UNICEF Executive Board – 2021 second regular session (7–10 September 2021)

Item 4: UNICEF Strategic Plan, 2022–2025

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

LEAVE NO ONE BEHIND
INCLUSION
EQUITY

OUTCOME-LEVEL SYSTEMIC CHANGE INDICATORS

CROSS-CUTTING PROGRAMMES: CLIMATE ACTION, DISABILITY, GENDER, PEACEBUILDING, RESILIENCE

OUTPUT-LEVEL INDICATORS

QCPR INDICATORS

$26.94 BILLION
ALLOCATED TOWARDS GOAL AREAS, ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY, AND SPECIAL PURPOSE ACTIVITIES

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
(WHAT)

9 CHANGE STRATEGIES
(HOW)

5 ORGANIZATIONAL PERFORMANCE ENABLERS

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

Framework of the Strategic Plan, 2022–2025

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18 Result Areas under each Strategic Plan, 2022–2025 Goal Area

**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
Every child, including adolescents, survives and thrives with access to nutritious diets, quality primary health care, nurturing practices and essential supplies

Our ambition

• Tackle under-five mortality
• Reach underserved communities with immunization services
• End the triple burden of malnutrition
• Fast track the pathways for children to be developmentally on track
• Learn the public health lessons from the COVID-19 pandemic

Programme accelerators

• Strengthen primary health care and systems
• Focus on deep inequalities in access to essential health and nutrition services
• Scale up public health emergencies capacity
• Promote child-centred food systems
• Support a multifaceted response that supports optimal nutrition
• Change discriminatory laws, policies and social practices
Every child, including adolescents, learns and acquires skills for the future

Our ambition

- Tackle a **global learning crisis** that is exacerbated by the pandemic
- Ensure that children acquire the **flexible, relevant skills** they need
- Expand access to quality education including through **digital learning solutions**

Programme accelerators

- Strengthen the emphasis on **early learning**
- Improve education for **marginalized adolescents**
- Focus on **safe and supportive school environments**
- Strengthen **links between education and other sectoral systems**
- Innovate with **holistic skills acquisition and multiple learning pathways**
- Support **digital learning**
Every child, including adolescents, is protected from violence, exploitation, abuse and neglect

Our ambition

• Make sure children everywhere are protected from violence, exploitation, abuse and neglect
• Ensure children benefit from the promotion of care, mental health and psychosocial well-being and justice
• Eliminate all harmful practices everywhere
• Transform negative social norms

Programme accelerators

• Put greater focus on preventing violence and harmful practices
• Support stronger and more inclusive systems
• Address behavioural, social, cultural and economic determinants
• Target interventions to children at greatest risk
• Strengthen access to response services
• Empower families, parents and caregivers
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

Our ambition

• Close gaps in **access to basic drinking water and basic sanitation**
• Strengthen evidence, improve resilience of social services
• Support **youth-led advocacy** for a safe and sustainable planet
• Ensure that WASH systems are **climate-resilient**

Programme accelerators

• Strengthen **WASH service delivery** and **WASH systems**
• Invest in **safe water** for children and communities in **water-insecure contexts**
• Scale-up **WASH in schools and health facilities**
• Increase partnerships with the **private sector**
• Expand **child-sensitive programming** to address **climate change and disaster risks**
Every child, including adolescents, has access to inclusive social protection and lives free from poverty

Our ambition

• Eliminate child poverty, including in fragile contexts and humanitarian crises
• Address the structural barriers to reducing child poverty
• Ensure that every child is covered by social protection policies
• Respond to the compounding impacts of climate change, conflict and COVID-19 on child poverty

Programme accelerators

• Increase emphasis on inclusive programming that supports shock-responsive social protection systems
• Strengthen links among social protection systems and other sectoral systems
• Scale up critical elements of social protection systems
• Support inclusive financing strategies
• Advocate for explicit commitments to child poverty
• Continue use of cash transfers, including in humanitarian contexts
Change Strategies

» How UNICEF will achieve its results.

» Game-changing strategies to support acceleration and scale up of programmes

Advocacy and Communications
Digital Transformation
Evidence and Knowledge Management
Gender Transformative Programming
Innovation

Partnership and Engagement: Public and Private
Risk-Informed Humanitarian and Development Nexus Programming
Social and Behavioral Change
Systems Strengthening
Enablers

- Internal conditions through which UNICEF will reach its results.
- Business and operating model fit-for-purpose.

- Agile and Responsive Business Model
- Decentralized and Empowered Internal Governance and Oversight
- Strategic Internal Communication and Staff Engagement
- Dynamic and Inclusive People and Culture
- Accelerated Resource Mobilization

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### Integration of QCPR mandates in the UNICEF Strategic Plan, 2022–2025

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Towards 2030: An ambition renewed

**Enablers**
- Advocacy and Communications
- Community Engagement, Social and Behaviour Change
- Data, Research, Evaluation and Knowledge Management
- Digital Transformation
- Gender Transformative Programming
- Innovation
- Partnership and Engagement: Public and Private
- Risk-informed Humanitarian and Development Nexus Programming
- Systems Strengthening to Leave No One Behind

**Change Strategies**

**Medium-Term Changes (by 2025)**
- Country level: Catalytic Child, Adolescent, Youth Engagement and Empowerment
- Country level: Child-friendly Governance, Institutions, Policies and Laws
- Country level: Comprehensive and Predictable Financing for Children
- Country level: Decision-making Based on Data and Evidence
- Country level: Equitable and Inclusive Access to Essential Supplies and Services
- Country level: Full Implementation of the Core Commitments for Children in Humanitarian and Fragile Settings
- Country level: Greater Public Engagement and Support to Child Rights
- Country level: Positive Behaviours, Social and Gender Norms
- Country level: Programmes that Reduce Fragility, Prevent Crisis and Build Peace
- Country level: Strategically Mobilized Business for Results
- Regional and global levels: Enhanced and Inclusive Social Protection
- Regional and global levels: Accelerated Resource Mobilization
- Regional and global levels: Strategic Internal Communication and Staff Engagement
- Regional and global levels: Empowered People and Culture

**Long-Term Results (by 2030)**
- 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

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

**Cross-cutting Programmes**
- Climate Action
- Disability
- Gender
- Peacebuilding
- Resilience

**Principles**
- Accountability
- Access
- Anti-racism and Non-discrimination
- Equity / Inclusion / LNOB
- Gender Equality
- Human Rights
- Humanitarian Principles
Thank you.

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