UNICEF Strategic Plan, 2022–2025

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### Context of the Strategic Plan Development

#### Improvements

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<tbody>
<tr>
<td>📈</td>
<td>142 million live births took place in health facilities through UNICEF-supported programmes between 2016 and 2020.</td>
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<td>84 per cent of Country Offices were engaged in joint programmes with other United Nations organizations, an increase from 62 per cent in 2016.</td>
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<td>📊</td>
<td>100 countries had nationally owned measurement and reporting on child poverty.</td>
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#### 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
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

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

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

Orientation for the 2022 Executive Board
13 January 2022
### 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
United to promote a society where every child is included and has agency, opportunity and their rights fulfilled

A Strategic Plan

Thank you.