UNICEF Strategic Plan, 2022–2025

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Orientation for the 2022 Executive Board

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unicef
for every child

Context of the Strategic Plan Development

Improvements

142 million live births took place in health facilities through UNICEF-supported programmes between 2016 and 2020.

84 per cent of Country Offices were engaged in joint programmes with other United Nations organizations, an increase from 62 per cent in 2016.

100 countries had nationally owned measurement and reporting on child poverty.

Drivers of the Strategic Plan

Most of the Sustainable Development Goals were already off track prior to the COVID-19 pandemic. → Need to **bounce back better and greener** and **reimagine a brighter future for children**

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

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

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

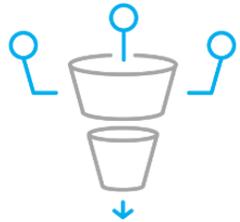Integrate the criticality of **humanitarian action**

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

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

Lessons Learned

Inclusive and meaningful **engagement of children and young people**

Driving **outcome-level change** and galvanize global action

Collaboration with United Nations entities and **full integration of the new QCPR mandates**

Strengthening **coordination, coherence and collaboration** between humanitarian and development work

Programme adaptations including community-based approaches and remote service delivery as potential game-changers

Guiding Principles

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

Adhering to the **humanitarian principles**

Guided by **non-discrimination**; actively seeking **equity/inclusion/leaving no one behind** and understand the root causes and intersections of child rights violations

Gender equality at the heart of everything UNICEF does

Framework of the Strategic Plan, 2022–2025

IMPACT

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

OUTCOMES

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

SDGs 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

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

OUTPUTS

18 RESULT AREAS (WHAT)

9 CHANGE STRATEGIES (HOW)

5 ORGANIZATIONAL PERFORMANCE ENABLERS

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.

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A Strategic Plan

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

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