Update on the context and situation of children

In 2021, Ukraine continued to face the combined impact of the socio-economic and health crises caused by COVID-19 pandemic - putting significant strain on the most vulnerable families and children. The ongoing conflict in Eastern Ukraine, now with geopolitical tensions peaking, disrupted the daily lives of millions of people on both sides of the contact line, with 2.9 million in need of humanitarian assistance, 56 per cent of whom live in non-government-controlled areas (NGCA). The humanitarian situation in conflict-affected areas has further deteriorated due to COVID-19.

Ukraine reported a decline in real GDP of 4 per cent in 2020, while GDP growth was forecast to reach 4 per cent in 2021. COVID-19 restrictions negatively impacted employment and livelihoods. Children in Ukraine are more likely to live in poverty than adults, as poverty rates of families with children are higher than that of families without children (47 versus 34 per cent, 2019) according to new data based on national measurement of absolute poverty. Poverty rates are highest among families with three or more children and children under 3 years are most affected with COVID exacerbated the situation. As many households have lost their income during the pandemic, more children are likely to be deprived of basic needs. According to the World Bank, households in the bottom 40 percent of the income distribution derive their income from social transfers rather than labor. Given the shortage of well-paid jobs, an estimated 9 million Ukrainians (of an active labor force of 20 million) are in labor migration for some part of the year.

Social protection expenditures remain relatively high - 20 per cent of the state budget in 2021, in comparison to health and education with 11 and 16 per cent expenditures respectively. However, effectiveness of social protection programmes is limited as exclusion and poor targeting errors leave many people out of the system. The volume of funding for certain social protection programmes has been reduced in 2021 which brought the share of households with children covered by social protection to 49.5 per cent versus 71 per cent in 2019.

The key challenge of the Ukrainian child protection system remains its inability to prevent, identify and respond to violence, abuse and neglect of children and to meet the growing needs of vulnerable families with children. Ukraine continues to have one of the highest numbers of children separated from their families in Europe (91,000 children in residential care, MoSP). A substantial budget is currently spent on institutions instead of family-based alternative care. A setback in the reform of the national child care system has been the decision to exclude special and specialized boarding schools from the revised deinstitutionalization strategy.

Despite relatively high government expenditures on education (5.4 per cent in 2019, World Bank) and enrollment rates between 92 and 96 per cent, the education system is constrained by inefficient use of resources. Quality of education remains a concern, with Ukrainian students lagging behind their EU peers (2018 OECD Program for International Student Assessment, PISA). There is a mismatch between job market requirements and young people’s education and skills, including 21st century skills. Around 15.6 per cent of young people who are not in employment, education, or training (NEET) according to 2019 data.

Continued COVID-19 related school closures and distance education have had devastating consequences for children’s learning and wellbeing, particularly vulnerable children without access to distance learning tools, such as Roma children. The continued armed conflict in the east also negatively impacts access to quality education.
COVID-19 continues to pose significant challenges for the health system overall. As of 31 December 2021, a total of 14,713,309 people have been vaccinated, of whom 13,734,741 have been fully immunized with two doses. While vaccination rates among vulnerable groups (especially 60+) remain low, Ukraine met its goal of vaccinating close to 40% of the adult population by end of the year. In October 2021, Ukraine started vaccination of children 12 years and above.

Despite the decentralization reform, the health care system is still not responsive to the needs of the most vulnerable group and public spending on health lags behind European standards. Around 14 percent of the child population 0-5 years without access to health services. Maternal mortality remains high with 14.9 deaths per 100,000 in 2019, due also to lack of outreach services at the community level and limited access to maternal health services was exacerbated by COVID-19 outbreak especially in Eastern Ukraine. The lack of recent data on nutrition indicators affects policymaking.

Routine immunization for children rates remain low, due to misinformation and vaccine hesitancy (MMR 1: 71.9%, Polio 3: 65.6%, DTP3: 64.8%, MoH data Nov 2021). Ukraine declared an outbreak of circulating vaccine derived poliovirus (type 2) in October 2021 but a national polio vaccination campaign has only started with some delays. Ukraine continues to have one of highest numbers of HIV cases in Europe (over 250,000 in 2020) and high and increasing adolescent suicide rates.

As a result of the ongoing conflict, critical public water infrastructure near the contact line remains at risk of being targeted. From January to November 2021, 22 incidents (shelling, shooting or other) directly affecting WASH infrastructure were reported. This is significantly fewer than in 2020 (58 incidents in the same period), but still a cause for concern and in violation of UN resolution SC 2573.

Ongoing decentralization reform expanded local governments’ authority in decision-making, budgeting and service provision. Not all municipalities were ready to absorb the delegated authorities. In some localities, service provision for children was interrupted.

Lack of disaggregated data on child-related issues remains a key concern despite new evidence produced with UNICEF support (see below). At the policy level the Government developed a National Economic Strategy 2030. Prioritization and visioning on social sectors have been covered by the new Human Development Strategy until 2025. A new Child Rights Strategy is being developed to be launched in 2022.


**Major contributions and drivers of results**

In 2021 UNICEF continued to assist Ukraine in responding to the needs of children and families affected by the seven-year armed conflict in the East and the COVID-19 pandemic, while supporting the Government’s reform agenda. The humanitarian-development nexus was further reinforced through system strengthening interventions. Key strategies used were:

1. Influencing national policies and advocating for increased public investments in children, especially to reach the most vulnerable children;
2. Demonstrating and upscaling promising cross-sectoral interventions at municipal level to make decentralization work for children;
3. Engaging in broad partnerships with public and private actors to expand the coverage of successful interventions Ukraine-wide;
4. Supporting data, research and evaluations to strengthen evidence-based policy making and awareness of rights.
Key achievements and progress made in 2021 are:

Every child survives and thrives

To support the Government’s COVID-19 response and National Vaccine Deployment Plan UNICEF took a lead role in vaccine supply and logistics, including cold chain equipment (CCE) and waste management; technical support and capacity building of healthcare professionals; as well as risk communication and community engagement. Key results include:

· over 10 million doses of COVID-19 vaccines delivered through COVAX - almost every third vaccine delivered to Ukraine;
· 17 ULT freezers procured to increase simultaneous storage capacity from 2.7 to 6 mln doses of Pfizer (through USAID/COVAX) and 20 regions supported with 20 cold rooms;
· passive cooling equipment distributed to 1100 primary health care facilities, 3200 vaccination points and 800 mobile teams equipped with temperature loggers and icepacks (USAID and COVAX);
· two strategic documents developed to improve partners capacity on vaccine logistic and waste management;
· 36,000 health specialists reached through online and offline training on COVID-19 prevention and treatment, COVID vaccination of different groups, effective communication and routine immunization on COVID-19.
· on-line information sharing platform established to strengthen coordination between Ministry of Health (MoH), National Health Service, Public Health Centre (PHC) and healthcare professionals and data management, verification of COVID incidence, testing and COVID vaccination strengthened.
· national capacities for demand generation on routine childhood immunization and COVID-19 vaccination strengthened - through establishment of MoH Vaccination Communication Centre, public dialogue on immunization, risk communication and community engagement to address misinformation about vaccines – with 4 national campaigns reaching up to 20 million people each - contributing to increase the percentage of educators who received COVID vaccinations (from 38% in February to 88% in December of those with one dose and 72% with two doses (MOH).

Together with WHO and under the Global Partnership on Polio Eradication, UNICEF supports the Government’s polio outbreak response with risk communication and community engagement and vaccine supply for a planned polio vaccination campaign. In NGCA, UNICEF supplied 110,000 inactivated polio vaccine (IPV) doses and syringes, 757 cold chain equipment and 200 items for cold chain mode control. In addition, health care workers benefited from tailor-made trainings. UNICEF increased support to mother and child health services in the context of the health care reform through the roll-out of the Universal-Progressive Home Visiting model in Eastern Ukraine – the model will be scaled up to five additional regions in 2022. UNICEF provided technical support to MOH and PHC to sustain the quality of HIV/AIDS services, including in conflict affected areas, which benefited most at-risk groups.

With support from USAID advocacy efforts were continued for Ukraine to adopt legislation on universal salt iodization (USI) through evidence generation from a national survey on iodine status of women of reproductive age.

Every child learns

To improve access to and quality of preschool education for the most vulnerable children, UNICEF developed recommendations for quality assurance systems and quality, inclusive education. Through behavior change campaign with the Ministry of Education and Science (MoES) on key child competencies in early learning 10 million people were reached through various media channels. To maximise opportunities for blended learning UNICEF supported the Government in enhancing the quality of online learning and digital learning solutions – through the national “School Online” platform; a new concept of digital learning for primary school and a training program on digital competencies for in-service teachers. UNICEF publicly advocated for schools to be the “last to close
and first to open” - convening key partners such as MoES, MoH and municipalities. UNICEF continued to support the Safe and Child-Friendly School Concept which was implemented in 25 schools in Donetska and Luhanska oblasts in 2021-22 and integrated into the national education system. In August 2021, the Government of Ukraine, with support from UNICEF, adopted the Safe School Declaration (SSD) action plan and started its implementation – to monitor and report on attacks on education facilities; promote conflict-sensitive education and enhancing protection of education facilities. UNICEF reached a total of 27,900 school and preschool age girls and boys in NGCA and in areas along the contact line in GCA, providing them with educational supplies, rehabilitating schools and building capacity of teachers including on Life Skills Education, Conflict Sensitive Education and Disaster Risk Reduction. Together with the Office of the First Lady UNICEF advocated for the reform of the school feeding system and provided technical support on norms and standards for school meals, and launched behaviour change intervention on healthy eating.

Every child is protected

UNICEF continued to advocate with line ministries on child care and justice for children reforms and supported interventions to prevent institutionalization and support alternative care, including modelling of new services. UNICEF also strengthened capacities of the social service workforce. In 2021, a draft Law on Child-Friendly Justice developed with UNICEF support was submitted to the Parliament for adoption.

At the national level a memorandum on the Barnahus model – which provides integrated services for child-victims and witnesses of violence - was signed and regulations were adopted. At sub-national level, UNICEF supported the roll out of Barnahus services - two centers were opened in Vinnytsia and Mykolaiv and two more will be opened in Kyiv and Ternopil in 2022.

Integrated social services for families with children were strengthened in 12 municipalities in Eastern Ukraine with support from the German Government (KfW) serving as a strategic model for humanitarian-development nexus programming. A comprehensive guide on “Quality social services for families with children in communities” was developed and disseminated countrywide – reaching 700 representatives from 360 municipalities.

In Eastern Ukraine, UNICEF reached around 45,500 children and caregivers with psycho-social and child protection activities (including 315 children with disabilities and 389 children in alternative care). Out of the total, 600 vulnerable children and their families were supported with individual case management and 75 (45 children/30 adults) mine/explosive ordinance victims were referred to specialized services. To address mental health and psycho-social support (MHPSS) and respond to increasing violence, UNICEF expanded coverage of online consultations, reaching 65,000 children and caregivers through a national child helpline. In conflict-affected Eastern Ukraine online and offline consultations and services were provided through 12 mobile teams on gender-based violence and violence against children (GBV/VAC) reaching 30,000 survivors. In addition, 400,000 children benefitted from on-line mine risk education.

UNICEF expanded its positive parenting programmes - recommendations and information for parents, educators, psychologists - strengthening knowledge of 4734 parents and caregivers on positive parenting, prevention and response to violence through online\offline sessions that reached more than 59,000 people on social media.

Every child lives in a safe and clean environment

UNICEF ensured access to safe drinking water for 502,180 conflict-affected people by providing water
treatment chemicals serving the population on both sides of the contact line. UNICEF supported water utilities and municipalities to ensure uninterrupted water and sanitation services - including by rehabilitating water and sanitation systems, providing equipment and materials, supplying water treatment chemicals and providing technical support for several studies and assessments. UNICEF rehabilitated non-centralized water systems in 55 localities, providing safe drinking water to 61,033 people and supported water trucking to the Novotroitske checkpoint and to educational, health and social institutions with limited access to safe water. In NGCA, UNICEF completed rehabilitation of water, sanitation and hygiene (WASH) facilities in 15 health centers, 17 educational and 6 social institutions. A total of 29,333 school children and patients benefited from improved sanitation and 1,919 children and patients benefited from improved access to water.

UNICEF also contributed to the global “Water Under Fire” advocacy series which calls for ending the targeting of WASH facilities and civilian infrastructure – culminating in the adoption of Security Council resolution 2573 in April 2021.

540 educational, health and social institutions and 3,790 vulnerable households received e-vouchers for hygiene materials. Overall, 599,615 schoolchildren, patients, employees, and members of vulnerable households benefited from hygiene/cleaning products through e-vouchers. In addition, hygiene kits, cleaning material, disinfectants and PPE were provided to remote households and institutions. In-kind support was provided to 373,075 schoolchildren, patients, staff and vulnerable households. In addition, over 20,000 educators and over 650,000 school aged children benefitted from edutainment boxes by learning about hygiene practices and safe WASH behaviours across the country.

At the national level, UNICEF together with the World Bank, contributed to discussions on the National Water Strategy. UNICEF advocated for the Government to report on the Joint Monitoring Programme (JMP) indicators in households, schools and health facilities – which will contribute to SDG reporting. Together with the Ministry of Energy and Environmental Protection and Water State Agency UNICEF contributed to the development of a River Basin Management Plan.

UNICEF also conducted a Climate Landscape Analysis for Children provided evidence and recommendations for key stakeholders – presented at the Youth Climate Conference in December 2021.

Every child has an equitable chance in life

High level advocacy with the Ministry of Social Policy (MoSP) and partnership with the Institute for Demography and Social Studies resulted in the joint release of a new, groundbreaking report on “Child Poverty and Disparities in Ukraine” which provides evidence and recommendations on reducing child poverty and addressing the impact of COVID-19. A policy paper on the Universal Childbirth Grant (UCBG) was launched which calls for improving the adequacy of the program. UNICEF contributed to the draft Law proposing an increase of the UCBG and annual indexation which is expected to be adopted in early 2022. UNICEF initiated a small multi-purpose cash (MPC) transfer program which reached more than 1,100 children from vulnerable households living near the contact line – this is used to advocate measures to strengthen shock-responsive social protection.

To support local governance for children more than 50 municipalities received technical support on evidence generation, participatory planning and budgeting and child rights monitoring. The Child Friendly Cities Initiative (CFCI) supported information sharing and cooperation with 35 municipalities, with three cities having completed action plans and awarded with the CFCI label. UNICEF partnered with the Association of Cities of Ukraine – reaching over 700 municipalities with national webinars on tools for needs assessment, integrated social service provision, local planning and budgeting.
To support local budgeting and financing a costing exercise was undertaken estimating the funding needs for social service provision in 16 municipalities and an advocacy package on social service financing was prepared. UNICEF also contributed to home visiting model introduced in Eastern Ukraine by developing a costing exercise.

In partnership Ministry of Youth and Sports (MoYS), MoES, Ministry of Ecology and Environmental Protection (MEEP), civil society and private sector adolescents and young people benefited from community engagement and skills-building opportunities – reaching 6,360 young people (56% girls) and engaging 59,428 youth (73% girls) in civic initiatives, including 16,514 who contributed to climate change action. Over 115,000 children and 4,000 teachers participated in the UNICEF-led World Largest Lesson on climate change in April 2021. The media literacy campaign reached 8 million young people with edutainment videos, engaged 30,000 in the pilot lesson on infodemics and enrolled over 1,000 youth reporters in the national competition.

UPSHIFT and U-report remained key flagship programs for UNICEF in 2021. UPSHIFT was adapted for vocational education and piloted in 10 facilities reaching 35,000 beneficiaries. Over 6,000 new U-reporters joined the weekly opinion polling. Thirty trained U-Ambassadors conducted outreach to inform 5,060 young people on civic engagement opportunities and engage them to U-Report. UNICEF continued to build its youth engagement through offline and online activations growing the number of youth followers (13-24 y.o) to 92,000 people by the end of 2021 and reaching between 8 and 10 millions of youngsters with thematic campaigns on media literacy, infodemics, mental health, climate and COVID-19 safe behaviors on TikTok, Instagram and Youtube.

Young people remained at the core of UNICEF advocacy efforts – including child audits with the First Lady, youth participation events at municipal level and youth consultations for the new Country Programme. To advance the social inclusion agenda, UNICEF invited youth advocates with disabilities from Germany and Ukraine to speak at the Ukrainian Parliament (https://uni.cf/3nR6N0). The COP26 youth climate delegates became the leading speakers at the national climate conference (https://uni.cf/3rCIXGY). The UNICEF@75 ‘Children’s Summit’ provided a platform for young people to raise key priorities children in Ukraine – convening all key Ministries and receiving over 120,000 views online.

To strengthen child rights data and monitoring, UNICEF, jointly with the State Statistics Service of Ukraine, produced an SDG monitoring report; mapped existing data on children at national and local levels; reviewed data collection and reporting on children; produced three guidance documents on the methods for monitoring children’s rights. UNICEF also carried out five evaluations covering different thematic areas as well as country programme evaluation. As a result of UNICEF’s advocacy, a new National Strategy on Child Rights for 2022-2030 and MoU with Parliament is being developed.

To support children with disabilities to reach their full potential, UNICEF facilitated the endorsement of the National Concept and an Action Plan on Early Intervention. In line with the Government Strategy for Creating a Barrier-Free Environment approved in April 2021, UNICEF provided technical expertise to MoES to develop the national strategy on inclusive education 2022-2032, advocating for adherence to the UN Convention of the Rights of Persons with Disabilities, International Classification of Functioning (ICF), and application of the bio-psychosocial model of disability.

UNICEF redoubled efforts to address gender inequality, gender-based violence (GBV) and strengthen gender data and analysis across programming. In cooperation with local authorities in Donetsk and Luhansk oblasts UNICEF developed 12 inter-agency cooperation plans to prevent and address GBV/VAC. UNICEF provided training to operators of the national hotline (1,547) on supporting child victims and survivors of domestic violence. With MoSP an online course is being developed on creating gender-based violence mobile teams in amalgamated municipalities. UNICEF supported sessions in schools on menstrual health and hygiene within “Health without shame” campaign and trainings for teachers on how to communicate information on menstruation and address taboos and
stigma in schools: About menstruation with no shame and myths | UNICEF. Moreover, 1,669 girls and women benefited from access to menstrual hygiene management supplies through the distribution of items and information materials to youth-friendly clinics. UN Women and UNICEF partnered with the youth NGO “STEM is FEM” to launch the She is Science campaign to promote science and IT careers among young women and girls engaging 50,000 people with 400 thematic events and over 6 million participants through outdoor and digital campaigns.
In 2021 UNICEF strengthened partnerships with key line Ministries in support of the COVID-19 and humanitarian response and key sector reforms; with the Parliament (on a new MoU); the Ombudsperson institution (on child rights monitoring); the State Statistics Office (on data collection and SDG monitoring); the First Lady (on social inclusion and nutrition) and regional and local authorities to ensure that decentralisation reform reaches the most vulnerable children and families.

Thanks to the generous support from public and private sector partners UNICEF mobilised over $ 50 million in 2021. Key public sector partners for children include the European Union, Estonia, Germany, Norway, Russian Federation, Switzerland, United States, as well as UNICEF National Committees in France, Luxembourg, Netherlands and the United States and others who contributed to UNICEF’s Humanitarian Action for Children. UNICEF also expanded its cooperation with international financial institutions – including World Bank and IMF - and global partnerships such as COVAX, Global Partnership on Polio Eradication and the UN Joint SDG Fund.

UNICEF continued to strengthen its private sector engagement - mobilizing over US$1.3M in cash and in-kind through 13 national and 5 global partnerships. Innovative partnerships with key industries, including ICT sector, helped to co-create solutions to address priority needs of children. To assess the potential for business engagement in the next Country Programme a Business Impact Analysis was undertaken together with a private sector mapping and a Business Engagement Strategy. In December UNICEF launched a Business Advisory Board together with three key multi-stakeholder platforms and business partners – a joint action plan was developed to drive shared value partnerships.

Results were achieved through coordination and joint advocacy with an extensive network of stakeholders including civil society organizations which also remain key partners for UNICEF’s programme implementation. In 2021 UNICEF signed 52 partnership agreements with 42 civil society partners, including contingency partnership arrangement.

UNICEF continues to provide leadership for humanitarian clusters – the UNICEF-led WASH Cluster coordinated efforts to protect water infrastructure and advocated for investments, including through a “WASH Cluster Needs Assessment” covering 1,600 households on both sides of the contact line. The UNICEF-led Child Protection Sub-Cluster conducted a capacity gap analysis on MHPSS, revised the MHPSS curriculum for non-specialized services and provided PSS training for 30 NGO and government counterparts. The Education Cluster, co-led by UNICEF, focused on implementation of the Safe Schools Declaration Action Plan.

As part of the UN Country Team UNICEF contributed to the new UN Common Country Assessment and the UNDAF 2017-2022 evaluation which both informed the new UN Cooperation Framework that is currently being developed. Several UN joint advocacy briefs were launched to which UNICEF contributed, in particular on disability, as well as joint work around the UN Human Rights Working Group and the Gender Thematic Group. UNICEF also significantly contributed to the UN efforts on protection from sexual violence, abuse (PSEA). UN Joint programmes with a value of $ 2.2 million were implemented to support social protection, COVID-19, polio and HIV/AIDS response priority humanitarian needs in NGCA.

Lessons Learned and Innovations

A key focus in 2021 was the development of the new Ukraine Country Programme Document (CPD) for 2023-2027. Several flagship studies were developed together with government institutions, NGOs and academia to generate evidence for national strategic planning and prioritization and informed the
new CPD - a Situation Analysis on Children; an assessment of the situation in conflict-affected territories; a child-centered multi-hazard risk analysis; a Country Programme Evaluation and several sectoral evaluations. A UNICEF CPD stock-take workshop with key stakeholders, as well as a UNCT retreat reflected on key lessons learned from the current CPD and UNDAF and undertook visioning exercises for the next cycle. UNICEF held CPD consultations with government, parliament, civil society and donors and hosted several missions by the UNICEF Regional Office for Europe and Central Asia. Key lessons learned, innovations and emerging opportunities were identified to inform the programme rationale and draft CPD outcome/outputs and will guide the 2022 Annual Management Plan and Annual Work Plan to accelerate change in the transition phase before the start of the new CPD.

- Cross-sectoral, child-centered approach - The CPE and CPD stock-take exercise highlighted the need for stronger cross-sectoral cooperation based on a child-centred, life-cycle approach. To reach those who are most at risk of being left behind - including children living in poverty, with disabilities, from minority communities, in institutional care and suffering from violence, or affected by the conflict - UNICEF will promote age-specific, integrated approaches. This entails breaking down sectoral barriers and promoting joint action: for young children through early childhood development and quality pre-primary and primary education; for adolescents and youth by promoting skills and wellbeing, including mental health, and ensuring programming for and with adolescents and youth. In parallel UNICEF will also pursue a cross-cutting focus on poverty reduction, resilience building and social inclusion.

- Humanitarian-Development Nexus – The risk-informed analysis highlighted the need for strengthening risk-informed programming and resilience building. The incomplete decentralization reform highlighted the rtunity and need for stronger sub-national engagement for children with a view to making decentralization work for all children and families. As a result UNICEF decided to strengthen programming focused on the humanitarian-development nexus with a focus on building shock-responsive systems and ensuring integrated delivery of services. A key requirement for making this shift happen is for UNICEF to increase its field presence with focus on cross-sectoral programme delivery.

- Social and Behaviour Change & Communication – A lesson learned from the COVID-19 pandemic and polio response – in light of growing misinformation on vaccines - has been the urgent need to strengthen national capacities for behaviour change communication. UNICEF is therefore aiming to ensure effective communication for social change by national partners with developing expert capacities, integrating BI and partnering with Academia. UNICEF’s strong focus on communication and public advocacy has been further strengthened to give a voice to children and adolescents and to increase UNICEF’s reach among and strengthen its brand. Through digital capacity building and mentorship programmes, UNICEF identified and trained over 1,750 young people in digital storytelling, journalism, video blogging for social impact, online activism and advocacy, creating a community of youth creators who develop innovative content with UNICEF support on issues related to the child rights agenda. A focus on digital communication resulted in an increase of UNICEF social media followers in 2021 from 480,000 to 905,000 people. With over 6,000 content items produced through the year, UNICEF ensure 13.4 million reach every month on average across its social media platforms. The traffic to and engagement to the UNICEF webpage has increased exponentially in 2021 with over 1.6 million users - a triple increase from last year - and 2.2 million unique page views.

- Evidence & Accountability – The SitAn, CPE and the SDG Monitoring Report highlighted that Ukraine has an acute shortage of relevant quality, disaggregated data and significant systemic weakness on child rights monitoring. Given that the last census is more than twenty years old and no other relevant household data collection on children and women has been collected in the last ten years UNICEF committed to making evidence generation (including through administrative data) a key priority in the 2022 and the next CPD. The recent successful use of innovative data collection methods
as through big data highlighted the opportunities in this area. Another key priority is to strengthen cross-ministerial coordination and independent child rights monitoring. To promote this UNICEF will further expand its cooperation of the Ombudsperson Institution and the Parliament as well as promote the formation of civil society alliances.

- Partnerships & Investments in Children – UNICEF’s analysis of its public sector partnerships and the new Business Impact Analysis highlighted the need for diversification of UNICEF’s partner portfolio and opportunities for strengthening private sector engagement. As a result UNICEF reached out to a range of non-traditional donors and created new opportunities for partnership and developed a new engagement platform with the private sector through a Business Advisory Council. Moreover, UNICEF will place a stronger focus on leveraging public finance for children and engagement with international financial institutions and regional banks. In 2022 UNICEF is also planning to reinforce its UN partnerships especially in key cross-cutting areas such as humanitarian development-nexus, poverty reduction, social inclusion, gender equality, disability and youth - to maximise synergies in the UN’s work and ensure the success of the UN reform.

And last but not least, internally, UNICEF will focus on making its operations fit for purpose - by creating synergies for cross-sectoral programming; increasing its foot-print in the field, including in humanitarian coordination; improving internal governance and accountability processes; strengthening responsibilities of national staff; increasing transparency of and staff participation in key programme and management decisions; improving staff wellbeing as well as ensuring that key values of care, respect, integrity, trust and accountability are upheld and lived.