of United States dollars)

### Goals

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<th>Programmes</th>
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### Organizational effectiveness and efficiency

1. Higher quality programmes through results-based management
2. Improved management of financial and human resources in pursuit of results
3. Coordination of the United Nations development system
4. Independent oversight and assurance

### Special purpose

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<th>Total use of resources</th>
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<td>5 795.4</td>
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*UNICEF integrated budget, 2022–2025 (E/ICEF/2021/AB/L.6)
Way Forward

Endorsement of the UNICEF Strategic Plan, 2022-2025

Submission of the UNICEF Executive Director Annual Report for 2021

Presentation of the Results Framework with baseline, milestone and target values

- SEP
- DEC
- MAR
- June 2022

Submission of the UNICEF Executive Director Annual Report for 2021
United to promote a society where every child is included and has agency, opportunity and their rights fulfilled.

Thank you.