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### United Nations Children's Fund

Executive Board

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### **Annex: Supporting document to the UNICEF Strategic Plan, 2014-2017**

#### *Summary*

The present document contains tables that summarize the results and key performance indicators for the UNICEF Strategic Plan, 2014-2017, further to the Integrated Results and Resources Framework outlined in document E/ICEF/2013/16.

The present document is presented to the Executive Board for action alongside the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2013/21), which contains a draft decision.

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\* E/ICEF/2013/19.



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## I. Results and key performance indicators

1. UNICEF will develop guidance on the technical details of each indicator (including setting standards for ‘functional’, ‘quality’, etc.) to promote consistency in monitoring and reporting. Outcome and output indicators, when relevant to the country programme, will be reported as a number or percentage based on the result, and where possible they will also be reported by the number of children reached. For humanitarian situations, UNICEF will report on the number of people reached in areas targeted with UNICEF assistance at the output level. Estimating baselines for humanitarian situations at the outcome and output level is not possible since baselines depend on the humanitarian situations that may arise. The number of countries that meet country-defined targets for each humanitarian situation will be reported.

2. The status of disadvantaged populations, including information disaggregated by sex and the status of the poorest quintile, will be reported separately to the extent possible. Additional disaggregation — such as by ethnicity, subnational area, disability or other characteristic — will be collected and analysed at the national level as appropriate.

3. A comprehensive analysis of the risks, assumptions and mitigation measures for all outcomes and outputs will be outlined in a supplementary programme note that will accompany the Strategic Plan and will be publicly available.

4. The updated status of indicators will be reported globally each year, and support will be provided to strengthen monitoring systems in countries to generate the required information. For indicators that rely on nationally representative household surveys, the status at the country level will be updated every three to five years on average. Additional indicators will also be aggregated and reported in a ‘data companion’ that will be developed each year and will accompany the annual report of the Executive Director of UNICEF. The data companion will aggregate the status of commonly used indicators from all relevant country programmes on the completion of key activities (e.g., training completed, supplies provided).

**Acronyms used in the annex tables**

ART	Antiretroviral therapy
CCC	Core Commitments for Children in Humanitarian Action
CO	Country office
DE	Development effectiveness
DFAM	Division of Financial and Administrative Management
DHR	Division of Human Resources
DOC	Division of Communication
EMOPS	Office of Emergency Operations
EO	Evaluation Office
GD	Global database
GMA	Governance, United Nations and Multilateral Affairs
HQ	UNICEF headquarters
ITSSD	Information Technology Services and Solutions Division
M/F	Male/female
MoRES	Monitoring Results for Equity System
NA	Not applicable
OIAI	Office of Internal Audit and Investigations
OSEB	Office of the Secretary of the Executive Board
QCPR	Quadrennial comprehensive policy review
SAM	Severe acute malnutrition
SD	Supply Division
TBD	To be determined
U/R	Urban/rural
WASH	Water, sanitation and hygiene
WQ	Wealth quintile

Impact: Realizing the rights of every child, especially the most disadvantaged		
Impact indicators	Baseline	Target
<i>Outcome 1: Health</i>		
1a. Under-five mortality rate (as pledged in A Promise Renewed)	51	≤ 20 (2035)
1b. Mortality in children under 5 years due to pneumonia (goals of the Global Action Plan for Prevention and Control of Pneumonia and Diarrhoea)	18%	TBD
1c. Mortality in children under 5 years due to diarrhoea (goals of the Global Action Plan for Prevention and Control of Pneumonia and Diarrhoea)	11%	TBD
<i>Outcome 2: HIV and AIDS</i>		
2a. Number of new HIV infections among children and adolescents (2011 United Nations General Assembly Political Declaration on HIV/AIDS)	330,000 children	TBD
2b. Percentage of pregnant women with access to HIV prevention and treatment	TBD	TBD
2c. Percentage of children under 15 years with access to HIV prevention and treatment	TBD	90% by 2015
<i>Outcome 3: Water, sanitation and hygiene</i>		
3a. Proportion of population practising open defecation	15%	TBD
3b. Proportion of population using an improved source of drinking water	89%	TBD
3c. Percentage of households with hand-washing facilities at home	TBD	TBD
<i>Outcome 4: Nutrition</i>		
4a. Percentage of children under 5 years who are moderately and severely stunted	26%	TBD
4b. Percentage of women of reproductive age with anaemia	42% pregnant/ 30% non-pregnant	TBD
<i>Outcome 5: Education</i>		
5a. Number of primary school-age children out of school	61 million	TBD
5b. Primary completion rate	87%	TBD
5c. Transition rate to secondary education	TBD	TBD
<i>Outcome 6: Child protection</i>		
6a. Percentage of women who have experienced physical violence / rape or other sexual assault during the year	34%	TBD
6b. Percentage of women 20-24 who were married or in a union by age 18	TBD	TBD
<i>Outcome 7: Social inclusion</i>		
7a. Number of countries with social protection systems that cover children and women in the most vulnerable and excluded populations	TBD	TBD
7b. Number of countries that have ratified the Convention on the Rights of the Child and its Optional Protocols, Convention on the Elimination of All Forms of Discrimination against Women and Convention on the Rights of Persons with Disabilities, and are reporting regularly on their obligations		TBD

## Outcome 1: Health

Outcome indicators	Baseline	Target*	Source	Disaggregation
<b>P1. Outcome: Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of healthy behaviours.</b>				
P1.1 Countries with at least 80% of live births attended by a skilled health personnel (doctor, nurse, midwife or auxiliary midwife)			GD	U/R; WQ
P1.2 Countries with at least 80% of women attended at least four times during their pregnancy by any provider (skilled or unskilled) for reasons related to the pregnancy			GD	U/R; WQ
P1.3 Countries with at least 80% of infants receiving a first dose of measles-containing vaccine in every district or equivalent administrative unit <i>(Number and percentage of children in humanitarian situations will be reported separately)</i>			GD	M/F; U/R; WQ
P1.4 Number of polio-endemic countries			GD	NA
P1.5 Countries that are verified/validated as having eliminated maternal and neonatal tetanus			GD	NA
P1.6 Countries with at least 80% of children aged 0-59 months with diarrhoea receiving oral rehydration salt and zinc			GD	M/F; U/R; WQ
P1.7 Countries with at least 80% of children aged 0-59 months with suspected pneumonia receiving antibiotics			GD	M/F; U/R; WQ
P1.8 Countries with at least 90% of children aged 0-59 months with suspected pneumonia taken to an appropriate health provider			GD	M/F; U/R; WQ
P1.9 Countries with at least 80% of children aged 0-59 months with fever receiving any artemisinin-based combination therapy or other first-line antimalarial treatment			GD	M/F; U/R; WQ
P1.10 Countries with at least 80% of children aged 0-59 months sleeping under an insecticide-treated net			CO	M/F; U/R; WQ

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output a: Enhanced support for children and caregivers, from pregnancy to adolescence, for improved healthy behaviours</b>				
P1.a.1 Polio-affected countries with less than 1% of children under 5 years missing polio vaccination due to refusal <i>(Number of children affected will also be reported)</i>			World Health Organization	M/F; U/R; WQ
P1.a.2 Countries with 80% of children living in targeted areas having knowledge of at least two of the danger signs of pneumonia <i>(Number of children reached with UNICEF support will also be reported)</i>			CO	M/F; U/R; WQ

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output b: Increased national capacity to provide access to essential high-impact maternal and child health interventions</b>				
P1.b.1 Countries supported by UNICEF to develop innovative approaches at scale to improve quality and access to health services for the most disadvantaged and excluded children			CO	NA
P1.b.2 Countries with at least 60% of mothers and newborns in targeted areas receiving postnatal care within two days of childbirth <i>(Number of mothers reached with UNICEF support will also be reported)</i>			Household survey	U/R; WQ
P1.b.3 Countries with (i) at least 90% of surviving infants and (ii) at least 80% in all districts receiving DPT3 vaccines <i>(Number of children reached with UNICEF support will also be reported)</i>			GD	M/F; U/R; WQ
P1.b.4 Countries having access to the appropriate polio vaccine type and quantity at least one week before the polio campaign			CO	NA
P1.b.5 Countries with 90% of targeted areas having a functional local health committee			CO	
P1.b.6 Countries with at least 80% of targeted communities having all the 13 commodities (based on the Commodities Commission list) registered with clear guidelines for use and adequate supply at the facility level <i>(Number of households reached with UNICEF support will also be reported)</i>			GD	M/F; U/R; WQ
<b>Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling up of health interventions</b>				
P1.c.1 Countries with policies for home visits for newborns (first week of life) developed, revised or implementation monitored with UNICEF support			CO	NA
P1.c.2 Countries with policies allowing community health workers to provide antibiotics for pneumonia developed, revised or implementation monitored with UNICEF support			CO	NA
P1.c.3 Countries with costed implementation plans for maternal, newborn and child health care developed or revised with UNICEF support			CO	NA
P1.c.4 Countries that routinely monitor progress on maternal, newborn and child survival against a set of common matrices (using national countdowns, scorecards or related processes) with UNICEF support			CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P1.c.5 Countries that monitor barriers and bottlenecks related to child survival interventions in at least 80% of the targeted districts and incorporate findings into national or subnational health plans			CO	NA
<b>Output d: Increased country capacity and delivery of services to prevent excess mortality among girls, boys and women in humanitarian situations</b>				
P1.d.1 Number and percentage of UNICEF-targeted families in humanitarian situations that receive two insecticide-treated nets in malaria-endemic areas§			CO	NA
P1.d.2 Number and percentage of UNICEF-targeted children 6-59 months (or 6 months to 15 years in affected areas) in humanitarian situations vaccinated against measles§			CO	M/F
<b>Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of maternal and child health</b>				
P1.e.1 Countries that report sex differentials in infant, child and under-5 mortality			GD	NA
P1.e.2 Countries with clearly defined targets for reducing pregnancy rates among girls 15 to 19 years old			CO	NA
P1.e.3 Countries that have undertaken a gender review of the health policy/strategy in the current national development plan cycle with UNICEF support			CO	NA
<b>Output f: Enhanced global and regional capacity to accelerate progress in child health</b>				
P1.f.1 Number of key global and regional maternal and child health initiatives in which UNICEF co-chairs and/or provides coordination support			HQ	NA
P1.f.2 Number of international guidelines and/or papers in peer-reviewed journals on maternal, newborn or child health in which UNICEF is co-author			HQ	NA
P1.f.3 Number of unique visitors to UNICEF-supported data sites on child health			HQ	NA
P1.f.4 Number of unique citations of UNICEF and health issues in the media			HQ	NA
P1.f.5 Proportion of relevant countries that monitor and report on the Commission on Information and Accountability for Women's and Children's Health indicators			HQ	NA



## Outcome 2: HIV and AIDS

Outcome indicators	Baseline	Target*	Source	Disaggregation
<b>P2. Outcome: Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents</b>				
P2.1 Countries with at least 80% coverage of antiretroviral treatment (ART) among eligible girls and boys aged 0-14 years and eligible adolescent girls and boys aged 10-19 years			GD	M/F; U/R
P2.2 Countries providing at least 80% coverage of triple drug regimens for all pregnant women living with HIV			GD	U/R
P2.3 Countries where at least 50% of the overall HIV and AIDS budget is funded through domestic resources			NA	NA
P2.4 Countries with at least a 25% increase in condom use by adolescent populations				
P2.5 Number and percentage of people in humanitarian situations that have access to HIV prevention and treatment§			CO	M/F

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output a: Enhanced support for children and caregivers for healthy behaviours related to HIV and AIDS and to use of relevant services, consistent with UNAIDS Unified Budget, Results and Accountability Framework</b>				
P2.a.1 Countries with community representatives included in national HIV and AIDS data reporting and review			CO	NA
P2.a.2 Countries that have comprehensive social behaviour change communication strategies for adolescents and youth, including those from key populations			CO	NA
P2.a.3 Countries in which 80% of adolescents correctly identify ways of preventing the sexual transmission of HIV in targeted areas (Number of young people reached by UNICEF will also be reported)			CO	M/F
<b>Output b: Increased national capacity to provide access to essential service delivery systems for scaling up HIV interventions</b>				
P2.b.1 Countries where at least 80% of eligible adolescent males 15-19 years living in targeted areas receive counselling for voluntary medical circumcision (Number of adolescents reached with UNICEF support will also be reported)			CO	U/R
P2.b.2 Countries where at least 80% of antenatal care settings/facilities in targeted areas offer HIV testing and ART (Number of mothers reached with UNICEF support will also be reported)			CO	U/R
P2.b.3 Countries where at least 50% of facilities in targeted areas offer provider-initiated testing and counselling to children aged 0-19 years (Number of children reached with UNICEF support will also be reported)			CO	U/R

<b>Output indicators</b>	<b>Baseline</b>	<b>Target*</b>	<b>Source</b>	<b>Disaggregation</b>
P2.b.4 Countries where at least 80% of antenatal settings/facilities in targeted areas have non-physician health care providers trained and providing antiretroviral treatment <i>(Number of mothers reached with UNICEF support will also be reported)</i>			CO	U/R
<b>Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget to scale up HIV and AIDS prevention and treatment interventions</b>				
P2.c.1 Countries reporting disaggregated data on HIV testing and ART coverage among adolescents aged 10-14 years and 15-19 years with UNICEF support, by age, sex and key affected populations			GD	NA
P2.c.2 Countries with national plans and targets developed or revised with UNICEF support reflecting clear and comprehensive criteria to address HIV among adolescents			CO	NA
P2.c.3 Countries with national social and child protection strategies that include elements focused on HIV and gender developed or revised with UNICEF support			CO	NA
P2.c.4 Countries with national policies developed or revised with UNICEF support to implement sexuality and or life skills-based education in upper primary school			CO	NA
P2.c.5 Countries in which at least 50% of antenatal care facilities in targeted areas have community accountability mechanisms involving women and men living with HIV			CO	U/R
<b>Output d: Increased country capacity and delivery of services to ensure vulnerability to HIV infection is not increased and HIV-related care, support and treatment needs are met in humanitarian situations</b>				
P2.d.1 Number and percentage of UNICEF targeted populations accessing HIV and AIDS prevention and treatment§			CO	M/F
P2.d.2 Number and percentage of UNICEF-targeted populations with HIV-positive pregnant women either start or continue to receive ART to prevent mother-to-child transmission of HIV§			CO	NA
P2.d.3 Number and percentage of UNICEF-targeted children requiring treatment who continue to be on ART (continue and/or initiate)§			CO	M/F
<b>Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of HIV and AIDS</b>				
P2.e.1 Countries with HIV national databases that provide disaggregated data on HIV testing and treatment that allow identification of barriers and bottlenecks that inhibit realization of the rights of disadvantaged children			CO	M/F
P2.e.2 Countries implementing HIV-sensitive interventions to prevent and respond to one or more of the following: sexual abuse, gender-based violence, early sexual debut and exploitation by commercial sex of adolescent girls and boys			CO	NA
P2.e.3 Countries that have undertaken a gender review of the HIV policy/strategy in the current national development plan cycle with UNICEF support			CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output f: Enhanced global and regional capacity to accelerate progress in HIV and AIDS</b>				
P2.f.1 Number of key global and regional HIV and AIDS initiatives in which UNICEF co-chairs and/or provides coordination support			HQ	NA
P2.f.2 Number of international guidelines and/or papers in peer-reviewed journals on HIV and AIDS and children in which UNICEF is co-author			HQ	NA
P2.f.3 Number of unique visitors to UNICEF-supported data sites on HIV and AIDS			HQ	NA
P2.f.4 Number of unique citations of UNICEF and HIV and AIDS issues in the media			HQ	NA
P2.f.5 Proportion of relevant countries that monitor and report on the key set of indicators related to children and HIV and AIDS			HQ	NA

### Outcome 3: Water, sanitation and hygiene

Outcome indicators	Baseline	Target*	Source	Disaggregation
<b>P3. Outcome: Improved and equitable use of safe drinking water, sanitation and healthy environments, and improved hygiene practices</b>				
P3.1 Countries in which more than 75% of households have an improved source of drinking water			GD	J/R
P3.2 Countries in which more than 50% of the population has an improved sanitation facility			GD	J/R
P3.3 Countries in which 50% of households have hand-washing facilities			GD	J/R
P3.4 Countries in which more than 75% of primary and secondary schools have WASH facilities meeting national standards			CO	J/R
P3.5 Programme countries in which the budget for basic sanitation is at least 0.5% of GDP (Number of countries in each region, including Africa, Asia and Latin America, will be reported separately)			CO	NA
P3.6 Countries in which at least 33% of the population practises open defecation			GD	NA
P3.7 Number and percentage of people in humanitarian situations who access and use safe drinking water§			GD	M/F
P3.8 Number and percentage of people in humanitarian situations who access and use adequate sanitation and hygiene facilities§			GD	M/F
P3.9 Number and percentage of people in humanitarian situations who access and use hand-washing facilities§			GD	M/F

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output a: Enhanced support for children and families leading to sustained use of safe drinking water, adoption of adequate sanitation and good hygiene practices</b>				
P3.a.1 Countries participating in hand-washing promotion interventions <i>(Number of children participating will also be reported)</i>			CO	M/F; U/R
P3.a.2 Countries implementing water safety plans at community level <i>(Number of people accessing water supply systems covered by water safety plans will also be reported)</i>			CO	NA
<b>Output b: Increased national capacity to provide access to sustainable safe drinking water and adequate sanitation</b>				
P3.b.1 Number of people using water from an improved source as a result of UNICEF support <i>(Number of countries and coverage will also be reported)</i>			CO	NA
P3.b.2 Number of people living in communities certified free of open defecation as a result of UNICEF support <i>(Number of countries and coverage will also be reported)</i>			CO	NA
P3.b.3 Number of people with access to adequate sanitation as a result of UNICEF support <i>(Number of countries and coverage will also be reported)</i>			CO	
P3.b.4 Countries with at least 80% of schools in targeted areas having access to WASH facilities meeting nationally defined minimum standards <i>(Number of schools reached with UNICEF support will also be reported)</i>			CO	U/R
P3.b.5 Countries implementing a 'Sustainability Compact' for WASH			CO	NA
<b>Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up of interventions to promote safe drinking water, adequate sanitation and good hygiene practices</b>				
P3.c.1 Countries supported by UNICEF to revise sector plans to include climate change and/or risk management strategies			CO	NA
P3.c.2 Countries supported by UNICEF to develop and/or revise a national strategy for elimination of open defecation			CO	NA
P3.c.3 Countries supported by UNICEF to develop and/or revise policies or plans that include national targets for WASH in schools			CO	NA
P3.c.4 Countries supported by UNICEF to develop and/or revise policies or plans that provide guidance on women's participation in WASH decision-making processes at all levels			CO	NA
<b>Output d: Increased country capacity and delivery of services to ensure girls, boys and women have protected and reliable access to sufficient safe water, sanitation and hygiene facilities in humanitarian situations</b>				
P3.d.1 Countries in humanitarian situations where UNICEF leads the country cluster or sector coordination mechanism that meet CCC standards for coordination			CO	NA

<b>Output indicators</b>	<b>Baseline</b>	<b>Target*</b>	<b>Source</b>	<b>Disaggregation</b>
P3.d.2 Number and percentage of UNICEF-targeted population in humanitarian situations accessing sufficient quantity of water of appropriate quality for drinking, cooking and personal hygiene§			CO	NA
P3.d.3 Number and percentage of UNICEF-targeted population in humanitarian situations using appropriate sanitation facilities and living in environments free of open defecation§			CO	NA
P3.d.4 Number and percentage of UNICEF-targeted population in humanitarian situations able to practice appropriate hygiene: hand-washing with soap at critical times and menstrual hygiene management§			CO	NA
P3.d.5 Number and percentage of UNICEF-targeted population in humanitarian situations accessing appropriate WASH facilities and hygiene education in schools, temporary learning spaces and other child-friendly spaces§			CO	NA
<b>Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of water, sanitation and hygiene practices</b>				
P3.e.1 Countries that have undertaken a WASH bottleneck analysis to identify barriers to reaching disadvantaged populations			CO	NA
P3.e.2 Number of countries that demonstrate a progressive reduction in inequalities in access to improved water and adequate sanitation			CO	NA
P3.e.3 Countries that have undertaken a gender review of the WASH policy/ strategy with UNICEF support in the current national development plan cycle			CO	NA
<b>Output f: Enhanced global and regional capacity to accelerate progress in safe water, sanitation and hygiene practices</b>				
P3.f.1 Number of key global and regional WASH initiatives in which UNICEF co-chairs and/or provides coordination support			HQ	NA
P3.f.2 Number of international guidelines and/or papers in peer-reviewed journals on WASH and children in which UNICEF is co-author			HQ	NA
P3.f.3 Number of unique visitors to UNICEF-supported data sites on WASH			HQ	NA
P3.f.4 Number of unique citations of UNICEF and WASH issues in the media			HQ	NA
P3.f.5 Proportion of relevant countries that monitor and report on the key set of indicators related to children and WASH			HQ	NA

## Outcome 4: Nutrition

Outcome indicators	Baseline	Target*	Source	Disaggregation
<b>P4. Outcome: Improved and equitable use of nutritional support and improved nutrition and care practices</b>				
P4.1 Programme countries with multi-sectoral and costed national plans that include clear targets on reducing undernutrition, especially in the most vulnerable groups			CO	NA
P4.2 Countries with an average annual stunting decline across gender and targeted population groups in line with the World Health Assembly goal for 2025			GD	NA
P4.3 Programme countries with at least a 50% exclusive breastfeeding rate among children 0-5 months old			GD	M/F; WQ
P4.4 Programme countries with nutrition policies that include specific actions to provide access to prevention, care, treatment and nutrition support to all vulnerable groups			CO	NA
P4.5 Programme countries with at least 90% of households consuming adequately iodized salt			GD	NA
P4.6 Programme countries with at least 80% of primary caregivers engaged in activities that stimulate young child development at home.			CO	M/F
P4.7 In countries with high burden of children between 6-59 months affected by SAM, at least 75% are reached with quality treatment (recovery above 75%); and mortality is less than 3% <i>(Number and percentage of children in humanitarian situations will be reported separately)</i>			CO	M/F

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output a: Enhanced support for children and caregivers and communities for improved nutrition and care practices.</b>				
P4.a.1 Countries with at least 90% of children 6-59 months covered with 2 annual doses of vitamin A supplements <i>(Number of children reached with UNICEF support will also be reported)</i>			GD	NA
P4.a.2 Countries with at least 75% of estimated SAM cases among boys and girls receiving treatment as per national standards in targeted areas <i>(Number of children reached with UNICEF support will also be reported)</i>			GD	M/F
P4.a.3 Countries in which 80% of the targeted population has knowledge on key nutrition behaviours			GD	M/F
<b>Output b: Increased national capacity to provide access to nutrition interventions</b>				
P4.b.1 Countries supported by UNICEF to develop innovative approaches at scale to improve quality of and access to nutrition services for the most disadvantaged and excluded children			CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P4.b.2 Countries in which at least 70% of the population has access to infant and young child feeding counselling services and/or early stimulation of young children ( <i>Number of children reached with UNICEF support will also be reported</i> )			CO	U/R
P4.b.3 Countries with adequate yearly supplies to treat the targeted number of SAM cases as per national policy			CO	NA
P4.b.4 Countries with adequate iron-containing micronutrient supplies (to cover at least 70% of children aged 6-24 months) in line with national guidelines and targets			CO	NA
<b>Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up nutrition interventions</b>				
P4.c.1 Countries with policy review or reform processes supported by UNICEF that include the need for equity-focused, multi-sectoral national nutrition policies and disaster plans that address nutrition risks			CO	NA
P4.c.2 Countries where the International Code of Marketing of Breast-milk Substitutes is adopted as legislation, monitored and enforced with UNICEF support			CO	NA
P4.c.3 Countries with measures to safeguard the nutrition of children under 2 years of age in social protection programmes such as safety nets and poverty reduction strategies with UNICEF support			CO	NA
P4.c.4 Countries that monitor progress and report on minimum acceptable diet with data disaggregated by geographical area, urban/rural (including urban slums), sex and socioeconomic status with UNICEF support			CO	NA
P4.c.5 Countries that have systems in place to monitor relevant barriers to accessing nutrition services for disadvantaged children and take appropriate action with UNICEF support			CO	NA
<b>Output d: Increased country capacity and delivery of services to ensure protection of the nutritional status of girls, boys and women from effects of humanitarian situations</b>				
P4.d.1 Countries in humanitarian situations where UNICEF leads country cluster or sector coordination mechanism that meets CCC standards for coordination			CO	NA
P4.d.2 Number and percentage of UNICEF-targeted children aged 6-59 months with SAM in humanitarian situations who are admitted to programmes for management of acute malnutrition and recover§			CO	M/F
P4.d.3 Number and percentage of UNICEF-targeted children aged 6-59 months with SAM in humanitarian situations who are accessing a multi-micronutrient supplementation programme§			CO	M/F

Output indicators	Baseline	Target*	Source	Disaggregation
P4.d.4 Number and percentage of UNICEF-targeted children aged 0-23 months in humanitarian situations who are accessing infant and young child feeding counselling for appropriate feeding and early childhood development services§			CO	M/F
<b>Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of nutrition</b>				
P4.e.1 Countries with nutrition management information systems that provide disaggregated data allowing identification of barriers and bottlenecks that inhibit realization of the nutrition rights of disadvantaged children			CO	M/F; U/R
P4.e.2 Countries with adequate iron/folic acid or multi-micronutrient supplies to cover at least 70% of pregnant girls and women			CO	NA
P4.e.3 Countries that have undertaken a gender review of the nutrition policy/strategy in the current national development plan cycle with UNICEF support			CO	NA
<b>Output f: Enhanced global and regional capacity to accelerate progress in child nutrition</b>				
P4.f.1 Number of key global and regional nutrition initiatives in which UNICEF co-chairs and/or provides coordination support			HQ	NA
P4.f.2 Number of international guidelines and/or papers in peer-reviewed journals on nutrition and children in which UNICEF is co-author			HQ	
P4.f.3 Number of unique visitors to UNICEF-supported data sites on nutrition			HQ	NA
P4.f.4 Number of unique citations of UNICEF and nutrition issues in the media			HQ	NA
P4.f.5 Proportion of relevant countries that monitor and report on the key set of indicators related to children and nutrition			HQ	NA

## Outcome 5: Education

Outcome indicators	Baseline	Target*	Source	Disaggregation
<b>Outcome: Improved learning outcomes and equitable and inclusive education</b>				
P5.1 Programme countries with pre-primary education gross enrolment ratio above 80% (total/girls)			GD	M/F
P5.2 Programme countries with primary/lower secondary school age out-of-school rate (total/girls) below 5%			GD	M/F
P5.3 Programme countries with increasing learning outcomes			GD	M/F
P5.4 Programme countries with at least 20% of government expenditure on education			GD	NA



Outcome indicators	Baseline	Target*	Source	Disaggregation
P5.5 Programme countries with gender parity in pre-primary, primary and secondary education			GD	NA
P5.6 Programme countries with at least a 5% annual reduction in gap between poorest and richest quintiles in net attendance ratio			GD	NA
P5.7 Number and percentage of children in humanitarian situations accessing formal or non-formal basic education (including pre-primary schools/early childhood learning spaces)§			GD	

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output a: Enhanced support to communities with disadvantaged and excluded children to start schooling at the right age and attend regularly</b>				
P5.a.1 Countries with at least 80% net primary enrolment ratio in targeted areas <i>(Number of children reached with UNICEF support will also be reported)</i>			GD	M/F
P5.a.2 Countries with at least 50% pre-primary gross enrolment ratio in targeted areas <i>(Number of children reached with UNICEF support will also be reported)</i>			GD	M/F
P5.a.3 Countries in which the education management information system feeds findings back to communities/school management committees			CO	
<b>Output b: Increased national capacity to provide access to early learning opportunities and quality primary and secondary education</b>				
P5.b.1 Countries with innovative approaches at scale to improve access to education and learning outcomes for the most disadvantaged and excluded children with UNICEF support			CO	NA
P5.b.2 Countries with at least 50% of schools in targeted areas showing improved learning outcomes (using national learning assessments/exams) <i>(Number of schools supported by UNICEF will also be reported)</i>			CO	NA
P5.b.3 Countries in which at least 50% of early learning centres in targeted areas meet national standards for early learning <i>(Number of learning centres supported by UNICEF will also be reported)</i>			CO	NA
P5.b.4 Countries in which at least 50% of schools in targeted areas have functional school management committees <i>(Number of schools supported by UNICEF will also be reported)</i>			CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up quality and inclusive education</b>				
P5.c.1 Countries with national standards for organized early learning programmes (curriculum, staff/child ratio and physical standards) developed or revised with UNICEF support			CO	NA
P5.c.2 Countries with quality standards consistent with child-friendly education <sup>1</sup> or similar models developed or revised with UNICEF support			CO	NA
P5.c.3 Countries with an education sector plan/policy that includes risk assessment and risk management developed or revised with UNICEF support			CO	NA
<b>Output d: Increased country capacity and delivery of services to ensure girls and boys access to safe and secure forms of education and critical information for their own well-being in humanitarian situations</b>				
P5.d.1 Number and percentage of UNICEF-targeted children in humanitarian situations accessing formal or non-formal basic education (including pre-primary schools/early childhood learning spaces)§			CO	M/F
P5.d.2 Countries with a country cluster or sector coordination mechanism that meets CCC standards for coordination			CO	NA
P5.d.3 Number and percentage of UNICEF-targeted children in humanitarian situations with access to humanitarian education programmes that incorporate psychosocial support§			CO	M/F
<b>Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of school readiness and performance</b>				
P5.e.1 Countries with well-functioning education management information systems providing disaggregated data that allow identification of barriers and bottlenecks that inhibit realization of the rights of disadvantaged children			CO	M/F
P5.e.2 Countries with an education policy/sector plan that includes multilingual education to allow children to learn in their mother tongue during the early grades			CO	NA
P5.e.3 Countries with policies on inclusive education covering children with disabilities			CO	NA
P5.e.4 Countries with an education policy/sector plan that stipulates procedures for reporting and taking action against violence in schools, including gender-based violence			CO	NA

<sup>1</sup> Child-friendly education supports schools and strengthens education systems through development of national standards that promote improved learning outcomes, including life-skills education, child-friendly teaching methods, child rights education and girls' safety and security.

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output f: Enhanced global and regional capacity to accelerate progress in education</b>				
P5.f.1 Number of key global and regional education initiatives in which UNICEF co-chairs and/or provides coordination support			HQ	NA
P5.f.2 Number of international guidelines and/or papers in peer-reviewed journals on education and children in which UNICEF is co-author			HQ	NA

## Outcome 6: Child protection

Outcome indicators	Baseline	Target*	Source	Disaggregation
<b>Outcome: Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children</b>				
P6.1 Countries with 30% reduction in proportion of women 20-24 years married by age 18 years, in countries with prevalence of at least 25%			GD	U/R
P6.2 Countries with 20% reduction in proportion of children 5-14 years involved in child labour, in countries with prevalence of at least 10%			GD	M/F; U/R; WQ
P6.3 Countries with 30% reduction in proportion of girls 0-14 years undergoing female genital mutilation/cutting			GD	U/R
P6.4 Countries with 20% reduction in proportion of girls 15-19 years who have ever experienced sexual violence (forced to have sexual intercourse), in countries with prevalence of at least 5%			Sample surveys	NA
P6.5 Countries with 30% reduction in proportion of children 2-14 years who experience violent disciplinary practices			GD	NA
P6.6 Countries with 30% reduction in proportion of children in residential care (out of all children in formal care)			CO	M/F
P6.7 Countries with 20% reduction in number of children in detention per 100,000 child population			CO	M/F
P6.8 Countries with 20% or more of children under 5 years whose births are not registered			GD	M/F; U/R; WQ
P6.9 Listed Parties to conflict in the annex to the Secretary-General's report on children and armed conflict that enter into action plans to end grave violations against children			CO	NA
P6.10 Countries with a strategy to strengthen systems for child protection as a component of humanitarian action			CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output a: Enhanced support and increased capacities of children and families to protect themselves and to eliminate practices and behaviours harmful to children</b>				
P6.a.1 Countries with 50% of targeted population are knowledgeable on protection risks and know how to report child protection violations <i>(Number of people reached with UNICEF support will also be reported)</i>			CO	NA
P6.a.2 Countries with at least a 30% reduction in the number of girls, boys, men and women (aged 15-49) who believe that a husband is justified in beating his wife under certain circumstances <i>(Number of people reached with UNICEF support will also be reported)</i>			CO	NA
<b>Output b: Increased national capacity to provide access to child protection systems that prevent and respond to violence, abuse, exploitation and neglect</b>				
P6.b.1 Countries with functioning child protection systems in targeted areas offering integrated preventive and response services			CO	M/F; U/R
P6.b.2 Countries with availability of free and universal birth registration services in targeted areas			CO	NA
P6.b.3 Countries with law enforcement units in targeted areas with capacity to apply a nationally established protocol for child protection complaints			CO	NA
<b>Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling up interventions that prevent and respond to violence, abuse, exploitation and neglect</b>				
P6.c.1 Countries with a functional diversion programme within juvenile justice			CO	NA
P6.c.2 Countries with at least 3% of national budget expenditure on child protection services			CO	NA
P6.c.3 Countries supported by UNICEF to develop and/or revise policies or plans resulting in a comprehensive national approach to ECD			CO	NA
P6.c.4 Countries with capacity to develop legislation allowing children to engage in civil and administrative proceedings that affect them			CO	NA
<b>Output d: Increased country capacity and delivery of services to ensure that children's rights to protection from violence, abuse and exploitation are sustained and promoted in humanitarian situations</b>				
P6.d.1 Number and percentage of UNICEF-targeted children in humanitarian situations benefitting from psychosocial support§			CO	M/F
P6.d.2 Countries in humanitarian situations where UNICEF leads a coordination mechanism covering child protection, gender-based violence and/or mine risk education that meets CCC standards for coordination			CO	NA
P6.d.3 Number and percentage of UNICEF targeted children and women who experience gender based violence in humanitarian situations receive support services§			CO	M/F

Output indicators	Baseline	Target*	Source	Disaggregation
P6.d.4 Number and percentage of UNICEF-targeted separated and unaccompanied children receiving appropriate alternative care services§			CO	M/F
P6.d.5 Number and percentage of children associated with armed forces and groups who have been released and reintegrated with their families, and receive appropriate care and services.			CO	M/F
P6.d.6 Number of humanitarian situations with UNICEF-supported mechanisms to monitor and report on grave violations against children§			CO	M/F
<b>Output e: Increased capacity of governments and communities to identify and respond to human rights and gender dimensions of child protection</b>				
P6.e.1 Countries that collect and publish routine and sample survey-based data on violence, abuse, exploitation and neglect of children, including violent deaths and violent injuries with UNICEF support			CO	M/F
P6.e.2 Countries that have undertaken a gender review of the protection policy/strategy in the current national development plan cycle with UNICEF support			CO	NA
<b>Output f: Enhanced global and regional capacity to accelerate progress in child protection</b>				
P6.f.1 Number of key global and regional child protection initiatives in which UNICEF co-chairs and/or provides coordination support			HQ	
P6.f.2 Number of international guidelines and/or papers in peer-reviewed journals on child protection of which UNICEF is co-author and/or co-contributor			HQ	
P6.f.3 Number of unique visitors to UNICEF-supported data sites on child protection			HQ	
P6.f.4 Number of unique citations of UNICEF and child protection issues in the media			HQ	
P6.f.5 Proportion of relevant countries that monitor and report on the set of key indicators related to children and child protection			HQ	

## Outcome 7: Social inclusion

Outcome indicators	Baseline	Target*	Source	Disaggregation
<b>Outcome: Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data</b>				
P7.1 Countries with social protection systems that progressively expand the percentage of children covered and effectively reach the most vulnerable and excluded populations			CO	NA
P7.2 Countries with national policies and budgetary frameworks and allocations that explicitly address child poverty and disparities			CO	NA
P7.3 Countries with national and decentralized planning and monitoring systems that produce and use data on children			CO	NA

Outcome indicators	Baseline	Target*	Source	Disaggregation
P7.4 Countries with social protection systems explicitly addressing the barriers to economic and social participation by women, adolescents, and excluded groups			CO	NA
P7.5 Countries with an independent national institution to monitor, promote and protect child rights			CO	
P7.6 Countries with national legislation in line with the provisions of the Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination against Women, and Convention on the Rights of Persons with Disabilities and the relevant Optional Protocols			CO	NA
P7.7 Countries in humanitarian situations that systematically consult affected populations as part of national monitoring systems			CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
<b>Output a: Enhanced support for disadvantaged and marginalized children and families to use social protection systems and participate in decision-making processes affecting them</b>				
P7.a.1 Countries with a functioning accountability mechanism as part of the social protection system			CO	NA
P7.a.2 Countries with functioning mechanisms to promote participation of children and adolescents in community-level processes			CO	M/F
P7.a.3 Countries in which 80% of targeted communities enable the participation of the most disadvantaged and excluded children and adolescents			CO	NA
<b>Output b: Increased national capacity to provide access to inclusive systems that protect children and adolescents from poverty and promote social inclusion</b>				
P7.b.1 Countries that incorporate risk and vulnerability analysis into situation analyses of children or other related processes, with UNICEF support			CO	NA
P7.b.2 Countries that track effectiveness of social protection mechanisms, disaggregated by sex and age of beneficiaries, with UNICEF support			CO	NA
<b>Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for inclusive social policies and social protection measures, including in risk-prone and fragile contexts</b>				
P7.c.1 Countries with planning and monitoring processes at national and/or subnational level that explicitly address risks, child poverty and discrimination, with UNICEF support			CO	NA
P7.c.2 Countries with strengthened capacities for national and subnational budgeting and public financial management that adequately address the identified barriers and bottlenecks for the most disadvantaged children, with UNICEF support			CO	NA
P7.c.3 Number of countries where UNICEF has provided technical, policy and implementation support to the successful expansion of child-sensitive integrated social protection systems			CO	NA

<b>Output indicators</b>	<b>Baseline</b>	<b>Target*</b>	<b>Source</b>	<b>Disaggregation</b>
P7.c.4 Countries meeting reporting and follow-up obligations associated with the Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination against Women and Convention on the Rights of Persons with Disabilities, and special procedures			CO	NA
P7.c.5 Countries that have published a children's (or citizens') version of the budget, to promote child participation, public dialogue around children's issues and child-sensitive budgeting practices			CO	NA
<b>Output d: Improved country capacity and national systems to strengthen response to humanitarian situations</b>				
P7.d.1 Countries in which humanitarian action contributes to development of social protection programmes/systems aimed at fulfilling women's and children's rights			CO	NA
P7.d.2 Countries in humanitarian situations that systematically consult affected populations as part of humanitarian performance monitoring			CO	NA
P7.d.3 Countries in humanitarian situations with results-based monitoring of results of UNICEF support and UNICEF-led clusters/sectors (MoRES in humanitarian action/humanitarian performance monitoring)			CO	NA
P7.d.4 Country offices with early warning/early action preparedness key actions updated in the past 12 months			EMOPS	NA
<b>Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of social inclusion</b>				
P7.e.1 Countries with functioning mechanisms to involve women in policymaking, monitoring and management processes, supported by UNICEF			CO	NA
<b>Output f: Enhanced global and regional capacity to accelerate progress towards social inclusion</b>				
P7.f.1 Number of key global and regional social inclusion initiatives in which UNICEF co-chairs and/or provides coordination support			HQ	NA
P7.f.2 Number of international guidelines and/or papers in peer-reviewed journals on social inclusion, social policy or social protection and children of which UNICEF is co-author			HQ	NA
P7.f.3 Number of unique visitors to UNICEF-supported data sites on social inclusion, social policy or social protection			HQ	NA
P7.f.4 Number of unique citations of UNICEF and social inclusion, social policy or social protection issues in the media			HQ	NA
P7.f.5 Proportion of relevant countries that monitor and report on the set of key indicators related to child poverty, children and social inclusion, and children and social protection coverage			CO	NA

\* The target corresponds to the number of countries where UNICEF provides support in the respective programme area.

§ Number of countries will also be reported.

## II. Organizational efficiency and effectiveness

Result	Key performance indicator	Baseline	Target	Source
<b>Result: Higher quality programmes through results-based management</b>				
<b>Results area 1: Improved accountability of results</b>				
Global technical leadership and support related to the seven Strategic Plan outcome areas are accessible, enabling technical excellence	DE.1 Percentage of country offices rating the accessibility, coherence and usefulness of technical guidance and support as satisfactory			CO
	DE.2 Number of global programme partnerships for children effectively leveraging resources and equity-focused results for children			HQ
	DE.3 Percentage of country programme outcomes assessed as being achieved at time of completion of the country programme			Country results report
	DE.4 Percentage of country programme outcomes and outputs that are annually reported as either on track or achieved			RAM/ VISION
Policies, guidance and technical support are accessible and relevant, enabling high-quality country programming and reporting	DE.5 Percentage of new country programme documents (CPDs) approved by the Executive Board that meet organizational standards (on human rights, gender, capacity development, communication for development, results-based management and South-South and triangular cooperation) (QCPR)			External review
	DE.6 Percentage of country offices using common results-based management tools and principles (QCPR)			CO
	DE.7 Percentage of country programmes of cooperation with South-South and triangular cooperation as an implementation strategy (QCPR)			
	DE.8 Percentage of country offices that meet or exceed organizational standards (on human rights, gender, capacity development, communication for development and results-based management) (QCPR)			External review
	DE.9 Percentage of country offices that meet organizational benchmarks for other implementation strategies			External review
	DE.10 Percentage of country offices using the common United Nations Development Group capacity measurement approach (when fully developed) (QCPR)			CO
	DE.11 Number of countries that track and report on expenditures using gender markers validated by a quality assurance process (QCPR)			VISION
	DE.12 Number of country offices that apply the standard operating procedures for Delivering as One Countries, or components of them (QCPR)			CO
	DE.13 Percentage of country offices reporting the accessibility and usefulness of programme policies, guidance and cross-sectoral support as satisfactory			CO
	DE.14 Percentage of Member States giving positive feedback on the quality of corporate reporting on results and mandates (QCPR)			OSEB/GMA



Result	Key performance indicator	Baseline	Target	Source
Timely, effective and coordinated support is provided for saving lives and protecting rights in all humanitarian situations, building resilience and reducing vulnerability	DE.15 Percentage and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters			CO
	DE.16 Percentage and number of country offices rating the accessibility, coherence and usefulness of technical guidance and support as satisfactory, disaggregated by fragile/conflict-affected/high-risk/transition countries (QCPR)			CO
	DE.17 Number of days of deployment by headquarters and regional office emergency teams in support of country offices responding to humanitarian situations and/or resilience building			HQ/regional offices
	DE.18 Percentage of support needs identified by country offices engaged in situation reporting that triggered action within 14 days			EMOPS
	DE.19 Percentage of major humanitarian situations in which UNICEF reported monthly on progress against a small number of CCC-aligned results indicators			EMOPS
Efficient and effective management of supplies enables achievement of programme results	DE.20 Percentage of procurement cases submitted that are approved on first review			SD
	DE.21 Number of market analyses and product innovations used to improve programme effectiveness and/or reduce costs			SD
	DE.22 Percentage of orders delivered at port of entry at agreed target arrival date			SD
	DE.23 Percentage of country offices monitoring the proportion of institutional and individual contracts sourced from national expertise (QCPR)			
	DE.24 Percentage of Supply Division-handled rapid response orders of supplies ready to be delivered within 48 hours of sales order release			SD
Enhanced transparency is achieved through improved access to key corporate information and official documents	DE.25 Timely publication of all financial and annual performance data in public domain			HQ
<b>Result: Improved management of financial and human resources in pursuit of results</b>				
<b>Management results area 1: Independent corporate oversight and assurance</b>				
Independent and effective oversight and assurance are assured through implementation of internal controls on the use of UNICEF	M1.1 Percentage of UNICEF evaluations with a formal management response			EO
	M1.2 Percentage of UNICEF evaluations rated satisfactory based on United Nations standards			EO
	M1.3 Percentage of country offices meeting minimum requirements for an evaluation			EO

Result	Key performance indicator	Baseline	Target	Source
resources and on the relevance, efficiency, effectiveness, sustainability and impact of UNICEF-assisted programmes	M1.4 Number of offices/divisions with audit recommendations outstanding for over 18 months			OIA
	M1.5 Number of country offices that support the capacity development of national evaluation associations and/or institutions (QCPR)			
	M1.6 Percentage of complaints investigated and closed within 6 months			OIA
Timely and comprehensive responses to relevant evaluation findings	M1.7 Percentage of evaluation recommendations implemented, closed and reported			EO
<b>Management results area 2: Corporate financial, information and communication technology and administrative management</b>				
Effective management, use and stewardship are assured of financial and information and communication technology resources, assets and administrative policies, procedures and systems	M2.1 Management/administration/development effectiveness support costs as a ratio of total resources			DFAM
	M2.2 Percentage reduction in travel costs from management budget			DFAM
	M2.3 Timely guidance and response to field office queries (within 24 hours in emergencies and 48 hours otherwise)			DFAM
	M2.4 Percentage of emergencies in which information technology services requested are provided as per standards in the revised CCCs			ITSSD
	M2.5 Percentage of service-level agreement targets met or exceeded			ITSSD
	M2.6 Percentage of applications rolled out successfully as planned			ITSSD
	M2.7 Number of countries implementing common services and common long-term agreements, harmonized approach to procurement and common human resources management, information and communication technology services or financial management services (QCPR)			GMA
	M2.8 Percentage of total core expenditures directed to programme activities versus non-core expenditures (QCPR)			DFAM
<b>Management results area 3: Corporate external relations and partnerships, communications and resource mobilization</b>				
Strengthened partnerships with Member States, multilateral agencies and United Nations organizations, and strategic and innovative communications and public advocacy	M3.1 Percentage of donor reports submitted on time			CO
	M3.2 Income (millions of US dollars): regular resources, other resources-regular, other resources-emergency			DFAM
	M3.3 Percentage of other resources-regular and other resources-emergency that is thematic funding from all sources			DFAM
	M3.4 Percentage of external media coverage that is favourable			DOC
	M3.5 Percentage of media pick-up of positive brand attributes			DOC.
	M3.6 Percentage of UNICEF country offices participating in a common budgetary framework			

Result	Key performance indicator	Baseline	Target	Source
	M3.7 Size and trend in funding from government and non-governmental partners, including international financial institutions, regional development banks, civil society, private sector (QCPR)			DFAM
<b>Management results area 4: Human resources management</b>				
Effective and streamlined human resources policy and procedures are in place and implemented, providing quality advisory support to develop and maintain a flexible and highly skilled and motivated workforce	M4.1 Average length of recruitment period (number of days from closing date of advertisement to date of offer letter)			DHR
	M4.2 Percentage of requests for surge capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs)			DHR
	M4.3 Percentage of staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey			DHR
	M4.4 Percentage of staff who are female at (a) all levels and (b) P-5 and above			DHR
<b>Management results area 5: Corporate leadership and direction</b>				
Effective leadership and executive direction are assured for implementing results outlined in the Strategic Plan	M5.1 Percentage of the overall objectives of the Strategic Plan achieved			HQ
	M5.2 Percentage of staff 'strongly agreeing' or 'agreeing' to composite index (average of indicators related to speak-up culture)			HQ
<b>Management results area 6: Staff and premises security</b>				
Enhanced security measures for staff and premises are in place and a safer environment for UNICEF-assisted programmes is achieved	M.6.1 Percentage of country offices meeting minimum operations security standards			HQ
	M6.2 Percentage of country offices meeting business continuity plan requirements			HQ
<b>Management results area 7: Field/country office oversight, management and operations support</b>				
Improved accountability is in place for achieving results at country and regional office levels	M7.1 Percentage of countries where UNICEF supports capacity development through policies, institutions, systems and plans to strengthen equity-focused plans for children, especially the poorest and most vulnerable (QCPR)			Annex B/GMA
	M7.2 Percentage of country offices that demonstrate efficiency gains and/or cost savings in programme and operations functions			Country office annual reports
	M7.3 Percentage of allocated regular and other resources for programmes expended at end of the year			DFAM

<b>Result</b>	<b>Key performance indicator</b>	<b>Baseline</b>	<b>Target</b>	<b>Source</b>
	M7.4 UNICEF contribution in cash provided to the resident coordinator system (QCPR)			CO
	M.7.5 UNICEF contribution in kind provided to the resident coordinator system (QCPR)			
<b>Coordination of the United Nations development system</b>				
<b>Results area 7: United Nations development system leadership and coordination</b>				
Leadership of humanitarian clusters under UNICEF responsibility is carried out effectively	For UNICEF global led or co-led clusters and areas of responsibility, percentage of country-level clusters and areas of responsibility that have a dedicated country coordinator; and for newly activated clusters or areas of responsibility, percentage of country coordinator positions filled within 30 days of cluster activation			EMOPS