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Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2022–2025

Summary

The following is the Integrated Results and Resources Framework (IRRF) document of the UNICEF Strategic Plan, 2022–2025. It describes the results architecture accompanying the Strategic Plan and explains the key features of the results framework. The document outlines the process and consequences of extensive consultation with partners, particularly other United Nations entities, on working together and aligning with the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR), including through the identification of common and complementary indicators. Based on the UNICEF integrated budget, 2022–2025, the document also provides extensive information on projected resources across the Strategic Plan Goal Areas for the duration of the Plan.

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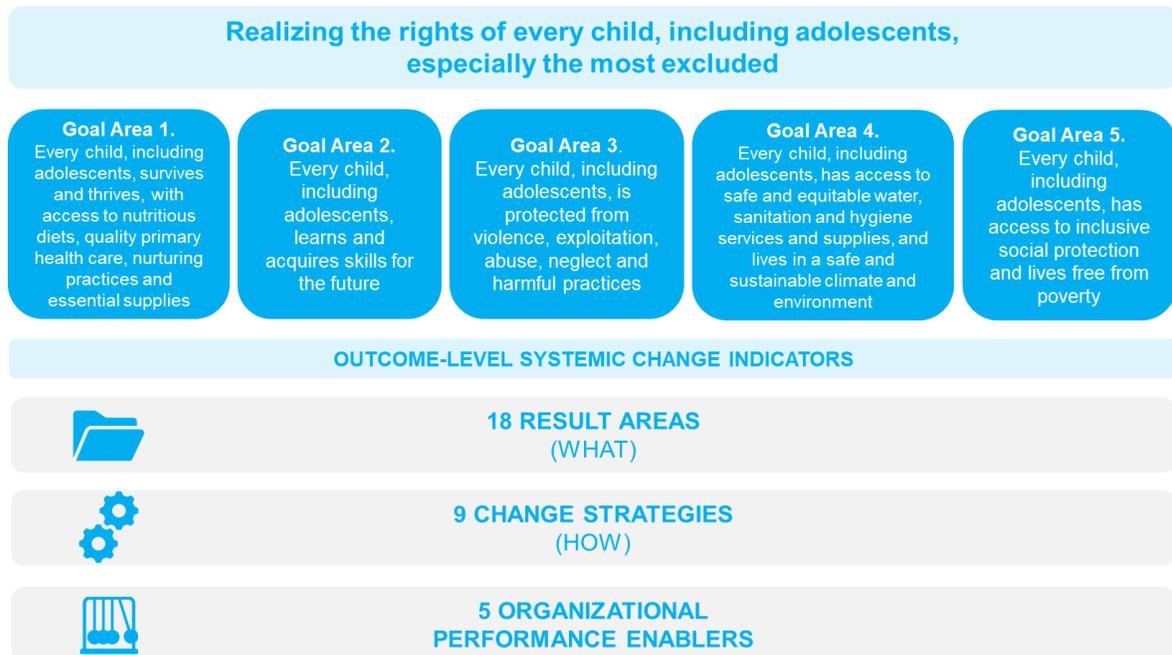
I. UNICEF Strategic Plan, 2022–2025 results architecture

1. The UNICEF Strategic Plan, 2022–2025 is one of a series of sequential and coherent plans aimed at enabling the organization and its partners to achieve the 2030 Agenda for Sustainable Development. The plan embodies a vision of meaningful, outcome-level change set against a longer time frame than traditional strategic plans. This outcome-focused approach reflects more agile programming at the country level, empowering country programmes to align with national priorities, address emerging threats to children and respond to their needs across various operating contexts. Moreover, this outcome focus emphasizes the criticality of collaboration with partners, including work with other United Nations entities to leverage the full capacities of the United Nations system to support child rights and advance development progress for children.

2. The Strategic Plan results and indicators are linked to the Sustainable Development Goals related to children. The results framework and all aspects of the work of UNICEF are guided by the human rights-based approach and anchored in the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities, the International Convention on the Elimination of All Forms of Racial Discrimination and other United Nations human rights instruments. The Strategic Plan results and indicators are also anchored into the Core Commitments for Children in Humanitarian Action, the organization’s core policy and framework for humanitarian action.

3. The Strategic Plan, 2022–2025 describes the change strategies necessary for the achievement of results and the internal organizational factors that support the change strategies and the achievement of results (the “enablers”). The Strategic Plan places new emphasis on the change strategies and enablers by articulating their roles in driving outcome-level progress for children. The output-level results and the indicators presented in the results framework do not represent the full range of UNICEF work, particularly at the country level, where outputs are identified and designed locally in accordance with the organization’s strong commitment to national ownership. Rather, they are an illustrative example of high-level outputs that, in turn, represent an aggregate UNICEF contribution to global outcomes. Figure 1 describes the Strategic Plan results framework architecture.

Figure 1
Results framework architecture



4. The Strategic Plan results framework is also based on theories of change that UNICEF has developed as the intellectual and conceptual foundation for the Strategic Plan. The high-level theory of change describes long and medium-term results that are mostly reflective of outcome-level changes at the country level that UNICEF sees as a key part of the pathway towards the Strategic Plan outcomes and accelerated progress on the Sustainable Development Goals. The medium-term results in the high-level theory of change have informed the development of many of the indicators in the Goal Area theories of change and in the results framework.¹

5. In accordance with the harmonized United Nations approach to results-based management, which calls for three levels of results (impact, outcome and output), medium-term results as found in the high-level theory of change are not represented as a distinct results level in the results framework. They have been reflected in both the framework and the theories of change related to each Goal Area as indicators to track aggregate progress, particularly in relation to systemic change to which UNICEF contributes at output level. Each of the five Goal Areas contains a number of result areas, which are reflected in the results framework as outputs. Figure 2 shows the 18 result areas and their placement within each of the five Goal Areas.

¹ For example, the medium-term result on “Positive Behaviours, Social and Gender Norms” from the Theories of Change is reflected in the results framework in the form of indicators, *inter alia*, 1.5, 1.12, 1.13, 1.17, 1.7.3, 2.1, 2.7, 2.2.3, 2.2.6, 3.2, 3.3, 3.9, 3.1.7, 3.3.2, 4.1.3 and 5.2.2. Medium-term result “Decision-making Based on Data and Evidence” is reflected as indicators 1.4.5, 2.1.3, 3.1.4, 4.5, 5.1 and 5.1.1.

Figure II
Result areas of the Strategic Plan, 2022–2025



II. Features of the results framework

A. UNICEF contribution to the 2030 Agenda for Sustainable Development

6. The results framework of the Strategic Plan incorporates the impact, outcome and output indicators required to monitor progress. They have been identified on the basis of the UNICEF mandate and comparative advantage in the achievement of 2030 Agenda in relation to United Nations organizations. While impact- and outcome-level results reflect the combined efforts of Governments, United Nations organizations, the private sector, civil society and other partners, output-level results more closely reflect the specific contribution of UNICEF to longer-term sustainable change and the 2030 Agenda.

7. Each indicator is selected as a useful measure for managing progress in relation to linked results rather than being bound by a rigid causal chain, which allows UNICEF and its partners to see where the organization is making a difference. The Strategic Plan results framework does not contain all of the indicators used by UNICEF to manage performance at the country level. Rather, a set of core indicators that can best show outcome-level change and that support the demonstration of the UNICEF contribution and accountability has been included.

1. Impact indicators

8. Impact indicators are aligned with child-related Sustainable Development Goals or related global strategies. They reflect long-term changes in the lives of children and the realization of their rights. UNICEF will contribute to these high-level changes across all countries, in accordance with the principle of universality inscribed in the Convention on the Rights of the Child and the 2030 Agenda. Furthermore, UNICEF has led the development of internationally agreed definitions and measurements for 19 Sustainable Development Goal indicators and has worked

closely with partners to improve the availability and quality of data for other indicators.

2. Outcome indicators

9. Outcome indicators are also often identified on the basis of Sustainable Development Goal targets, but in relation to those countries and territories in which UNICEF has a programme in support of national priorities. They frequently measure changes in systems or institutional performance at scale, and/or changes in behaviour, norms, practices and beliefs. Some outcome indicators also track coverage at the population level, rather than service delivery, where it is relevant to do so.

3. Output indicators

10. For each of the five Goal Areas and corresponding outcomes, UNICEF has identified several outputs that require the organization's leadership and contribution to outcome-level change and, by extension, to the related Sustainable Development Goal targets.

11. The output-level results and indicators capture the full range of support that UNICEF provides in various country contexts, such as direct service provision, systems strengthening, guiding policy processes and normative work, advocacy and various types of support related to positive changes in social norms. The main focus is on the change in country capacities for achieving at-scale results for children. Output indicators pertain to countries where UNICEF is working towards achieving results in specific programmatic areas.

B. Monitoring the implementation of the change strategies

12. The results framework further outlines the nine change strategies critical to achieving results under the five Goal Areas. The change strategies represent “game-changing” operational strategies that UNICEF will prioritize to support the achievement of planned results. These strategies do not represent the full spectrum of UNICEF work or the types of intervention, but rather have been identified based on their potential to narrow projected gaps in the achievement of the child-focused Sustainable Development Goals. The change strategies are also guided by the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) as well as the funding compact. Section V of this document includes a series of indicators for tracking the implementation of the change strategies.

C. Monitoring organizational performance

13. Guided by the QCPR and the funding compact, the results framework sets out supporting conditions for UNICEF to be a more agile, values-based and effective organization (also known as the “enablers”) that can drive output-level efficiency and consequently contribute to outcome-level progress for children. UNICEF will continuously invest in its organizational structures and systems, culture, staff, financial resources and assets so as to respond more effectively to change and uncertainty. A series of indicators are included in section VI to measure five interconnected enablers: (a) accelerated resource mobilization; (b) agile and responsive business model; (c) decentralized and empowered internal governance and oversight; (d) dynamic and inclusive people and culture; and (e) strategic internal communication and staff engagement. Many indicators within the change strategies and enablers in the UNICEF Strategic Plan, 2022–2025 correspond to the organizational effectiveness and efficiency indicators of other United Nations agencies. Common and complementary indicators are explained in more detail in section III.

D. Data disaggregation to leave no one behind

14. The results framework reflects the UNICEF commitments to leaving no one behind and to realizing the rights of all children, especially the most excluded. Equity considerations are reflected in the Goal Area and result area statements of the results framework as well as in the indicators. Data disaggregation is a key commitment UNICEF has made to measuring equity and to ensuring that no child is left behind. For each indicator, UNICEF closely examined the most significant equity dimensions that need to be measured and monitored in the programmatic area. Progress will be tracked at the disaggregated level, including by sex, age, disability, geography (rural/urban, region), migration status and by countries in humanitarian crises.

15. Disaggregated data will be used to identify the challenges and responses to children in particularly vulnerable situations, such as humanitarian contexts and children on the move. Geographic variations in conditions of children require different responses by all stakeholders, and as much as possible the indicators will be disaggregated by geographic regions within a country. Particular attention will be paid to using the new internationally comparable measure of urban and rural residence (in addition to national measures) for a more fine-tuned targeting of services and interventions to reach those children who are most in need.

16. Gender equality remains at the heart of the work of UNICEF. A total of 103 indicators across the five Goal Areas reflect gender priorities across the life course; measure gender norms in programming; aim to promote adolescent girls' well-being and leadership; and/or have sex disaggregation for monitoring progress towards gender equality. Also, out of 102 indicators measuring children, adolescents or people of all ages, 72 per cent have either sex disaggregation (56 indicators), or specifically focus on girls, adolescent girls and/or women (17 indicators). This is a significant increase from 51 per cent of indicators that UNICEF was able to report on in the results framework of the Strategic Plan, 2018–2021.

17. Children with disabilities are among the most excluded and marginalized members of every society. UNICEF has reflected its elevated focus on disability rights in the results framework through dedicated indicators on disability-inclusive programming across the Goal Areas and by introducing disaggregation by disability status where data are available. A total of 34 indicators represent the organization's ambition for disability inclusion in everything it does, an increase from 24 indicators in the results framework of the Strategic Plan, 2018–2021. Across the five Goal Areas, 22 indicators can be disaggregated by disability status (21 per cent of the Goal Area indicators measuring children, adolescents or people of all ages), and four indicators represent disability-inclusive programming across sectors, or examine the availability of disaggregated data at the country level. Furthermore, eight new indicators have been developed in the change strategies and enablers, to help UNICEF to monitor, inter alia, capacity strengthening of national systems and front-line workers on disability inclusion; support to countries on provision of assistive technology for children with disabilities; and disability-inclusive humanitarian action.

18. Despite the intent to measure and track UNICEF results on leaving no one behind, gaps in data availability (coverage of countries) and quality (including disaggregation) remain a challenge. UNICEF is strengthening the capacity of national Governments in collecting and analysing disaggregated data through technical collaboration on national statistical survey programmes; developing standards, guidelines and good practices on statistical measurement and integration; and providing technical assistance to countries to improve data availability and quality.

19. Moreover, UNICEF is also working to improve data disaggregation in its own programme monitoring, with a focus on humanitarian contexts, through building systems and changing practices to make relevant disaggregation possible and encouraged in all UNICEF and inter-agency monitoring and reporting.

E. Mainstreaming of cross-cutting programme areas

20. UNICEF is mainstreaming multiple cross-cutting programme areas across all Goal Areas, change strategies and enablers, with corresponding results, indicators or disaggregated monitoring. Most prominent among these are gender equality, disability inclusion, climate action, resilience and peacebuilding.

21. Unlike its predecessor, the Strategic Plan, 2022–2025 does not separate out humanitarian action as a cross-cutting priority, but rather, and in accordance with an approach that supports programming across the humanitarian-development nexus, it systematically applies a humanitarian lens to the theories of change underlying work on all Goal Areas, cross-cutting programmes, change strategies and enablers, and reflects UNICEF humanitarian work throughout the plan and the results framework.

22. Indicators relevant to building resilience are anchored in each Goal Area. These indicators represent UNICEF actions for strengthening systems in fragile contexts across all sectors; building the ability to rapidly respond to humanitarian crises; and scaling up durable and sustainable solutions for affected populations. Meanwhile, a change strategy dedicated to a risk-informed humanitarian-development-peace nexus will help UNICEF to measure its endeavours towards crisis prevention and preparedness, building strong and resilient systems and peaceful societies, as well as localization and accountability to affected populations.

23. Addressing and preventing conflicts are integral to achieving results for children. The UNICEF contribution to peacebuilding and social cohesion is reflected in indicators across all Goal Areas and change strategies on community engagement, social and behavioural change and nexus programming. This effort is captured in indicators that measure inclusive and accountable delivery of basic social services to help to address the root causes of conflict; protecting children from all forms of violence, with a particular focus on reintegration of children from armed forces or groups and documentation of grave violations of child rights; effective engagement and participation of young people and communities in decision-making; and internalizing conflict-sensitive programming that articulates the UNICEF contributions to social cohesion and peace.

24. The Strategic Plan, 2022–2025 fully recognizes the existential threats that climate change and environmental degradation pose to children's ability to survive and thrive. As such, climate and environmental action is not only enshrined in Goal Area 4 but is also embedded within each of the other Goal Areas. For instance, UNICEF introduced indicators to track its work with Governments on scaling up environmental health in primary health care, making health-care facilities environmentally sustainable and climate-resilient, and integrating environmental sustainability education. UNICEF will also measure climate-adaptive and shock-responsive social protection systems. Through a dedicated result area in Goal Area 4, UNICEF will closely monitor child-sensitive climate, environment and/or disaster risk reduction policies and programmes, and will engage with young people to be climate and environmental champions. Moreover, UNICEF will measure not only its carbon footprint, but also the application of environmental and social standards in its programmes.

F. Modelling systemic change indicators

25. As noted in the Strategic Plan, 2022–2025, across its work in the five interconnected Goal Areas established in the Plan, UNICEF will focus on systemic changes that are critical to addressing the underlying causes of children’s vulnerability, gender inequality and exclusion in all settings, including humanitarian crises and other fragile settings. The UNICEF sectoral and output-level contribution to these systemic changes is being tracked by a range of indicators across the results framework. However, in the development of the Strategic Plan, it was noted that there are strong grounds for developing additional cross-cutting outcome-level indicators. These indicators would measure systemic change for future integration into UNICEF reporting on the situation of children and serve as “leading indicators” of the types of transformative change required for acceleration of progress towards the Sustainable Development Goals.

26. As such, over the coming years UNICEF will develop its capacity to track systemic cross-sectoral outcome-level changes, such as leveraging financing for children; supporting and advocating for child rights-based policies and legislation; shaping markets and promoting equitable access to essential supplies and services; brokering global partnerships for children; transforming the landscape of data on children; supporting families, caregivers and parenting; and influencing social behaviours and norms. These particular areas of change have been identified across all UNICEF theories of change and in discussions with partners as being critical to protecting child rights, maximizing the benefit of development opportunities and addressing the underlying causes of children’s vulnerability, gender inequality and exclusion in all settings, so that no child is left behind.

III. Alignment with QCPR and inter-agency common and complementary indicators

27. UNICEF has worked with its sister United Nations agencies and has made significant efforts to align with the mandates of the 2020 QCPR, especially by reflecting the new mandates in formulating the indicators in the results framework of the Strategic Plan. Indicators in the results framework show the annual change in progress made by UNICEF and demonstrate its contribution to the collective results being achieved by the United Nations development and humanitarian systems. For instance, the majority of the indicators can be disaggregated to monitor the commitment to leaving no one behind, in line with the 2020 QCPR mandate (operative paragraph 32), except for four indicators for which data disaggregation is not applicable or relevant.²

28. Similarly, indicators integrating climate action and environmental sustainability, in alignment with relevant QCPR mandates (operative paragraphs 29 and 30) are found across Goal Areas 1, 2 and 4. Indicators across the Goal Areas also track the UNICEF role and contribution in responding to the QCPR mandate on the humanitarian-development nexus (operative paragraph 36). Likewise, the QCPR mandate of disability inclusion (operative paragraph 14) is integrated across the Goal Area indicators. Furthermore, indicators in the change strategies further address the mandates on gender equality and prevention of violence and discrimination (operative paragraphs 12 and 39). UNICEF has underlined its alignment with QCPR mandates on business operations and efficiencies (operative paragraphs 105, 106, 107 and 109) and mandates on funding (operative paragraphs 50, 57 and 69) through the indicators in the enablers.

² Examples of indicators for which data disaggregation is not relevant or applicable are indicators 1.10 and 1.4.5.

29. In addition to the concerted efforts made to align the UNICEF Strategic Plan, 2022–2025 with the QCPR throughout the process of Strategic Plan development, UNICEF, together with key United Nations partners, has identified several common and complementary indicators that contribute to inter-agency processes to track system-wide changes. Common and complementary indicators help to clarify how UNICEF is achieving results in a coherent manner with other United Nations entities, including in response to the QCPR.

30. Common indicators are those that appear the same in at least two entities' results or reporting frameworks and are drawn, where possible, directly from other globally agreed frameworks – including the QCPR monitoring and reporting framework, 2021–2024. Complementary indicators are identified as those in the results framework that are not repeated verbatim in the results or reporting frameworks of a United Nations entity, but are related or provide different but complementary lenses or insights into the same issue, high-level result and/or area of complementary work, such as a Sustainable Development Goal target. To be categorized as a complementary indicator, a related indicator will have been identified as being tracked by at least one other United Nations entity as part of its corporate reporting. Common and complementary indicators are noted in parentheses at the end of the indicator statements, listing the United Nations entities that share them. In recent months UNICEF has consulted with a wide range of United Nations entities to collaboratively identify the common and complementary indicators. The results framework contains more than 220 common and complementary indicators, representing 67 per cent of the total indicators in the framework. Please note that in the results framework (sections IV, V and VI), the roman (or “normal”) font is used when the indicator is common, and the *italic* font is used to signify complementary indicators. Indicators from the QCPR monitoring framework, including those adapted to entity-specific monitoring and reporting, are shown in parenthesis.

IV. Impact-level indicators, Goal Area-level (outcome) and result area-level (output) indicators

A. Impact-level indicators

<i>Impact indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
1. (a) Neonatal, (b) child and (c) adolescent mortality rates (SDGs 3.2.1 and 3.2.2) (<i>United Nations Department of Economic and Social Affairs (DESA) Population Division, World Health Organization (WHO), World Bank</i>)				Age, geography, countries with a high burden of neonatal, child and adolescent mortality rates (high burden), humanitarian contexts, sex	Global Sustainable Development Goal Indicators Database (SDG+ Database)
2. Stillbirth rate (<i>DESA Population Division, WHO, World Bank</i>)				High burden, humanitarian contexts	SDG+ Database
3. Adolescent birth rate per 1,000 women in that age group (SDG 3.7.2) (<i>DESA Population Division, United Nations Population Fund (UNFPA), WHO</i>)				Age, geography, high burden, humanitarian contexts	SDG+ Database
4. Maternal mortality ratio (SDG 3.1.1) (<i>DESA Population Division, UNFPA, WHO, World Bank</i>)				Age, geography, high burden, humanitarian contexts	SDG+ Database
5. Percentage of children who are developmentally on track in literacy-numeracy and physical, learning and social-emotional skills (SDG 4.2.1) (<i>United Nations Educational, Scientific and Cultural Organization (UNESCO), WHO, World Bank</i>)				Age, geography, humanitarian contexts, sex, wealth status	SDG+ Database
6. Estimated rate of AIDS-related deaths (<i>Joint United Nations Programme on HIV/AIDS (UNAIDS)</i>)				Age, geography, humanitarian contexts, sex	SDG+ Database

<i>Impact indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
7. Estimated rate of new HIV infections (SDG 3.3.1) (UNAIDS, UNFPA, WHO)				Age, geography, humanitarian contexts, sex	SDG+ Database
8. Universal health coverage index (SDG 3.8.1) (DESA Population Division, UNFPA, WHO)				Geography, high burden, humanitarian contexts	SDG+ Database
9. Percentage of children under 5 years of age who are stunted (SDG 2.2.1) (WHO, World Bank)				Age, geography (region, urban/rural), humanitarian contexts, sex, wealth status	SDG+ Database
10. Percentage of children under 5 years of age who are wasted (SDG 2.2.2) (WHO, World Bank)				Age, geography (region, urban/rural), humanitarian contexts, sex, wealth status	SDG+ Database
11. Percentage of children (a) under 5 years of age (SDG 2.2.2) and (b) 5 to 9 years of age, who are overweight (WHO, World Bank)				Age, geography (region, urban/rural), humanitarian contexts, sex, wealth status	SDG+ Database
12. Percentage of adolescent girls who are anaemic (SDG 2.2.3) (WHO)				Geography	SDG+ Database
13. Percentage of adult women who are anaemic (SDG 2.2.3) (WHO)				Geography	SDG+ Database
14. Completion rate in primary and lower and upper secondary education (Global Partnership for Education (GPE), UNESCO, World Bank)				Humanitarian contexts, sex	SDG+ Database

<i>Impact indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
15. Equity index (computed on lower secondary completion rate) (<i>GPE, UNESCO, World Bank</i>)				Humanitarian contexts, (sex, geography and wealth status embedded in the indicator)	SDG+ Database
16. Learning poverty rate (<i>World Bank</i>)				Country income status, humanitarian contexts	World Bank
17. Proportion of young women and men aged 18 to 29 years who experienced sexual violence by age 18 (SDG 16.2.3) (<i>UNFPA, United Nations Office on Drugs and Crime (UNODC), United Nations Statistics Division (UNSD), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), WHO</i>)				Humanitarian contexts, sex	SDG+ Database
18. Proportion of children aged 1 to 17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month (SDG 16.2.1) (<i>WHO</i>)				Age, humanitarian contexts, sex	SDG+ Database
19. Rate of children in detention (<i>United Nations Development Programme (UNDP), UNODC, Office of the United Nations High Commissioner for Human Rights (OHCHR)</i>)				Age, pre-trial/post-sentence, sex	UNICEF database
20. Rate of children in residential care				Age, disability, sex	UNICEF database
21. Percentage of children under 5 years of age whose births are registered (SDG 16.9.1) (<i>DESA Population Division, UNDP, UNFPA, Office of the United Nations High Commissioner for Refugees (UNHCR), UNSD, WHO</i>)				Age, geography (urban/rural), migration status, sex	SDG+ Database
22. Percentage of girls and women aged 15 to 49 years who have undergone female genital mutilation (SDG 5.3.2) (<i>UNFPA, WHO</i>)				Age	SDG+ Database

<i>Impact indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
23. Percentage of women and men (20–24 years) married or in union before age 18 (SDG 5.3.1) (<i>DESA Population Division, UNFPA, UN-Women, WHO</i>)				Sex	SDG+ Database
24. Proportion of population using safely managed drinking water services (SDG 6.1.1) (<i>United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), WHO</i>)				Geography (urban/rural), humanitarian contexts	WHO/UNICEF Joint Monitoring Programme (JMP) global database
25. Proportion of population using safely managed sanitation services (SDG 6.2.1) (<i>UNEP, WHO</i>)				Geography (urban/rural), humanitarian contexts	WHO/UNICEF JMP global database
26. Under-five mortality rate attributed to unsafe water, sanitation and hygiene (WASH) (SDG 3.9.2) (<i>UNEP, WHO</i>)				Geography, humanitarian contexts	WHO
27. Percentage of children in multidimensional poverty (SDG 1.2.2) (<i>UNDP, World Bank</i>)				Age, geography, sex	SDG+ Database
28. Percentage of children living in extreme poverty (SDG 1.1.1) (<i>International Labour Organization (ILO), UNDP, World Bank</i>)				Geography (region, urban/rural)	SDG+ Database
29. Percentage of children living in monetary poverty (SDG 1.2.1) (<i>UNDP, World Bank</i>)				Geography	SDG+ Database
30. Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (SDG 5.1.1) (<i>OHCHR, UNDP, UN-Women, World Bank</i>)				By area	SDG+ Database
31. Percentage of time spent on unpaid domestic and care work, by sex, age and location (SDG 5.4.1) (<i>UNDP, UNSD, UN-Women</i>)				Age, geography (urban/rural), sex	SDG+ Database

B. Goal Area 1: Every child, including adolescents, survives and thrives, with access to nutritious diets, quality primary health care, nurturing practices and essential supplies.

1. Goal Area-level (outcome) indicators

<i>Outcome indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
1.1. Percentage of pregnant women receiving at least four antenatal visits (<i>UNFPA, WHO</i>)				Age, geography (region, urban/rural), high burden	SDG+ Database
1.2. Percentage of live births attended by skilled health personnel (home and facilities) (SDG 3.1.2) (<i>UNFPA, WHO</i>)				Age, geography, high burden	SDG+ Database
1.3. Percentage of (a) mothers and (b) newborns receiving postnatal care (<i>UNFPA, WHO</i>)				Age, geography, high burden	SDG+ Database
1.4. Percentage of children with diarrhoea receiving (a) oral rehydration salts (ORS) and (b) ORS and zinc (<i>WHO</i>)				Geography, high burden, sex	SDG+ Database
1.5. Percentage of children with symptoms of acute respiratory infections taken to an appropriate health provider (<i>WHO</i>)				Geography, high burden, sex	SDG+ Database
1.6. Percentage of children in malaria-endemic countries sleeping under an insecticide-treated net (<i>WHO</i>)				Geography, sex	SDG+ Database
1.7. Universal health coverage index for reproductive, maternal, newborn and child health interventions (SDG 3.8.1) (<i>DESA Population Division, UNFPA, WHO</i>)				Geography, high burden	SDG+ Database
1.8. Percentage of surviving infants who received (a) first dose and (b) three doses of diphtheria, tetanus and pertussis (DTP) vaccine (<i>WHO</i>)				Geography, high burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
1.9. Percentage of surviving infants who received first dose of the measles-containing vaccine (<i>WHO</i>)				High burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage

<i>Outcome indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
1.10. Number of cases of wild polio virus and vaccine-derived polio virus (<i>Global Polio Eradication Initiative (GPEI), WHO</i>)					GPEI
1.11. Number of countries that are verified/validated as having eliminated maternal and neonatal tetanus (<i>WHO</i>)				Geography	Maternal and Neonatal Tetanus Elimination initiative (WHO/UNICEF)
1.12. Percentage of children aged 24 to 59 months receiving early stimulation and responsive care from their parents or caregivers				Geography	SDG+ Database
1.13. Proportion of women aged 15 to 19 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (SDG 5.6.1) (<i>UNFPA, UN-Women, WHO</i>)				Geography	SDG+ Database
1.14. Percentage of adolescents who report symptoms of depression and/or anxiety reporting contact with health professional or counsellor for mental health care (<i>WHO</i>)				Age, sex, geography, humanitarian contexts	Measurement of mental health among adolescents at the population level
1.15. Percentage of children and adolescents living with HIV who receive antiretroviral therapy (<i>UNAIDS, UNDP, WHO</i>)				Age, geography	UNAIDS estimates (Global AIDS monitoring)
1.16. Percentage of HIV-positive women who received antiretroviral therapy during pregnancy and/or at labour and delivery (<i>UNAIDS, WHO</i>)				Geography	UNAIDS estimates (Global AIDS monitoring)
1.17. Percentage of infants under 6 months of age who are exclusively breastfed (<i>WHO</i>)				Geography, sex, wealth status	SDG+ Database
1.18. Percentage of children aged 6 to 23 months who are fed a minimum diverse diet (<i>FAO, WFP, WHO</i>)				Geography, sex, wealth status	SDG+ Database
1.19. Percentage of young children who benefit from vitamin A supplements twice yearly (<i>WHO</i>)				Geography	Country offices

<i>Outcome indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
1.20. Percentage of pregnant women who benefit from gender-responsive programmes for the prevention of anaemia (<i>WHO</i>)				Geography	SDG+ Database
1.21. Percentage of population consuming at least one cereal fortified with iron and folic acid (<i>FAO</i>)				Geography	Country offices
1.22. Percentage of children under 5 years of age with severe wasting and other forms of severe acute malnutrition who are admitted for treatment (<i>WFP, WHO</i>)				Geography, humanitarian contexts, sex	Country offices
1.23. Percentage of children under 5 years of age with severe wasting and other forms of severe acute malnutrition who are admitted for treatment and recover (<i>WFP, WHO</i>)				Geography, humanitarian contexts, sex	Country offices

2. Result area-level (output) indicators

<i>Output indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>			
Strengthening primary health care and high-impact health interventions							
Result area 1: Children and women have access to strengthened primary health care and high-impact interventions to accelerate the end of preventable maternal, neonatal and child deaths and stillbirths, in development and humanitarian contexts.							
1.1.1. Number of live births delivered in health facilities through UNICEF-supported programmes (<i>UNFPA, WHO</i>)					High burden, humanitarian contexts	Country offices	
1.1.2. Number of children benefiting from UNICEF-supported integrated management of childhood illnesses services (integrated community case management and/or integrated management of neonatal and childhood illness) (<i>WHO</i>)					High burden, humanitarian contexts	Country offices	

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
1.1.3. Number of health workers receiving the skills and support for delivering essential maternal, newborn and child health services through UNICEF-supported programmes (UNFPA, WHO)						High burden, humanitarian contexts	Country offices
1.1.4. Number of countries in which UNICEF has strengthened systems for primary health care (WHO)						Geography	Country offices
1.1.5. Number of countries in which UNICEF supported a timely response to outbreaks or other public health emergencies (UNDP, WHO)						Geography	Country offices
Immunization services as part of primary health care							
Result area 2: Children, including adolescents, and women have access to quality immunization services as part of primary health care, in development and humanitarian contexts.							
1.2.1. Number of children vaccinated against measles through UNICEF-supported programmes (WHO)						Humanitarian contexts	Country offices
1.2.2. Number of countries that introduced one or more of the following vaccines: human papillomavirus vaccine, hepatitis B vaccine, measles-containing vaccine second-dose, pneumococcal conjugate vaccine and/or rotavirus vaccine (WHO)							WHO/UNICEF estimates of national immunization coverage
1.2.3. Number of countries with a national-level stock-out of DTP or measles vaccine for at least one month (WHO)						High burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
1.2.4. Number of countries in which UNICEF supported effective vaccine management (WHO)						High burden, humanitarian contexts	Global Effective Vaccine Management (EVM) database (WHO /UNICEF)
1.2.5. Number of countries in which UNICEF supported the effective roll-out of COVID-19 vaccines (UNDP, WHO)						Geography	Country offices

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
1.2.6. Number of countries implementing strategies to address under-vaccination (<i>WHO</i>)						High burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
1.2.7. Number of polio-endemic and/or outbreak countries with over 95 per cent coverage in the most recent vaccination campaign (<i>WHO, GPEI</i>)							Country offices
Fast-track the end of HIV/AIDS							
Result area 3: Children, including adolescents, and pregnant and breastfeeding mothers, have access to interventions that fast-track the end of HIV/AIDS, in development and humanitarian contexts.							
1.3.1. Number of countries implementing a comprehensive package of interventions for paediatric HIV treatment as part of primary health care (<i>UNAIDS, WHO</i>)						Geography	Country offices
1.3.2. Number of countries integrating and rolling out innovative HIV diagnostic platforms in primary health care (<i>UNAIDS, WHO</i>)						Geography	Country offices
1.3.3. Number of countries with at least dual mother-to-child transmission of HIV and syphilis elimination policies and services (<i>UNAIDS, WHO</i>)						Geography	Country offices
1.3.4. Number of countries in which UNICEF is supporting combination HIV-prevention interventions, including pre-exposure prophylaxis, targeting adolescent girls and young women and/or adolescent and young key populations (<i>UNAIDS, WHO</i>)						Geography	Country offices
Health and development in early childhood and adolescence							
Result area 4: Children, including adolescents, benefit from programmes that improve their health and development, in development and humanitarian contexts.							
1.4.1. Number of countries that have integrated early childhood development in primary health care (<i>WHO</i>)						Geography	Country offices

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
1.4.2. Number of countries integrating adolescent health priorities, including sexual and reproductive health, in primary health care services or through school and digital platforms (<i>UNFPA, UNAIDS, WHO</i>)						Geography	Country offices
1.4.3. Number of countries integrating the prevention and management of (a) non-communicable diseases and (b) injuries, as part of primary health care with UNICEF support (<i>WHO</i>)						Geography	Country offices
1.4.4. Number of countries: (a) Addressing environmental health risks in primary health care; and (b) Strengthening climate-resilient and environmentally sustainable health-care facilities with UNICEF support (<i>UNEP, WHO</i>)						Geography	Country offices
1.4.5. Availability of comparable data on non-communicable diseases, disability, injuries, mental health and children's environmental health (<i>WHO</i>)							UNICEF global monitoring
1.4.6. Number of children with disabilities reached by assistive technology and inclusive products through UNICEF-supported programmes						Geography	UNICEF Supply Division
Mental health and psychosocial well-being							
Result area 5: Children, including adolescents, and caregivers have access to quality programmes that improve their mental health and psychosocial well-being, in development and humanitarian contexts.							
1.5.1. Number of countries integrating mental health services in primary health care, including through school and digital platforms						Geography	Country offices
1.5.2. Number of countries implementing multisectoral approaches to caregiver mental health						Geography	Country offices
1.5.3. Number of countries with a plan or strategy for child and/or adolescent mental health (<i>WHO</i>)						Geography	WHO policy survey

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
Nutrition in early childhood							
Result area 6: Children are protected from malnutrition in early childhood – stunting and wasting, micronutrient deficiencies, and overweight and obesity – in development and humanitarian contexts.							
1.6.1. Number of children under 5 years of age who benefit from programmes for the prevention of stunting, wasting, micronutrient deficiencies and/or overweight and obesity (FAO, WFP, WHO)						Geography, humanitarian contexts	Country offices
1.6.2. Number of countries with a nutrition policy or strategy to prevent undernutrition and micronutrient deficiencies in children under 5 years of age (FAO, WFP, WHO)						Geography	Country offices
1.6.3. Number of countries with strategies and programmes to improve diet diversity among children aged 6 to 23 months (FAO, WFP, WHO)						Geography	Country offices
1.6.4. Number of countries with a national policy for the protection, promotion and support of optimal child nutrition, including legislation to protect children from harmful promotion/marketing of breastmilk substitutes and/or foods and beverages (WFP, WHO)						Geography	Country offices
Nutrition of adolescents and women							
Result area 7: Adolescent girls and women benefit from gender-responsive diets, services and practices for the prevention of anaemia and poor nutrition, in development and humanitarian contexts.							
1.7.1. Number of children 5 to 19 years who benefit from gender-responsive programmes for the prevention of anaemia and all forms of malnutrition (WHO)						Geography, sex, humanitarian contexts	Country offices
1.7.2. Number of countries with programmes to prevent overweight and obesity in school-age children and adolescents (WHO)						Geography	Country offices
1.7.3. Number of countries with gender-responsive programmes to prevent anaemia in adolescent girls and boys through school- and community-based approaches (WHO)						Geography	Country offices

Output indicators	Milestones			Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023			
1.7.4. Number of countries implementing integrated anaemia prevention and nutrition counselling in their pregnancy care programmes for women (<i>WFP, WHO</i>)					Geography	Country offices
Early detection and treatment of malnutrition						
Result area 8: Children benefit from timely and quality supplies and services for the early detection and treatment of wasting and other forms of life-threatening malnutrition, in development and humanitarian contexts.						
1.8.1. Number of children under 5 years of age who benefit from services for the early detection and treatment of severe wasting and other forms of severe acute malnutrition (<i>WFP, WHO</i>)					Geography, humanitarian contexts	Country offices
1.8.2. Number of countries that provide services for the early detection and treatment of children with severe wasting as a regular service for children (<i>WFP, WHO</i>)					Geography	Country offices
1.8.3. Number of countries that have adopted simplified approaches for the early detection and treatment of child wasting (<i>WFP, WHO</i>)					Geography	Country offices

C. Goal Area 2: Every child, including adolescents, learns and acquires skills for the future.

1. Goal Area-level (outcome) indicators

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
2.1. Percentage of countries with gender disparity in education (<i>Education Cannot Wait (ECW), GPE, UNESCO, United Nations Girls' Education Initiative (UNGEI), World Bank</i>)				Humanitarian contexts (sex embedded in the indicator)	SDG+ Database
2.2. Adjusted net attendance rate of children from the poorest quintile in primary and lower and upper secondary education (SDGs 4.1 and 4.5) and attendance rate in early				Humanitarian contexts (sex and wealth status embedded in the indicator)	SDG+ Database

<i>Outcome indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
childhood education of children from the poorest quintile (SDG 4.2) (<i>ECW, GPE, UNESCO, UNGEI, World Bank</i>)					
2.3. Gross enrolment ratio in pre-primary education (<i>ECW, GPE, UNESCO, UNGEI, World Bank</i>)				Humanitarian contexts, sex	SDG+ Database
2.4. Out-of-school rate for girls and boys of primary and lower secondary school age (<i>ECW, GPE, UNGEI, UNESCO, World Bank</i>)				Geography (urban/rural), humanitarian contexts, sex	SDG+ Database
2.5. Percentage of countries in which the percentage of national education expenditure reaching the most marginalized is above 15 per cent (<i>ECW, GPE, UNESCO, World Bank</i>)				Geography	UNICEF Database
2.6. Percentage of countries with more than 60 per cent of children reaching the minimum level of proficiency in reading and mathematics (<i>GPE, UNESCO, World Bank</i>)				Geography, level of education	SDG+ Database
2.7. Percentage of youth not in employment, education or training (SDG 8.6.1) (<i>ILO, UNDP, UNESCO, World Bank</i>)				Age, geography, humanitarian contexts, sex	SDG+ Database
2.8. Remote learning readiness index (<i>UNESCO, World Bank</i>)				Geography	UNICEF database

2. Result area-level (output) indicators

<i>Output indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
		2022	2023	2024			
Access to quality learning opportunities							
Result area 1: Equitable and inclusive access to learning opportunities, including in humanitarian and fragile contexts							

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
2.1.1. Percentage of countries with inclusive and gender-equitable system for access to learning opportunities (<i>GPE, UNESCO, World Bank</i>)						Humanitarian contexts, by dimension ³	Country offices
2.1.2. Percentage of countries with a resilient education system that can respond to humanitarian crises (<i>ECW, GPE, UNESCO, World Bank</i>)						Humanitarian contexts, by dimension ⁴	Country offices
2.1.3. Percentage of countries implementing evidence-based education sector plans/strategies addressing inequities and mainstreaming the Sustainable Development Goal indicators (<i>GPE, UNESCO, World Bank</i>)						Humanitarian contexts, by dimension ⁵	Country offices
2.1.4. Number of out-of-school children and adolescents who accessed education through UNICEF-supported programmes (<i>ECW, GPE, UNESCO, World Bank</i>)						Disability, geography, humanitarian contexts, level of education, sex	Country offices
Learning, skills, participation and engagement							
Result area 2: Improved learning, skills, participation and engagement for all children and adolescents, in development and humanitarian contexts.							
2.2.1. Percentage of countries with effective teacher development system (<i>GPE, UNESCO, World Bank</i>)						Humanitarian contexts, by dimension ⁶	Country offices
2.2.2. Percentage of countries with effective learning assessment system (<i>GPE, UNESCO, World Bank</i>)						Humanitarian contexts, by dimension ⁷	Country offices

³ Dimensions include inclusive education for children with disabilities, gender-responsive education system for access, early childhood education and children on the move.

⁴ Dimensions include risk-informed programming and mental health and psychosocial support for children, adolescents and teachers.

⁵ Dimensions include evidence-based education sector plan/strategy, mainstreaming of Sustainable Development Goal indicators in education sector plan/strategy and education management information system.

⁶ Dimensions include teacher development and teaching.

⁷ Dimensions include classroom assessment, national large-scale assessments (including school readiness) and examinations.

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
2.2.3. Percentage of countries with effective student and community participation within the education system (<i>GPE, UNESCO, World Bank</i>)						Humanitarian contexts, by dimension ⁸	Country offices
2.2.4. Percentage of countries with effective system for digital learning solutions (<i>UNESCO, World Bank</i>)						By dimension ⁹	Country offices
2.2.5. Percentage of countries with gender-responsive systems for learning and skills development (<i>GPE, UNDP, UNESCO, World Bank</i>)						By dimension ¹⁰	Country offices
2.2.6. Percentage of countries institutionalizing holistic skills development to support learning, personal empowerment, environmental sustainability, active citizenship, social cohesion and/or employability and entrepreneurship (<i>UNDP, UNEP, UNESCO</i>)						By dimension ¹¹	Country offices
2.2.7. Number of children provided with individual learning materials through UNICEF-supported programmes (<i>GPE, UNESCO, World Bank</i>)						Disability, geography, humanitarian contexts, sex	Country offices
2.2.8. Number of children who accessed education through digital platforms through UNICEF-supported programmes (<i>UNESCO, World Bank</i>)						Disability, geography, sex	Country offices
2.2.9. Number of school management committees whose capacity was developed through UNICEF-supported programmes						Geography	Country offices
2.2.10. Number of adolescents and young people who participate in or lead civic engagement initiatives through UNICEF-supported programmes (<i>UNESCO</i>)						Age, geography, humanitarian contexts, sex	Country offices

⁸ Dimensions include community and student participation, including measures to involve adolescents in decisions affecting their lives, schools and communities.

⁹ Dimensions include world-class solutions, devices, affordability, connectivity and youth engagement.

¹⁰ Dimensions include gender-responsive teaching and learning systems and gender-equitable skills development.

¹¹ Dimensions include mainstreaming skills development within the national education system/training and responsiveness of skills programmes to the demands of the labour market.

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

1. Goal Area-level (outcome) indicators

<i>Outcome indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
3.1. Percentage of girls and boys aged 15 to 17 years who have ever experienced any sexual violence and sought help from a professional (<i>UNDP, UNFPA, UN-Women, WHO</i>)				Disability, humanitarian contexts, sex	UNICEF database
3.2. Percentage of mothers (or primary caregivers) who think that physical punishment is necessary to raise/educate children (<i>WHO</i>)				Geography	UNICEF database
3.3. Percentage of girls and boys aged 15 to 19 years who consider a husband to be justified in hitting or beating his wife for at least one of the specified reasons (<i>UNFPA, UN-Women, WHO</i>)				Sex	UNICEF database
3.4. Percentage of students aged 13 to 15 years who reported being bullied on 1 or more days in the past 30 days (<i>UNESCO, WHO</i>)				Sex	UNICEF database
3.5. Percentage of children in conflict with the law subject to a diversion order or a non-custodial measure (<i>UNODC</i>)				Age, intervention type, sex	Country offices
3.6. Percentage of children in family-based care of the total number of children in all forms of formal alternative care (<i>IOM, UNHCR</i>)				Age, disability, sex, migration status, humanitarian contexts	Country offices
3.7. Number of countries that have interoperability between the health system and civil registration system to facilitate birth registration (<i>DESA, UNDP, UNFPA, UNHCR, WHO</i>)				Geography	Country offices
3.8. Number of countries tracking delivery and referral information related to mental health and psychosocial support services for children and adolescents (<i>UNESCO, WHO</i>)				Geography, humanitarian contexts	Country offices

3.9. Percentage of girls, boys, women and men aged 15 to 49 years who believe that female genital mutilation should be eliminated (<i>UNFPA, UN-Women</i>)	Age, sex	SDG+ Database
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2. Result area-level (output) indicators

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
Protection from violence, exploitation, abuse and neglect							
Result area 1: Children, including those affected by humanitarian crises, are protected from violence, exploitation, abuse and neglect.							
3.1.1. Number of countries with legislative and policy framework to: (a) End the corporal punishment of children (b) End child sexual exploitation and abuse (including technology-enabled) (c) Eliminate the worst forms of child labour (<i>ILO, International Telecommunication Union, UNODC</i>)						Geography	Country offices
3.1.2. Number of mothers, fathers and caregivers reached through parenting programmes through UNICEF-supported programmes (<i>WHO</i>)						Sex, intervention type	Country offices
3.1.3. Number of children who have experienced violence, exploitation, abuse and neglect reached by health, social work or justice/law enforcement services through UNICEF-supported programmes (<i>IOM, UNHCR, UNODC, WHO</i>)						Age, migration status, disability, humanitarian contexts, intervention type, sex	Country offices
3.1.4. Percentage of countries experiencing conflict having a system in place to document, analyse and use data about grave child rights violations/other serious rights violations for prevention and response (<i>IOM, UNDP, United Nations Department of Peace Operations (DPO), United Nations Department of Political and Peacebuilding Affairs, UNHCR, WHO</i>)						Geography	Country offices
3.1.5. Percentage of UNICEF-targeted girls and boys who have exited an armed force or group and who have been						Age, sex, migration status	Country offices

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
provided with protection or reintegration support (<i>FAO, ILO, IOM, UNDP, DPO, UNHCR, UNODC, WHO</i>)							
3.1.6. Percentage of UNICEF-targeted girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and/or survivor-assistance interventions (<i>IOM, OHCHR, UNDP, DPO, UNHCR, United Nations Mine Action Service, United Nations Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Office for Disarmament Affairs</i>)						Age, disability, humanitarian contexts, intervention type, sex	Country offices
3.1.7. Percentage of UNICEF-targeted women, girls and boys in humanitarian contexts provided with risk mitigation, prevention and/or response interventions to address gender-based violence through UNICEF-supported programmes (<i>IOM, UNDP, UNFPA, UN Women, UNHCR, WHO</i>)						Age, disability, intervention type, sex	Country offices
3.1.8. Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (<i>IOM, OHCHR, UNDP, UNDPPO, UNFPA, UNHCR, UN-Women, OCHA</i>)						Age, humanitarian contexts, sex	Country offices
Promotion of care, mental health and psychosocial well-being and justice							
Result area 2: Children, including those affected by humanitarian crises, benefit from the promotion of care, mental health and psychosocial well-being and justice.							
3.2.1. Number of countries with specialized justice for children systems (<i>OHCHR, UNODC</i>)						Geography	Country offices
3.2.2. Number of countries that have policies, programmes and mechanisms for prevention of family separation and promotion of family-based alternative care, in line with the 2009 Guidelines for the Alternative Care of Children (<i>IOM, UNHCR, UNODC</i>)						Geography	Country offices

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
3.2.3. Number of countries that have mature child protection systems						Geography	Country offices
3.2.4. Number of countries with a quality assurance system in place for social service work						Geography	Country offices
3.2.5. Number of countries that have in place a free and universal birth registration service within civil registration and vital statistics, in accordance with international standards and best practices (<i>DESA, UNDP, UNFPA, UNHCR, UNSD, WHO</i>)						Geography	Country offices
3.2.6. Percentage of UNICEF-targeted unaccompanied and separated girls and boys in humanitarian contexts who were provided with alternative care and/or reunified (<i>IOM, UNDP, UNHCR</i>)						Age, migration status, disability, sex, recruitment status/children associated with armed groups and forces	Country offices
3.2.7. Number of UNICEF-targeted children, adolescents, parents and caregivers provided with community-based mental health and psychosocial support services (<i>UNESCO, WHO</i>)						Age, disability, humanitarian contexts, intervention type, migration status, sex	Country offices
3.2.8. Percentage of UNICEF-targeted girls and boys in humanitarian contexts who have received individual case management (<i>IOM, UNDP, UNHCR</i>)						Age, disability, migration status, sex	Country offices
Prevention of harmful practices							
Result area 3: Children, including those affected by humanitarian crises, benefit from the prevention of harmful practices.							
3.3.1. Number of girls and women who receive prevention and protection services on female genital mutilation through UNICEF-supported programmes (<i>UNFPA, UN-Women</i>)						Age, disability, humanitarian contexts, intervention type	Country offices
3.3.2. Number of people engaged through community platforms in reflective dialogue towards eliminating discriminatory social and gender norms and harmful practices						Humanitarian contexts, sex	Country offices

<i>Output indicators</i>	<i>Milestones</i>				<i>Target 2025</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
	<i>Baseline</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>			
that affect girls and women through UNICEF-supported programmes (<i>UNDP, UNFPA, UN-Women</i>)							
3.3.3. Number of adolescent girls receiving prevention and care interventions to address child marriage through UNICEF-supported programmes (<i>UNFPA, UN-Women</i>)						Age, disability, humanitarian contexts, intervention type	Country offices
3.3.4. Number of countries implementing evidence-based, costed and funded action plans or strategies with monitoring and evaluation frameworks to end child marriage (<i>UNFPA, UN-Women</i>)						Geography	Country offices

E. 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.

1. Goal Area-level (outcome) indicators

<i>Outcome indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
4.1. Proportion of population using at least: (a) basic drinking water services (b) basic sanitation services (c) basic hygiene services (<i>UNHCR, WHO, World Bank</i>)				Geography, humanitarian contexts	WHO/UNICEF JMP global database
4.2. Proportion of schools with: (a) basic drinking water services (b) basic sanitation services (c) basic hygiene services (<i>UNHCR, WHO, World Bank</i>)				Geography, humanitarian contexts, school level	WHO/UNICEF JMP global database
4.3. Proportion of health-care facilities with: (a) basic water services (b) basic sanitation services (c) basic hygiene services (d) basic waste-management services (e) basic environmental cleaning services (<i>UNEP, UNHCR, WHO, World Bank</i>)				Geography, humanitarian contexts, facility type	WHO/UNICEF JMP global database

<i>Outcome indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
4.4. Proportion of women and girls aged 15 to 49 years who have menstruated in the last 12 months who did not participate in work, school or other social activities during their last period (<i>UNHCR, WHO, UNFPA, UN-Women</i>)				Age, disability, geography (urban/rural)	WHO/UNICEF JMP global database
4.5. Proportion of population living in areas of high or extremely high water vulnerability (<i>UNEP</i>)				Geography	WHO/UNICEF JMP global database and World Resources Institute
4.6. Number of countries reducing the funding gap to reach national WASH targets (<i>WHO</i>)				Geography	UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water
4.7. Ratio of access to WASH services across the richest and poorest quintiles for: (a) basic sanitation (b) basic water (c) basic hygiene (<i>WHO</i>)				Geography	WHO/UNICEF JMP global database
4.8. Number of countries developing, financing and implementing child-sensitive climate policies and programmes (<i>UNEP</i>)				Geography	United Nations Framework Convention on Climate Change monitoring protocols
4.9. Number of countries with child-sensitive disaster risk and recovery policies, strategies and plans at national, subnational and/or sectoral level (<i>UNDP, UNEP, UN-Women</i>)				Geography	Sendai Framework monitoring protocols

2. Result area-level (output) indicators

Output indicators	Milestones				Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023	2024			
Safe and equitable water, sanitation and hygiene services and practices							
Result area 1: Sustained access to and use of safe water, sanitation and hygiene practices for all children and adolescents, particularly the most disadvantaged and those living in humanitarian and fragile contexts.							
4.1.1. Number of people reached with at least basic sanitation services through UNICEF-supported programmes (<i>UNHCR, WHO, World Bank</i>)						Disability, geography (region, urban/rural), service type (with climate-resilient sanitation services), sex	Country offices
4.1.2. Number of people reached with at least basic water that is safe and available when needed, through UNICEF-supported programmes (<i>UNHCR, WHO, World Bank</i>)						Disability, geography (region, urban/rural), service type/level (with climate-resilient sanitation services, previous and new service level), sex, humanitarian contexts	Country offices
4.1.3. Number of people reached with at least basic hygiene services through UNICEF-supported programmes (<i>UNHCR, WHO, World Bank</i>)						Disability, geography (region, urban/rural), humanitarian contexts, sex	Country offices
4.1.4. Number of schools reached with basic WASH services, through UNICEF-supported programmes (<i>UNHCR, WHO, World Bank</i>)						Geography (region, urban/rural), humanitarian contexts, service type (climate-resilient services)	Country offices

Output indicators	Milestones			Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023			
4.1.5. Number of health-care facilities reached with basic WASH services, through UNICEF-supported programmes (UNHCR, WHO, World Bank)					Geography (region, urban/rural), humanitarian contexts, service type (climate-resilient services)	Country offices
4.1.6. Number of women and adolescent girls reached whose menstrual health and hygiene needs are addressed through UNICEF-supported programmes (UNHCR, UNFPA, UN-Women)					Disability, geography (region), humanitarian contexts	Country offices
4.1.7. Number of people in humanitarian contexts reached with appropriate drinking water services, through UNICEF-supported programmes (IOM, UNHCR)					Disability, geography (region, urban/rural), sex	Country offices
4.1.8. Number of people in humanitarian contexts reached with appropriate sanitation services, through UNICEF-supported programmes (IOM, UNHCR)					Disability, geography (region, urban/rural), sex	Country offices
Water, sanitation and hygiene systems and empowerment of communities						
Result area 2: Strengthened and resourced water, sanitation and hygiene systems and empowered communities for gender-equal, inclusive, affordable and sustainable services to meet the rights of all children and adolescents, particularly the most disadvantaged and those living in humanitarian and fragile contexts.						
4.2.1. Number of countries that have prepared and implemented a costed and inclusive national WASH financing strategy, with UNICEF support					Household water, household sanitation, household hygiene, WASH in schools, WASH in health-care facilities	Country offices
4.2.2. Number of countries with increased annual sector expenditures from different funding and financing sources resulting from UNICEF support					Source of funding/financing, household water, household sanitation, household hygiene, WASH in schools,	Country offices

Output indicators	Milestones			Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023			
					WASH in health-care facilities	
4.2.3. Number of countries with national monitoring systems incorporating sustainability in previous two years, with UNICEF support (<i>World Bank</i>)					Household water, household sanitation, household hygiene, WASH in schools, WASH in health-care facilities	Country offices
4.2.4. Number of countries that have developed a climate rationale for the impact of climate change and water scarcity on WASH services (<i>UNEP</i>)					Geography	Country offices
4.2.5. Number of countries integrating a humanitarian-development-peace nexus approach on WASH programming through the participation of affected populations					Geography	Country offices
Climate change, disaster risks and environmental degradation						
Result area 3: Increased and enhanced child-sensitive programmes to address climate change, disaster risks and environmental degradation that meet the rights of all children and adolescents, particularly the most disadvantaged and those in humanitarian and fragile contexts.						
4.3.1. Number of countries implementing child-sensitive programmes that enhance the climate and disaster resilience of children, reduce environmental degradation and promote low carbon development and environmental sustainability, with UNICEF support (<i>UNDP, UNEP</i>)					Geography	Country offices
4.3.2. Number of countries engaging children, adolescents and young people in action and advocacy to address climate change, unsustainable energy use and/or environmental degradation, with UNICEF support (<i>UNEP</i>)					Age, geography, sex	Country offices
4.3.3. Number of countries in which UNICEF supported the updating of government frameworks for preparedness and/or early/anticipatory action to be child-sensitive at the national and local levels (<i>FAO, OCHA, UNDP, UNEP, WFP, WHO</i>)					Geography, type of hazard	Country offices

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

1. Goal Area-level (outcome) indicators

<i>Outcome indicators</i>	<i>Baseline</i>	<i>Milestones (2025)</i>	<i>Goals target</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
5.1. Number of countries in which measurement, analysis or policy advice has led to policies and programmes to reduce child poverty				Geography	Country offices
5.2. Proportion of total government spending on essential services (education, health and social protection) (SDG 1.a.2) (<i>ILO, UNESCO, WHO</i>)				Geography	SDG+ Database
5.3. Pro-poor public social spending (SDG 1.b.1)				Geography	SDG+ Database
5.4. Proportion of child population covered by social protection floors/systems (SDG 1.3.1) (<i>ILO, UNDP, World Bank</i>)				Geography	SDG+ Database
5.5. Number of countries taking action to support care work, through family-friendly policies (<i>UNDP</i>)				Geography	Country offices

2. Result area-level (output) indicators

<i>Output indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>			
Reducing child poverty							
Result area 1: Increased commitment to eliminating child poverty as part of national poverty, socioeconomic and sectoral strategies and policies							
5.1.1. Number of countries with nationally owned routine measurement and reporting on child poverty (<i>UNDP, UN-Women</i>)						Geography	Country offices
5.1.2. Number of countries in which UNICEF has helped to strengthen social sector budgets (including social						Geography	Country offices

Output indicators	Milestones			Target 2025	Disaggregation categories	Means of verification
	Baseline	2022	2023			
protection) for greater and better investments in children, including in humanitarian and fragile contexts (<i>UNDP, UN-Women</i>)						
5.1.3. Number of countries, including in humanitarian and fragile contexts, in which UNICEF has enhanced national and local governance capacities for poverty reduction at the local level (<i>United Nations Capital Development Fund, UNDP, UN-Habitat</i>)					Geography (region, urban/rural), national/local level	Country offices
5.1.4 Number of countries in which UNICEF helped to mobilize international and private sector resources for children					Geography	Country offices
Access to inclusive social protection						
Result area 2: Expanded coverage and strengthened inclusive, gender-responsive and shock-responsive social-protection systems, including in humanitarian and fragile contexts						
5.2.1. Number of countries with moderately strong or strong social protection systems (<i>ILO, UNDP, World Bank, WFP</i>)					Geography, migration status	Country offices
5.2.2. Number of countries with social protection programmes that are gender-responsive or lead to transformative gender equality results (<i>ILO, UNDP, World Bank, WFP</i>)					Geography	Country offices
5.2.3. Number of countries with disability-inclusive social protection programmes with UNICEF support (<i>ILO, UNDP, World Bank, WFP</i>)					Geography	Country offices
5.2.4. Number of countries with social protection systems, including cash transfer capacities, that are able to effectively and rapidly respond to humanitarian crises (<i>ILO, UNDP, World Bank, WFP</i>)					Geography	Country offices

<i>Output indicators</i>	<i>Milestones</i>				<i>Target 2025</i>	<i>Disaggregation categories</i>	<i>Means of verification</i>
	<i>Baseline</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>			
5.2.5. Number of households reached by cash transfers through UNICEF-supported programmes (<i>ILO, UNDP, World Bank, WFP</i>)						Age, disability, migration status	Country offices
5.2.6. Number of households reached with UNICEF-supported humanitarian cash transfers (<i>UNHCR, WFP</i>)						Geography, type of support, sectors (health, nutrition, education, child protection, WASH), volume of transfer	Country offices

V. Change strategies

H1. Advocacy and communications

<i>Indicators</i>	<i>Milestones</i>					<i>Target 2025</i>	<i>Means of verification</i>
	<i>Baseline</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>			
H1.1. Number of countries that took advocacy action that triggered policy change related to the UNICEF global advocacy priorities: <ul style="list-style-type: none"> (a) Tackle the learning crisis (b) Vaccine affordability, availability and equity (c) Mental health of children and young people, and to bring an end to neglect, abuse and childhood traumas (d) Increase access to clean water, and address environmental degradation and climate change (UNEP) 							
H1.2. Number of children, adolescents and youth engaged in: <ul style="list-style-type: none"> (a) Advocacy (campaigns, events, youth advocates, World Children's Day) (b) Communication (content and media features, youth reporters, user-generated content) (c) Platforms (U-Report, networks) 							
H1.3. Number of UNICEF digital supporters							

H2. Community engagement, social and behaviour change

Indicators	Milestones				Target 2025	Means of verification
	Baseline	2022	2023	2024		
H2.1. Percentage of country offices that meet organizational benchmarks related to community engagement, social and behaviour change programming						
H2.2. Number of country offices that meet organizational benchmarks on institutionalizing participatory planning, monitoring, feedback and social accountability						
H2.3. Number of countries supported to strengthen systems for adolescent and young people's participation and civic engagement						
H2.4. Percentage of country offices that meet organizational benchmarks for reducing stigmatization and discrimination towards children, families and communities marginalized due to disabilities, socio-cultural background or migration status						
H2.5. Number of countries with at-scale programmes addressing gender discriminatory roles and practices among children (<i>UNDP</i>)						
H2.6. Number of countries with at-scale capacity-development programmes for front-line workers that focus on: <ul style="list-style-type: none"> (a) gender equality (b) disability inclusion 						
H2.7. Percentage of countries with peacebuilding, social cohesion, violence-prevention plans or processes that are child- or youth-sensitive (<i>UNDP</i>)						
H2.8. Percentage of country offices that meet organizational benchmarks for integrated parenting support programmes that promote children's and adolescents' optimal development						

H3. Data, research, evaluation and knowledge management

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H3.1. Percentage of 37 child-focused Sustainable Development Goal indicators reported in past three years with at least one disaggregation (where applicable) in alignment with international standards for Sustainable Development Goal reporting (<i>UNDP</i>)						
H3.2. Percentage of country offices implementing action plans to support Governments to improve the availability and quality of child-related Sustainable Development Goal indicators						
H3.3. Percentage of country offices that meet organizational benchmarks for UNICEF-brokered knowledge and learning initiatives						
H3.4. Number of countries in which UNICEF-supported policymaking or budgeting is informed by data, research, and evaluation						
H3.5. Percentage of significant country programme components evaluated by the end of their cycle						
H3.6. Number and percentage of (a) joint evaluations; (b) independent system-wide evaluations in which UNICEF engaged (QCPR) (funding compact)						
H3.7. Number of UNICEF corporate evaluations available on the United Nations Evaluation Group website (QCPR) (funding compact)						
H3.8. Number of data standards being implemented from the United Nations Financial Data Cube (QCPR)						

H4. Digital transformation

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H4.1. Percentage of staff who have completed the mandatory learning programme for improving digital skills and safety						
H4.2. Number of new individual donors acquired via digital channels						
H4.3. Percentage of country offices that meet organizational benchmarks for engagement with Governments on: (a) digital systems strengthening (b) child rights in digital environments						

H5. Gender-equality programming for transformative results

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H5.1. Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women minimum standards met or exceeded (QCPR)						
H5.2. Percentage of offices meeting organizational standards for UNICEF Gender Action Plan implementation						
H5.3. Percentage of country programme documents approved in the reporting year that meet or exceed the standard of excellence on gender equality						
H5.4. Percentage of expenditure on programming with a focus on gender equality: (a) total (QCPR) (b) humanitarian						
H5.5. Percentage of country offices that have implemented a minimum set of gender-based violence risk mitigation actions						

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H5.6. Percentage of country offices reporting gender equality results that are transformative						

H6. Innovation

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H6.1. Proportion of UNICEF global innovation portfolios with at least one innovation that has attained multi-country scale and reach of more than 1 million people						
H6.2. Proportion of UNICEF global innovation portfolios that have secured the minimum investment threshold to support innovations						

H7. Partnerships and engagement: public and private

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H7.1. Number of children reached through engagement and partnerships with business						
H7.2. Number of countries in which businesses have integrated child rights approaches into their activities where UNICEF interventions contributed						
H7.3. Number of people who volunteer for the cause of children						
H7.4. Number of countries in which UNICEF contributed to new or revised policies or regulations addressing business practices impacting children's rights						

<i>Indicators</i>	<i>Milestones</i>					<i>Means of verification</i>
	<i>Baseline</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>Target 2025</i>	
H7.5. Number of countries in which UNICEF mobilized non-financial resources from business for children at scale						
H7.6. Number of countries with business engagement integrated into the programme design of at least one of the thematic programme areas						
H7.7. Percentage of country offices engaged in joint programmes that scale up key results for children						
H7.8. Percentage of development-related expenditures on joint activities (QCPR) (funding compact)						
H7.9. Percentage of country programmes undertaking activities in support of south-south or triangular cooperation (QCPR)						

H8. Risk-informed humanitarian and development nexus programming

<i>Indicators</i>	<i>Milestones</i>					<i>Means of verification</i>
	<i>Baseline</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>Target 2025</i>	
H8.1. Percentage of countries in which UNICEF contributed to the Common Country Analysis across the humanitarian-development-peace nexus to inform the United Nations Sustainable Development Cooperation Framework						
H8.2. Percentage of country offices that meet organizational benchmarks on: <ul style="list-style-type: none"> (a) Preparedness (b) Risk-informed programming (c) Conflict-sensitive programming (d) Contributions to social cohesion and peace (e) Accountability to affected populations 						
H8.3. Percentage of humanitarian funding provided to local and national actors						

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H8.4. Percentage of countries in which UNICEF-led cluster/sector coordination mechanisms meet satisfactory performance for established functions: (a) Nutrition (b) Education (c) WASH (d) Child protection (area of responsibility)						
H8.5. Percentage of countries providing disability-inclusive humanitarian programmes and services						

H9. Systems strengthening to leave no one behind

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H9.1. Percentage of country offices that support national human rights institutions						
H9.2. Percentage of country offices that support the implementation of recommendations issued by the Committee on the Rights of the Child						
H9.3. Number of countries with a national supply-chain strategy that addresses barriers to access to essential health, nutrition and WASH commodities						
H9.4. Number of country offices investing significantly in systems strengthening						
H9.5. Number of countries supported on epidemic preparedness (National Health Security) (<i>UNDP</i>)						
H9.6. Number of countries with child-responsive urban policies, spatial-planning standards and programmes that address the unique structural barriers to child well-being in urban settings, with a special focus on those living in slums and informal settlements						

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
H9.7. Number of countries supported by UNICEF with improved systems for the provision of assistive technology for children with disabilities						
H9.8. Number of countries supported by UNICEF that have identified and financed transformative child rights policies and programmes that promote gender equality						
H9.9. UNICEF meets the green rating for Youth2030 performance on meaningful youth engagement, in the past year, as set out in the Youth2030 Scorecard: (a) Policies and processes for meaningful youth engagement (b) Diversity of youth (groups) engaged (c) Meaningful youth engagement in Strategic Plan processes (d) Meaningful youth engagement in support to Governments/intergovernmental processes (e) Meaningful youth engagement in United Nations-led programmes, projects and campaigns (QCPR)						
H9.10. Percentage of the relevant indicators from the United Nations Disability Inclusion Strategy accountability framework where UNICEF has met or exceeded the standard (QCPR)						

VI. Enablers

E1. Accelerated resource mobilization

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
E1.1. Total income (regular resources (RR), other resources-regular (ORR), other resources-emergency (ORE)) from: (a) public sector (b) private sector (QCPR)						
E1.2. Thematic income as a percentage of total OR from (funding compact): (a) all partners (public and private sector)						

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
(b) public sector (c) private sector						
E1.3. Percentage of total income from:						
(a) Organisation for Economic Co-operation and Development Development Assistance Committee (OECD-DAC) Governments						
(b) non-OECD-DAC governments						
(c) international financial institutions						
(d) United Nations partnerships and joint programmes (funding compact)						
(e) public-private arrangements (including innovative financing)						
E1.4. Percentage of UNICEF non-core resources received from inter-agency pooled funds (funding compact) (QCPR)						
E1.5. Core (RR) contributions from Member States as a percentage of the total from the public sector (funding compact)						
E1.6. Funding gaps in the UNICEF Strategic Plan financing framework (funding compact)						

E2. Agile and responsive business model

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
E2.1. Number of functional divisions incorporating the principle of mutual recognition in their policy frameworks						
E2.2. Reduction of workload at the country-office level through the implementation of automation and/or business process simplifications						
E2.3. Number of staff trained on agile programme delivery and management						
E2.4. Percentage of UNICEF offices in United Nations common premises (QCPR) (funding compact)						

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
E2.5. Percentage of offices that are disability inclusive and accessible						

E3. Decentralized and empowered internal governance and oversight

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
E3.1. Percentage of offices performing fraud risk assessment						
E3.2. Number of internal audit recommendations outstanding for more than 18 months						
E3.3. Number of external audit recommendations outstanding for more than 18 months						
E3.3.4. Percentage of offices that meet organizational benchmarks for addressing safeguarding risks						
E3.5. Percentage of country offices that have a system in place to prevent and respond to sexual exploitation and abuse						
E3.6. Percentage of country offices applying: (a) disability inclusive (b) environmental and social standards in UNICEF programmes in line with UNICEF/United Nations standards (QCPR)						
E3.7. Percentage reduction in carbon footprint						
E3.8. Percentage of countries meeting the requirements of risk-responsive programme monitoring and assurance						
E3.9. International Aid Transparency Initiative publishing statistics score (QCPR) (funding compact)						

E4. Dynamic and inclusive people and culture

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
E4.1. Percentage of female staff by level (General Service/National Officer/International Professional (IP))						
All international professional staff:						
(a) P-1						
(b) P-2						
(c) P-3						
(d) P-4						
(e) P-5						
(f) D1 and above						
All National Officers (NOs):						
(g) NO-A						
(h) NO-B						
(i) NO-C						
(j) NO-D						
(k) NO-E						
All General Service staff:						
(l) G-2						
(m) G-3						
(n) G-4						
(o) G-5						
(p) G-6						
(q) G-7						
(QCPR)						
E4.2. Percentage of IP staff from programme countries						
E4.3. Employee Engagement Index						
(a) female						
(b) male						
E4.4. Percentage of offices that meet organizational benchmarks related to psychological safety and trust						
E4.5. Leadership training: percentage of Global Management Team, representatives and deputy representatives (programme and operations)						

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
trained on gender equality, anti-racism and disability inclusion as well as on forms of discrimination, including biases and microaggressions						
E4.6. Percentage of staff who agree with the statement “I believe women and men are given the same opportunities for career advancement in this organization”						

E5. Strategic internal communication and staff engagement

<i>Indicators</i>	<i>Baseline</i>	<i>Milestones</i>			<i>Target 2025</i>	<i>Means of verification</i>
		<i>2022</i>	<i>2023</i>	<i>2024</i>		
E5.1. Percentage of staff who report that they can engage in conversations and contribute to decisions that affect their work						
E5.2. Percentage of offices that roll out initiatives and campaigns to further align staff behaviours with UNICEF core values						
E5.3. Percentage of staff who report an improved user experience with UNICEF internal digital communications systems and tools						

VII. Results and resources framework

31. This section provides information on the proposed use of resources and the allocation of resources available to UNICEF. Table 1 provides the projected available resources and the proposed use of resources for all cost classification categories for 2022–2025 as compared to the approved budget, 2018–2021 during the midterm review of the Strategic Plan, 2018–2021. Notably, a new cost classification category entitled “independent oversight and assurance activities” has been introduced, including cost-classification categories, methodology and rates, in line with the joint comprehensive proposal on the cost-recovery policy, which was approved by the Executive Board in September 2020, effective 1 January 2022 (decision 2020/24). In previous frameworks, these activities were included under the “management” cost classification category.

32. A revolving Working Capital Fund has also been introduced to reflect transfers from investment income to the Working Capital Fund as an internal financing mechanism under the regular resources sub-account, in accordance with the report on the midterm review of the UNICEF integrated budget, 2018–2021 approved by the Executive Board in September 2020 (decision 2020/13). The decision approved that the Executive Director, with the advice of the Comptroller, can advance funds from the revolving Working Capital Fund to offices and divisions for the implementation of country programmes to ensure the continued financing of projects within established risk-management parameters, on the condition that the funds be repaid within the period set.

33. Table 2 provides the allocation of available resources to each of the Goal Areas, organizational effectiveness and efficiency and its functional clusters, as well as the proposed special purpose resource requirements.

Table 1
Integrated resource plan, 2022–2025
(in millions of United States dollars)

	<i>Approved, 2018–2021 MTR (E/ICEF/2020/AB/L.5)</i>							<i>2022–2025</i>						
	<i>Other resources</i>							<i>Other resources</i>						
	<i>Regular resources</i>	<i>Programmes</i>	<i>Cost recovery</i>					<i>Regular resources</i>	<i>Programmes</i>	<i>Cost recovery</i>				
	<i>\$m</i>	<i>%</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>%</i>	<i>\$m</i>	<i>\$m</i>	<i>%</i>	<i>\$m</i>	<i>%</i>	<i>\$m</i>		
1. Resources available														
Opening balance	636.7		1 372.6	-	2 009.2		1 085.9	375.5		1 939.6	-	2 315.1		1 179.4
Income														
Contributions	4 947.5		19 178.7	-	24 126.2		-	5 610.0		20 044.0	-	25 654.0		-
Other income	707.5		-	-	707.5		-	294.0		-	-	294.0		-
Total income	5 655.0		19 178.7	-	24 833.7		-	5 904.0		20 044.0	-	25 948.0		-
Tax reimbursement adjustment	(80.0)		-	-	(80.0)		-	(83.7)		-	-	(83.7)		-
Transfer to Working Capital Fund			-	-	-		-	(60.0)		-	-	(60.0)		-
Trust fund receipts			-	-	-		6 637.2			-	-	-		8 427.4
Total available	6 211.7		20 551.2	-	26 762.9		7 723.1	6 135.8		21 983.6	-	28 119.5		9 606.8
2. Use of resources														
A. Development														
A.1 Programmes	3 987.2	66.9%	18 322.2	-	22 309.4	86.1%	6 827.9	3 809.2	65.7%	19 449.4	-	23 258.6	86.3%	8 427.4
Country programmes	3 743.7	62.8%	17 392.1	-	21 135.8	81.6%	-	3 574.2	61.7%	18 002.7	-	21 576.9	80.1%	-
Global Programme	243.5	4.1%	930.1	-	1 173.6	4.5%	-	235.0	4.1%	1 446.7	-	1 681.7	6.2%	-
A.2 Development effectiveness	586.2	9.8%	104.4	-	690.6	2.7%	-	721.9	12.5%	50.6	-	772.5	2.9%	-
Subtotal	4 573.4	76.7%	18 426.6	-	23 000.0	88.7%	6 827.9	4 531.1	78.2%	19 500.0	-	24 031.1	89.2%	8 427.4
B. United Nations development coordination	35.1	0.6%	23.0	-	58.0	0.2%	-	40.1	0.7%	-	-	40.1	0.1%	-

	<i>Approved, 2018–2021 MTR (E/ICEF/2020/AB/L.5)</i>							<i>2022–2025</i>						
	<i>Other resources</i>							<i>Other resources</i>						
	<i>Regular resources</i>		<i>Programmes</i>	<i>Cost recovery</i>	<i>Total resources</i>		<i>Trust funds</i>	<i>Regular resources</i>		<i>Programmes</i>	<i>Cost recovery</i>	<i>Total resources</i>		<i>Trust funds</i>
	<i>\$m</i>	<i>%</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>%</i>	<i>\$m</i>	<i>\$m</i>	<i>%</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>%</i>	<i>\$m</i>
C. Management	376.1	6.3%	6.6	1 244.2	1 626.9	6.3%		515.1	8.9%	3.9	1 199.0	1 717.9	6.4%	
D. Independent oversight and assurance*								18.3	0.3%	0.8	73.6	92.7	0.3%	-
E. Special purpose														
E.1 Capital investments	27.1	0.5%	-	52.9	80.0	0.3%	-	22.6	0.4%	-	92.4	115.0	0.4%	-
E.2 Private sector fundraising	637.3	10.7%	202.6	-	839.9	3.2%	-	668.2	11.5%	276.5	-	944.7	3.5%	-
E.3 Other	311.5	5.2%	-	-	311.5	1.2%	-	-	-	-	-	-	-	-
Subtotal	975.9	16.4%	202.6	52.9	1 231.4	4.8%	-	690.9	11.9%	276.5	92.4	1 059.7	3.9%	-
Institutional budget (A.2+B+C+D+E.1)	1 024.5	17.2%	134.0	1 297.0	2 455.5	9.5%		1 317.9	22.7%	55.3	1 365.0	2 738.2	10.2%	
Integrated budget (A+B+C+D+E)	5 960.5	100.0%	18 658.7	1 297.0	25 916.2	100.0%	6 827.9	5 795.4	100.0%	19 781.2	1 365.0	26 941.6	100.0%	8 427.4
3. Closing balance of resources	251.2		595.5		846.7		895.2	340		837		1 177.9		1 179.4

*Includes \$21.5 million for the Evaluation Pooled Fund.

Table 2
Integrated results and resources framework, 2022–2025
(in millions of United States dollars)

Goals	Functional cluster	2022–2025			Total resources \$m
		Regular resources \$m	Other resources		
			Programme \$m	Cost recovery \$m	
Programmes		3 809.2	19 449.4		23 258.6
Goal Area 1 – Every child, including adolescents, survives and thrives, with access to nutritious diets, quality primary health care, nurturing practices and essential supplies		1 523.7	7 779.7		9 303.4
Goal Area 2 – Every child, including adolescents, learns and acquires skills for the future		799.9	4 084.4		4 884.3
Goal Area 3 – Every child, including adolescents, is protected from violence, exploitation, abuse, neglect and harmful practices		438.1	2 236.7		2 674.7
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		723.8	3 695.4		4 419.1
Goal Area 5 – Every child, including adolescents, has access to inclusive social protection and lives free from poverty		323.8	1 653.2		1 977.0
Organizational effectiveness and efficiency					
1. Higher quality programmes through results-based management		721.9	50.6		772.5
	Technical excellence in policy and programmes	626.4	50.6		677.1
	Technical excellence in procurement and management of supplies	63.1	-		63.1
	Technical excellence in humanitarian action	32.3	-		32.3
2. Improved management of financial and human resources in pursuit of results		515.1	3.9	1 199.0	1 717.9
	Leadership and corporate direction	12.4	-	50.2	62.6
	Corporate financial, information and communications technology and administrative management	53.5	-	216.8	270.2
	Staff and premises security	4.3	-	17.5	21.8
	Corporate external relations and partnerships, communication and resource mobilization	55.9	-	226.7	282.6
	Corporate human resources management	20.3	3.9	82.2	106.3

		2022-2025			
		Other resources			Total resources
Goals	Functional cluster	Regular resources	Programme	Cost recovery	
		\$m	\$m	\$m	\$m
	Country office oversight, management and operations support	368.7	-	605.8	974.5
3.	Coordination of the United Nations development system	40.1	-	-	40.1
	United Nations coherence and cluster coordination	40.1	-	-	40.1
4.	Independent oversight and assurance	18.3	0.8	73.6	92.7
	Special purpose	690.9	276.5	92.4	1 059.7
	Capital investments	22.6	-	92.4	115.0
	Private sector fundraising	668.2	276.5	-	944.7
	Total use of resources	5 795.4	19 781.2	1 365.0	26 941.6

Note: Due to rounding, the totals may differ slightly from the sum of the columns.