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

Summary

The Integrated Results and Resources Framework (IRRF) document of the UNICEF Strategic Plan, 2022–2025 was endorsed by the Executive Board during its 2021 second regular session. The present document has been updated to provide the baselines, milestones and targets for the indicators.

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[*] E/ICEF/2022/9/Rev.1.

Note: The present document was processed in its entirety by UNICEF.

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

A. Impact-level indicators

Impact indicators	Baseline[1]	Goals target (2030)	Disaggregation categories	Means of verification
1. (a) Neonatal, (b) child and (c) adolescent mortality rates (Sustainable Development Goals (SDGs) 3.2.1 and 3.2.2) *(United Nations Department of Economic and Social Affairs (DESA) Population Division, World Health Organization (WHO), World Bank)*	(a) 17.0 per 1 000 live births (b) 36.6 per 1 000 live births (c) 7.6 per 1 000 live births	(a) 8.8 (b) 16.8 (c) 5.5	Age, geography, countries with a high burden of neonatal, child and adolescent mortality rates (high burden), humanitarian contexts, sex	Global Sustainable Development Goal Indicators Database (SDG+ Database)
2. Stillbirth rate *(DESA Population Division, WHO, World Bank)*	13.9 per 1 000 total births	8.5	High burden, humanitarian contexts	SDG+ Database
3. Adolescent birth rate per 1,000 women in that age group (SDG 3.7.2) *(DESA Population Division, United Nations Population Fund (UNFPA), WHO)*	41.2	Not available (N/A)	Age, geography, high burden, humanitarian contexts	SDG+ Database
4. Maternal mortality ratio (SDG 3.1.1) *(DESA Population Division, UNFPA, WHO, World Bank)*	211 per 100 000 live births	70	Age, geography, high burden, humanitarian contexts	SDG+ Database
5. Percentage of children who are developmentally on track in literacy-numeracy and physical, learning and social-emotional skills (SDG 4.2.1) *(United Nations Educational, Scientific and Cultural Organization (UNESCO), WHO, World Bank)*	71%	100%	Age, geography, humanitarian contexts, sex, wealth status	SDG+ Database
6. Estimated rate of AIDS-related deaths *(Joint United Nations Programme on HIV/AIDS (UNAIDS))*	4.5 per 100 000 population	1.05	Age, geography, humanitarian contexts, sex	SDG+ Database
7. Estimated rate of new HIV infections (SDG 3.3.1) *(UNAIDS, UNFPA, WHO)*	0.12 per 1 000 uninfected population	0.05	Age, geography, humanitarian contexts, sex	SDG+ Database
8. Universal health coverage index (SDG 3.8.1) *(DESA Population Division, UNFPA, WHO)*	67	N/A	Geography, high burden, humanitarian contexts	SDG+ Database
9. Percentage of children under 5 years of age who are stunted (SDG 2.2.1) *(WHO, World Bank)*	22%	12.8%	Age, geography (region, urban/rural), humanitarian contexts, sex, wealth status	SDG+ Database

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[1] 2021 or most recent data.

Impact indicators	Baseline[1]	Goals target (2030)	Disaggregation categories	Means of verification
10. Percentage of children under 5 years of age who are wasted (SDG 2.2.2) *(WHO, World Bank)*	6.7%	3.0%	Age, geography (region, urban/rural), humanitarian contexts, sex, wealth status	SDG+ Database
11. Percentage of children (a) under 5 years of age (SDG 2.2.2) and (b) 5 to 9 years of age, who are overweight *(WHO, World Bank)*	(a) 5.7% (b) 20.4%	(a) 3.0% (b) 20.4%	Age, geography (region, urban/rural), humanitarian contexts, sex, wealth status	SDG+ Database
12. Percentage of adolescent girls who are anaemic (SDG 2.2.3) *(WHO)*	29.9%	14.3%	Geography	SDG+ Database
13. Percentage of adult women who are anaemic (SDG 2.2.3) *(WHO)*	29.9%	14.3%	Geography	SDG+ Database
14. Completion rate in primary and lower and upper secondary education *(Global Partnership for Education (GPE), UNESCO, World Bank)*	Primary: 90% Lower secondary: 77% Upper secondary: 44%	Primary: 100% Lower secondary: 100% Upper secondary: 100%	Humanitarian contexts, sex	SDG+ Database
15. Equity index (computed on lower secondary completion rate) *(GPE, UNESCO, World Bank)*	0.69	1.0	Humanitarian contexts, (sex, geography and wealth status embedded in the indicator)	SDG+ Database
16. Learning poverty rate *(World Bank)*	48%	24%	Country income status, humanitarian contexts	World Bank
17. Proportion of young women and men aged 18 to 29 years who experienced sexual violence by age 18 (SDG 16.2.3) *(UNFPA, United Nations Office on Drugs and Crime (UNODC), United Nations Statistics Division (UNSD), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), WHO)*	Female: 3% Male: N/A	Female: 0.1% Male: 0.1%	Humanitarian contexts, sex	SDG+ Database
18. Proportion of children aged 1 to 17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month (SDG 16.2.1) *(WHO)*	79%	0%	Age, humanitarian contexts, sex	SDG+ Database
19. Rate of children in detention *(United Nations Development Programme (UNDP), UNODC, Office of the United Nations High Commissioner for Human Rights (OHCHR))*	29 per 100 000 children	0	Age, pre-trial/post-sentence, sex	UNICEF database
20. Rate of children in residential care	123 per 100 000 children	0	Age, disability, sex	UNICEF database

Impact indicators	Baseline[1]	Goals target (2030)	Disaggregation categories	Means of verification
21. Percentage of children under 5 years of age whose births are registered (SDG 16.9.1) *(DESA Population Division, UNDP, UNFPA, Office of the United Nations High Commissioner for Refugees (UNHCR), UNSD, WHO)*	74%	100%	Age, geography (urban/rural), migration status, sex	SDG+ Database
22. Percentage of girls and women aged 15 to 49 years who have undergone female genital mutilation (SDG 5.3.2) *(UNFPA, WHO)*	41%	0%	Age	SDG+ Database
23. Percentage of women and men (20–24 years) married or in union before age 18 (SDG 5.3.1) *(DESA Population Division, UNFPA, UN-Women, WHO)*	Female: 19% Male: 3%	Female: 0% Male: 0%	Sex	SDG+ Database
24. Proportion of population using safely managed drinking water services (SDG 6.1.1) *(United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), WHO)*	74%	100%	Geography (urban/rural), humanitarian contexts	WHO/UNICEF Joint Monitoring Programme (JMP) global database
25. Proportion of population using safely managed sanitation services (SDG 6.2.1) *(UNEP, WHO)*	54%	100%	Geography (urban/rural), humanitarian contexts	WHO/UNICEF JMP global database
26. Under-five mortality rate attributed to unsafe water, sanitation and hygiene (WASH) (SDG 3.9.2) *(UNEP, WHO)*	To be determined (TBD)	N/A	Geography, humanitarian contexts	WHO
27. Percentage of children in multidimensional poverty (SDG 1.2.2) *(UNDP, World Bank)*	56.9%	28.4%	Age, geography, sex	SDG+ Database
28. Percentage of children living in extreme poverty (SDG 1.1.1) *(International Labour Organization (ILO), UNDP, World Bank)*	17.5%	0%	Geography (region, urban/rural)	SDG+ Database
29. Percentage of children living in monetary poverty (SDG 1.2.1) *(UNDP, World Bank)*	23.6%	11.8%	Geography	SDG+ Database
30. Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (SDG 5.1.1) *(OHCHR, UNDP, UN-Women, World Bank)*	Overarching legal frameworks and public life: 70.9 Violence against women: 78 Employment and economic benefits: 76.7 Marriage and family: 79.1	Overarching legal frameworks and public life: N/A Violence against women: N/A Employment and economic benefits: N/A Marriage and family: N/A	By area	SDG+ Database
31. Percentage of time spent on unpaid domestic and care work, by sex, age and location (SDG 5.4.1) *(UNDP, UNSD, UN-Women)*	Female: 16.3% Male: 6.7%	Female: N/A Male: N/A	Age, geography (urban/rural), sex	SDG+ Database

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

1. Goal Area-level (outcome) indicators

Outcome indicators	Baseline[2]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
1.1. Percentage of pregnant women receiving at least four antenatal visits *(UNFPA, WHO)*	66%	78%	95%	Age, geography (region, urban/rural), high burden	SDG+ Database
1.2. Percentage of live births attended by skilled health personnel (home and facilities) (SDG 3.1.2) *(UNFPA, WHO)*	81%	87%	95%	Age, geography, high burden	SDG+ Database
1.3. Percentage of (a) mothers and (b) newborns receiving postnatal care *(UNFPA, WHO)*	(a) 68% (b) 66%	(a) 79% (b) 77%	(a) 95% (b) 95%	Age, geography, high burden	SDG+ Database
1.4. Percentage of children with diarrhoea receiving (a) oral rehydration salts (ORS) and (b) ORS and zinc *(WHO)*	(a) 46% (b) 16%	(a) 59% (b) 29%	(a) 80% (b) 60%	Geography, high burden, sex	SDG+ Database
1.5. Percentage of children with symptoms of acute respiratory infections taken to an appropriate health provider *(WHO)*	60%	68%	80%	Geography, high burden, sex	SDG+ Database
1.6. Percentage of children in malaria-endemic countries sleeping under an insecticide-treated net *(WHO)*	56%	66%	80%	Geography, sex	SDG+ Database
1.7. Universal health coverage index for reproductive, maternal, newborn and child health interventions (SDG 3.8.1) *(DESA Population Division, UNFPA, WHO)*	74%	85%	95%	Geography, high burden	SDG+ Database
1.8. Percentage of surviving infants who received (a) first dose and (b) three doses of diphtheria, tetanus and pertussis (DTP) vaccine *(WHO)*	(a) 86% (b) 82%	(a) 90% (b) 86%	(a) 90% (b) 90%	Geography, high burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
1.9. Percentage of surviving infants who received first dose of the measles-containing vaccine *(WHO)*	83%	86%	90%	High burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
1.10. Number of cases of wild polio virus and vaccine-derived polio virus *(Global Polio Eradication Initiative (GPEI), WHO)*	663	0	0		GPEI
1.11. Number of countries that are verified/validated as having eliminated maternal and neonatal tetanus *(WHO)*	47	59	59	Geography	Maternal and Neonatal Tetanus

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[2] 2021 or most recent data.

Outcome indicators	Baseline[2]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
					Elimination initiative (WHO/UNICEF)
1.12. Percentage of children aged 24 to 59 months receiving early stimulation and responsive care from their parents or caregivers	57%	65%	77%	Geography	SDG+ Database
1.13. Proportion of women aged 15 to 19 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (SDG 5.6.1) (UNFPA, UN-Women, WHO)	33%	43%	60%	Geography	SDG+ Database
1.14. Percentage of adolescents who report symptoms of depression and/or anxiety reporting contact with health professional or counsellor for mental health care (WHO)	TBD	TBD	TBD	Age, sex, geography, humanitarian contexts	Measurement of mental health among adolescents at the population level
1.15. Percentage of children and adolescents living with HIV who receive antiretroviral therapy (UNAIDS, UNDP, WHO)	0–14 years: 54% 10–19 years: 54%	0–14 years: 95% 10–19 years: 95%	0–14 years: >95% 10–19 years: >95%	Age, geography	UNAIDS estimates (Global AIDS monitoring)
1.16. Percentage of HIV-positive women who received antiretroviral therapy during pregnancy and/or at labour and delivery (UNAIDS, WHO)	85%	95%	>95%	Geography	UNAIDS estimates (Global AIDS monitoring)
1.17. Percentage of infants under 6 months of age who are exclusively breastfed (WHO)	44.1%	50%	70%	Geography, sex, wealth status	SDG+ Database
1.18. Percentage of children aged 6 to 23 months who are fed a minimum diverse diet (FAO, WFP, WHO)	28.9%	35%	40%	Geography, sex, wealth status	SDG+ Database
1.19. Percentage of young children who benefit from vitamin A supplements twice yearly (WHO)	41%	55%	65%	Geography	Country offices
1.20. Percentage of pregnant women who benefit from gender-responsive programmes for the prevention of anaemia (WHO)	37.4%	45%	50%	Geography	SDG+ Database
1.21. Percentage of population consuming at least one cereal fortified with iron and folic acid (FAO)	21%	30%	50%	Geography	Country offices
1.22. Percentage of children under 5 years of age with severe wasting and other forms of severe acute malnutrition who are admitted for treatment (WFP, WHO)	39%	55%	65%	Geography, humanitarian contexts, sex	Country offices

Outcome indicators	Baseline[2]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
1.23. Percentage of children under 5 years of age with severe wasting and other forms of severe acute malnutrition who are admitted for treatment and recover (*WFP, WHO*)	89%	>75%	>75%	Geography, humanitarian contexts, sex	Country offices

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			

Strengthening primary health care and high-impact health interventions

Result area 1: Children and women have access to strengthened primary health care and high-impact interventions to accelerate the end of preventable maternal, neonatal and child deaths and stillbirths, in development and humanitarian contexts.

Output indicators	Baseline	2022	2023	2024	Target 2025	Disaggregation categories	Means of verification
1.1.1. Number of live births delivered in health facilities through UNICEF-supported programmes (*UNFPA, WHO*)	40.9 million	70 million	103 million	139 million	179 million	High burden, humanitarian contexts	Country offices
1.1.2. Number of children benefiting from UNICEF-supported integrated management of childhood illnesses services (integrated community case management and/or integrated management of neonatal and childhood illness) (*WHO*)	56.5 million	50 million	52 million	55 million	60 million	High burden, humanitarian contexts	Country offices
1.1.3. Number of health workers receiving the skills and support for delivering essential maternal, newborn and child health services through UNICEF-supported programmes (*UNFPA, WHO*)	800 000	1.0 million	1.2 million	1.4 million	1.6 million (cumulative)	High burden, humanitarian contexts	Country offices
1.1.4. Number of countries in which UNICEF has strengthened systems for primary health care (*WHO*)	97	104	111	118	125	Geography	Country offices
1.1.5. Number of countries in which UNICEF supported a timely response to outbreaks or other public health emergencies (*UNDP, WHO*)	156	50	50	50	50	Geography	Country offices

Immunization services as part of primary health care

Result area 2: Children, including adolescents, and women have access to quality immunization services as part of primary health care, in development and humanitarian contexts.

Output indicators	Baseline	2022	2023	2024	Target 2025	Disaggregation categories	Means of verification
1.2.1. Number of children vaccinated against measles through UNICEF-supported programmes (*WHO*)	152.6 million	≥50.0 million	≥50.0 million	≥50.0 million	≥50.0 million	Humanitarian contexts	Country offices
1.2.2. Number of countries that introduced one or more of the following vaccines: human papillomavirus vaccine, hepatitis B vaccine, measles-containing vaccine second-dose,	18	30	42	54	66		WHO/UNICEF estimates of national

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	*2023*	*2024*			
pneumococcal conjugate vaccine and/or rotavirus vaccine *(WHO)*							immunization coverage
1.2.3. Number of countries with a national-level stock-out of DTP or measles vaccine for at least one month *(WHO)*	29	26	23	20	15	High burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
1.2.4. Number of countries in which UNICEF supported effective vaccine management (*WHO*)	6	16	24	32	42	High burden, humanitarian contexts	Global Effective Vaccine Management (EVM) database (WHO /UNICEF)
1.2.5. Number of countries in which UNICEF supported the effective roll-out of COVID-19 vaccines (*UNDP, WHO*)	148	148	99	50	30	Geography	Country offices
1.2.6. Number of countries implementing strategies to address under-vaccination *(WHO)*	118	122	126	130	134	High burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
1.2.7. Number of polio-endemic and/or outbreak countries with over 95 per cent coverage in the most recent vaccination campaign *(WHO, GPEI)*	15 (79%)	29 (90%)	20 (90%)	20 (90%)	20 (90%)		Country offices
Fast-track the end of HIV/AIDS							
Result area 3: Children, including adolescents, and pregnant and breastfeeding mothers, have access to interventions that fast-track the end of HIV/AIDS, in development and humanitarian contexts.							
1.3.1. Number of countries implementing a comprehensive package of interventions for paediatric HIV treatment as part of primary health care (*UNAIDS, WHO*)	80	82	87	92	92	Geography	Country offices
1.3.2. Number of countries integrating and rolling out innovative HIV diagnostic platforms in primary health care (*UNAIDS, WHO*)	52	60	62	68	72	Geography	Country offices
1.3.3. Number of countries with at least dual mother-to-child transmission of HIV and syphilis elimination policies and services (*UNAIDS, WHO*)	96	102	107	112	113	Geography	Country offices
1.3.4. Number of countries in which UNICEF is supporting combination HIV-prevention interventions, including pre-exposure prophylaxis, targeting adolescent girls and young	102	108	112	114	115	Geography	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	*2023*	*2024*			
women and/or adolescent and young key populations (*UNAIDS, WHO*)							

Health and development in early childhood and adolescence

Result area 4: Children, including adolescents, benefit from programmes that improve their health and development, in development and humanitarian contexts.

1.4.1. Number of countries that have integrated early childhood development in primary health care (*WHO*)	61	63	70	78	86	Geography	Country offices
1.4.2. Number of countries integrating adolescent health priorities, including sexual and reproductive health, in primary health care services or through school and digital platforms (*UNFPA, UNAIDS, WHO*)	27	30	34	38	42	Geography	Country offices
1.4.3. Number of countries integrating the prevention and management of (a) non-communicable diseases and (b) injuries, as part of primary health care with UNICEF support (*WHO*)	(a) 16 (b) 10	(a) 18 (b) 12	(a) 24 (b) 15	(a) 27 (b) 20	(a) 30 (b) 25	Geography	Country offices
1.4.4. Number of countries: (a) Addressing environmental health risks in primary health care; and (b) Strengthening climate-resilient and environmentally sustainable health-care facilities with UNICEF support (*UNEP, WHO*)	(a) 18 (b) 56	(a) 20 (b) 59	(a) 23 (b) 62	(a) 26 (b) 65	(a) 30 (b) 68	Geography	Country offices
1.4.5. Availability of comparable data on non-communicable diseases, disability, injuries, mental health and children's environmental health (*WHO*)	TBD	TBD	TBD	TBD	TBD		UNICEF global monitoring
1.4.6. Number of children with disabilities reached by assistive technology and inclusive products through UNICEF-supported programmes	134 000	159 500	170 500	181 500	192 500	Geography	UNICEF Supply Division

Mental health and psychosocial well-being

Result area 5: Children, including adolescents, and caregivers have access to quality programmes that improve their mental health and psychosocial well-being, in development and humanitarian contexts.

1.5.1. Number of countries integrating mental health services in primary health care, including through school and digital platforms	54	58	62	66	70	Geography	Country offices
1.5.2. Number of countries implementing multisectoral approaches to caregiver mental health	52	57	64	72	84	Geography	Country offices
1.5.3. Number of countries with a plan or strategy for child and/or adolescent mental health (*WHO*)	75	78	82	86	90	Geography	WHO policy survey

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	*2023*	*2024*			
Nutrition in early childhood							
Result area 6: Children are protected from malnutrition in early childhood − stunting and wasting, micronutrient deficiencies, and overweight and obesity − in development and humanitarian contexts.							
1.6.1. Number of children under 5 years of age who benefit from programmes for the prevention of stunting, wasting, micronutrient deficiencies and/or overweight and obesity (*FAO, WFP, WHO*)	335.9 million	≥300.0 million	≥300.0 million	≥300.0 million	≥300.0 million	Geography, humanitarian contexts	Country offices
1.6.2. Number of countries with a nutrition policy or strategy to prevent undernutrition and micronutrient deficiencies in children under 5 years of age (*FAO, WFP, WHO*)	66	70	74	78	≥80	Geography	Country offices
1.6.3. Number of countries with strategies and programmes to improve diet diversity among children aged 6 to 23 months (*FAO, WFP, WHO*)	63	66	70	75	≥80	Geography	Country offices
1.6.4. Number of countries with a national policy for the protection, promotion and support of optimal child nutrition, including legislation to protect children from harmful promotion/marketing of breastmilk substitutes and/or foods and beverages (*WFP, WHO*)	66	68	70	72	74	Geography	Country offices
Nutrition of adolescents and women							
Result area 7: Adolescent girls and women benefit from gender-responsive diets, services and practices for the prevention of anaemia and poor nutrition, in development and humanitarian contexts.							
1.7.1. Number of children 5 to 19 years who benefit from gender-responsive programmes for the prevention of anaemia and all forms of malnutrition (*WHO*)	67.4 million	75.0 million	85.0 million	90.0 million	≥100.0 million	Geography, sex, humanitarian contexts	Country offices
1.7.2. Number of countries with programmes to prevent overweight and obesity in school-age children and adolescents (*WHO*)	31	35	40	45	50	Geography	Country offices
1.7.3. Number of countries with gender-responsive programmes to prevent anaemia in adolescent girls and boys through school- and community-based approaches (*WHO*)	28	30	35	40	45	Geography	Country offices
1.7.4. Number of countries implementing integrated anaemia prevention and nutrition counselling in their pregnancy care programmes for women (*WFP, WHO*)	30	35	40	45	≥45	Geography	Country offices
Early detection and treatment of malnutrition							
Result area 8: Children benefit from timely and quality supplies and services for the early detection and treatment of wasting and other forms of life-threatening malnutrition, in development and humanitarian contexts.							

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	*2023*	*2024*			
1.8.1. Number of children under 5 years of age who benefit from services for the early detection and treatment of severe wasting and other forms of severe acute malnutrition (*WFP, WHO*)	154.4 million	166.0 million	177.0 million	188.0 million	≥200.0 million	Geography, humanitarian contexts	Country offices
1.8.2. Number of countries that provide services for the early detection and treatment of children with severe wasting as a regular service for children (*WFP, WHO*)	67	70	73	76	≥80	Geography	Country offices
1.8.3. Number of countries that have adopted simplified approaches for the early detection and treatment of child wasting (*WFP, WHO*)	30	32	35	40	≥45	Geography	Country offices

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

1.   Goal Area-level (outcome) indicators

Outcome indicators	Baseline[3]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
2.1. Percentage of countries with gender disparity in education (*Education Cannot Wait (ECW), GPE, UNESCO, United Nations Girls' Education Initiative (UNGEI), World Bank*)	Female disadvantaged Primary: 16% Lower secondary: 33% Upper secondary: 30% Male disadvantaged Primary: 37% Lower secondary: 38% Upper secondary: 51%	Female disadvantaged Primary: 7% Lower secondary: 18% Upper secondary: 16% Male disadvantaged Primary: 20% Lower secondary: 21% Upper secondary: 28%	Female disadvantaged Primary: 0% Lower secondary: 0% Upper secondary: 0% Male disadvantaged Primary: 0% Lower secondary: 0% Upper secondary: 0%	Humanitarian contexts (sex embedded in the indicator)	SDG+ Database
2.2. Adjusted net attendance rate of children from the poorest quintile in primary and lower and upper secondary education (SDGs 4.1 and 4.5) and attendance rate in early childhood education of children from the poorest quintile (SDG 4.2) (*ECW, GPE, UNESCO, UNGEI, World Bank*)	Early childhood education (ECE):18% Primary: 74% Lower secondary: 46% Upper secondary: 28%	ECE: 30% Primary: 86% Lower secondary: 70% Upper secondary: 60%	ECE: 100% Primary: 100% Lower secondary: 100% Upper secondary: 100%	Humanitarian contexts (sex and wealth status embedded in the indicator)	SDG+ Database
2.3. Gross enrolment ratio in pre-primary education (*ECW, GPE, UNESCO, UNGEI, World Bank*)	59%	77%	100%	Humanitarian contexts, sex	SDG+ Database

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[3] 2021 or most recent data.

Outcome indicators	Baseline[3]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
2.4. Out-of-school rate for girls and boys of primary and lower secondary school age (*ECW, GPE, UNGEI, UNESCO, World Bank*)	Female Primary: 12% Lower secondary: 20% Male Primary: 9% Lower secondary: 21%	Female Primary: 7% Lower secondary: 11% Male Primary: 5% Lower secondary: 12%	Female Primary: 0% Lower secondary: 0% Male Primary: 0% Lower secondary: 0%	Geography (urban/rural), humanitarian contexts, sex	SDG+ Database
2.5. Percentage of countries in which the percentage of national education expenditure reaching the most marginalized is above 15 per cent (*ECW, GPE, UNESCO, World Bank*)	38%	66%	100%	Geography	UNICEF Database
2.6. Percentage of countries with more than 60 per cent of children reaching the minimum level of proficiency in reading and mathematics (*GPE, UNESCO, World Bank*)	Early grades: 35% End of primary: 28% End of lower secondary: 17%	Early grades: 64% End of primary: 60% End of lower secondary: 54%	Early grades: 100% End of primary: 100% End of lower secondary: 100%	Geography, level of education	SDG+ Database
2.7. Percentage of youth not in employment, education or training (SDG 8.6.1) (*ILO*, UNDP, *UNESCO, World Bank*)	27%	15%	0%	Age, geography, humanitarian contexts, sex	SDG+ Database
2.8. Remote learning readiness index (*UNESCO, World Bank*)	N/A	N/A	N/A	Geography	UNICEF database

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			

Access to quality learning opportunities

Result area 1: Equitable and inclusive access to learning opportunities, including in humanitarian and fragile contexts

2.1.1. Percentage of countries with inclusive and gender-equitable system for access to learning opportunities (*GPE, UNESCO, World Bank*)	46%	49%	55%	59%	65%	Humanitarian contexts, by dimension[4]	Country offices

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

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
2.1.2. Percentage of countries with a resilient education system that can respond to humanitarian crises (*ECW, GPE, UNESCO, World Bank*)	30%	33%	38%	43%	49%	Humanitarian contexts, by dimension[5]	Country offices
2.1.3. Percentage of countries implementing evidence-based education sector plans/strategies addressing inequities and mainstreaming the Sustainable Development Goal indicators (*GPE, UNESCO, World Bank*)	48%	50%	55%	59%	63%	Humanitarian contexts, by dimension[6]	Country offices
2.1.4. Number of out-of-school children and adolescents who accessed education through UNICEF-supported programmes (*ECW, GPE, UNESCO, World Bank*)	48.6 million	64.5 million	80.7 million	97.3 million	114.1 million (cumulative)	Disability, geography, humanitarian contexts, level of education, sex	Country offices

Learning, skills, participation and engagement

Result area 2: Improved learning, skills, participation and engagement for all children and adolescents, in development and humanitarian contexts.

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
2.2.1. Percentage of countries with effective teacher development system (*GPE, UNESCO, World Bank*)	17%	31%	44%	64%	75%	Humanitarian contexts, by dimension[7]	Country offices
2.2.2. Percentage of countries with effective learning assessment system (*GPE, UNESCO, World Bank*)	39%	42%	52%	61%	67%	Humanitarian contexts, by dimension[8]	Country offices
2.2.3. Percentage of countries with effective student and community participation within the education system (*GPE, UNESCO, World Bank*)	53%	55%	63%	66%	76%	Humanitarian contexts, by dimension[9]	Country offices
2.2.4. Percentage of countries with effective system for digital learning solutions (*UNESCO, World Bank*)	9%	11%	15%	20%	26%	By dimension[10]	Country offices
2.2.5. Percentage of countries with gender-responsive systems for learning and skills development (*GPE, UNDP, UNESCO, World Bank*)	41%	50%	61%	69%	78%	By dimension[11]	Country offices

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

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

[7] Dimensions include teacher development and teaching.

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

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

[10] Dimensions include world-class solutions, devices, affordability, connectivity and youth engagement.

[11] Dimensions include gender-responsive teaching and learning systems and gender-equitable skills development.

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
2.2.6. Percentage of countries institutionalizing holistic skills development to support learning, personal empowerment, environmental sustainability, active citizenship, social cohesion and/or employability and entrepreneurship (*UNDP, UNEP, UNESCO*)	21%	22%	29%	33%	42%	By dimension[12]	Country offices
2.2.7. Number of children provided with individual learning materials through UNICEF-supported programmes (*GPE, UNESCO, World Bank*)	42.1 million	57.0 million	68.8 million	80.6 million	91.4 million (cumulative)	Disability, geography, humanitarian contexts, sex	Country offices
2.2.8. Number of children who accessed education through digital platforms through UNICEF-supported programmes (*UNESCO, World Bank*)	63.1 million	84.4 million	105.7 million	127.1 million	148.6 million (cumulative)	Disability, geography, sex	Country offices
2.2.9. Number of school management committees whose capacity was developed through UNICEF-supported programmes	85 586	156 000	232 000	314 000	402 000 (cumulative)	Geography	Country offices
2.2.10. Number of adolescents and young people who participate in or lead civic engagement initiatives through UNICEF-supported programmes (*UNESCO*)	19.6 million	20.1 million	21.4 million	23.2 million	25.3 million	Age, geography, humanitarian contexts, sex	Country offices

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

1.   Goal Area-level (outcome) indicators

Outcome indicators	Baseline[13]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
3.1. Percentage of girls and boys aged 15 to 17 years who have ever experienced any sexual violence and sought help from a professional (*UNDP, UNFPA, UN-Women, WHO*)	Female: 4% Male: N/A	Female: 5% Male: N/A	Female: 6% Male: N/A	Disability, humanitarian contexts, sex	UNICEF database
3.2. Percentage of mothers (or primary caregivers) who think that physical punishment is necessary to raise/educate children (*WHO*)	31%	26%	19%	Geography	UNICEF database
3.3. Percentage of girls and boys aged 15 to 19 years who consider a husband to be justified in hitting or beating his	Female: 36% Male: 35%	Female: 27% Male: 25%	Female: 15% Male: 14%	Sex	UNICEF database

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

[13] 2021 or most recent data.

Outcome indicators	Baseline[13]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
wife for at least one of the specified reasons (*UNFPA, UN-Women, WHO*)					
3.4. Percentage of students aged 13 to 15 years who reported being bullied on 1 or more days in the past 30 days (*UNESCO, WHO*)	36%	33%	29%	Sex	UNICEF database
3.5. Percentage of children in conflict with the law subject to a diversion order or a non-custodial measure (*UNODC*)	46%	58%	73%	Age, intervention type, sex	Country offices
3.6. Percentage of children in family-based care of the total number of children in all forms of formal alternative care (*IOM, UNHCR*)	27%	30%	33%	Age, disability, sex, migration status, humanitarian contexts	Country offices
3.7. Number of countries that have interoperability between the health system and civil registration system to facilitate birth registration (*DESA, UNDP, UNFPA, UNHCR, WHO*)	54	66	81	Geography	Country offices
3.8. Number of countries tracking delivery and referral information related to mental health and psychosocial support services for children and adolescents (*UNESCO, WHO*)	23	34	48	Geography, humanitarian contexts	Country offices
3.9. Percentage of girls, boys, women and men aged 15 to 49 years who believe that female genital mutilation should be eliminated (*UNFPA, UN-Women*)	Female: 69% Male: 64%	Female: 77% Male: 71%	Female: 88% Male: 81%	Age, sex	SDG+ Database

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
Protection from violence, exploitation, abuse and neglect							
Result area 1: Children, including those affected by humanitarian crises, are protected from violence, exploitation, abuse and neglect.							
3.1.1. Number of countries with legislative and policy framework to: (a) End the corporal punishment of children (b) End child sexual exploitation and abuse (including technology-enabled) (c) Eliminate the worst forms of child labour (*ILO, International Telecommunication Union, UNODC*)	(a) 48 (b) 29 (c) 58	(a) 50 (b) 32 (c) 60	(a) 52 (b) 36 (c) 63	(a) 54 (b) 40 (c) 66	(a) 57 (b) 44 (c) 69	Geography	Country offices
3.1.2. Number of mothers, fathers and caregivers reached through parenting programmes through UNICEF-supported programmes (*WHO*)	3.0 million	3.4 million	4.0 million	4.5 million	5.1 million	Sex, intervention type	Country offices

| Output indicators | Baseline | Milestones | | | Target 2025 | Disaggregation categories | Means of verification |
		2022	2023	2024			
3.1.3. Number of children who have experienced violence, exploitation, abuse and neglect reached by health, social work or justice/law enforcement services through UNICEF-supported programmes (*IOM, UNHCR, UNODC, WHO*)	4.4 million	4.9 million	5.4 million	5.9 million	6.6 million	Age, migration status, disability, humanitarian contexts, intervention type, sex	Country offices
3.1.4. Percentage of countries experiencing conflict having a system in place to document, analyse and use data about grave child rights violations/other serious rights violations for prevention and response (*IOM, UNDP, United Nations Department of Peace Operations (DPO), United Nations Department of Political and Peacebuilding Affairs, UNHCR, WHO*)	62%	66%	72%	76%	76%	Geography	Country offices
3.1.5. Percentage of UNICEF-targeted girls and boys who have exited an armed force or group and who have been provided with protection or reintegration support (*FAO, ILO, IOM, UNDP, DPO, UNHCR, UNODC, WHO*)	59%	62%	65%	68%	71%	Age, sex, migration status	Country offices
3.1.6. Percentage of UNICEF-targeted girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and/or survivor-assistance interventions (*IOM, OHCHR, UNDP, DPO, UNHCR, United Nations Mine Action Service, United Nations Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Office for Disarmament Affairs*)	86%	≥80%	≥80%	≥80%	≥80%	Age, disability, humanitarian contexts, intervention type, sex	Country offices
3.1.7. Percentage of UNICEF-targeted women, girls and boys in humanitarian contexts provided with risk mitigation, prevention and/or response interventions to address gender-based violence through UNICEF-supported programmes (*IOM, UNDP, UNFPA, UN Women, UNHCR, WHO*)	103%	≥90%	≥90%	≥90%	≥90%	Age, disability, intervention type, sex	Country offices
3.1.8. Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (*IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UN-Women, OCHA*)	61.2 million	61.6 million	64.9 million	68.3 million	71.9 million	Age, humanitarian contexts, sex	Country offices

Promotion of care, mental health and psychosocial well-being and justice

Result area 2: Children, including those affected by humanitarian crises, benefit from the promotion of care, mental health and psychosocial well-being and justice.

3.2.1. Number of countries with specialized justice for children systems (*OHCHR, UNODC*)	24	27	30	33	37	Geography	Country offices

| Output indicators | Baseline | Milestones | | | Target 2025 | Disaggregation categories | Means of verification |
		2022	2023	2024			
3.2.2. Number of countries that have policies, programmes and mechanisms for prevention of family separation and promotion of family-based alternative care, in line with the 2009 Guidelines for the Alternative Care of Children (*IOM, UNHCR, UNODC*)	41	44	47	50	53	Geography	Country offices
3.2.3. Number of countries that have mature child protection systems	1	2	3	4	8	Geography	Country offices
3.2.4. Number of countries with a quality assurance system in place for social service work	40	41	43	45	47	Geography	Country offices
3.2.5. Number of countries that have in place a free and universal birth registration service within civil registration and vital statistics, in accordance with international standards and best practices (*DESA, UNDP, UNFPA, UNHCR, UNSD, WHO*)	47	50	53	56	64	Geography	Country offices
3.2.6. Percentage of UNICEF-targeted unaccompanied and separated girls and boys in humanitarian contexts who were provided with alternative care and/or reunified (*IOM, UNDP, UNHCR*)	123%	≥80%	≥80%	≥80%	≥80%	Age, migration status, disability, sex, recruitment status/children associated with armed groups and forces	Country offices
3.2.7. Number of UNICEF-targeted children, adolescents, parents and caregivers provided with community-based mental health and psychosocial support services (*UNESCO, WHO*)	12.0 million	12.6 million	13.3 million	13.9 million	14.5 million	Age, disability, humanitarian contexts, intervention type, migration status, sex	Country offices
3.2.8. Percentage of UNICEF-targeted girls and boys in humanitarian contexts who have received individual case management (*IOM, UNDP, UNHCR*)	79%	≥80%	≥80%	≥80%	≥80%	Age, disability, migration status, sex	Country offices

Prevention of harmful practices

Result area 3: Children, including those affected by humanitarian crises, benefit from the prevention of harmful practices.

| Output indicators | Baseline | Milestones | | | Target 2025 | Disaggregation categories | Means of verification |
		2022	2023	2024			
3.3.1. Number of girls and women who receive prevention and protection services on female genital mutilation through UNICEF-supported programmes (*UNFPA, UN-Women*)	159 000	184 000	209 000	234 000	259 000	Age, disability, humanitarian contexts, intervention type	Country offices
3.3.2. Number of people engaged through community platforms in reflective dialogue towards eliminating discriminatory social and gender norms and harmful practices that affect girls and women through UNICEF-supported programmes (*UNDP, UNFPA, UN-Women*)	22.3 million	22.8 million	23.2 million	23.5 million	23.9 million	Humanitarian contexts, sex	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
3.3.3. Number of adolescent girls receiving prevention and care interventions to address child marriage through UNICEF-supported programmes (*UNFPA, UN-Women*)	7.6 million	9.3 million	11.5 million	14.1 million	17.4 million	Age, disability, humanitarian contexts, intervention type	Country offices
3.3.4. Number of countries implementing evidence-based, costed and funded action plans or strategies with monitoring and evaluation frameworks to end child marriage (*UNFPA, UN-Women*)	32	34	35	38	41	Geography	Country offices

E. Goal Area 4: Every child, including adolescents, has access to safe and equitable water, sanitation and hygiene services and supplies, and lives in a safe and sustainable climate and environment.

1. Goal Area-level (outcome) indicators

Outcome indicators	Baseline[14]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
4.1. Proportion of population using at least: (a) basic drinking water services (b) basic sanitation services (c) basic hygiene services (*UNHCR,* WHO, *World Bank*)	(a) 88% (b) 75% (c) 70%	(a) 94% (b) 88% (c) 85%	(a) 100% (b) 100% (c) 100%	Geography, humanitarian contexts	WHO/UNICEF JMP global database
4.2. Proportion of schools with: (a) basic drinking water services (b) basic sanitation services (c) basic hygiene services (*UNHCR,* WHO, *World Bank*)	(a) 63% (b) 60% (c) 50%	(a) 82% (b) 80% (c) 75%	(a) 100% (b) 100% (c) 100%	Geography, humanitarian contexts, school level	WHO/UNICEF JMP global database
4.3. Proportion of health-care facilities with: (a) basic water services (b) basic sanitation services (c) basic hygiene services (d) basic waste-management services (e) basic environmental cleaning services (*UNEP, UNHCR,* WHO, *World Bank*)	(a) 76% (b) N/A (c) 42% (d) N/A (e) N/A	(a) 88% (b) N/A (c) 71% (d) N/A (e) N/A	(a) 100% (b) 100% (c) 100% (d) 100% (e) 100%	Geography, humanitarian contexts, facility type	WHO/UNICEF JMP global database
4.4. Proportion of women and girls aged 15 to 49 years who have menstruated in the last 12 months who did not participate in work, school or other social activities during their last period (*UNHCR,* WHO, *UNFPA, UN-Women*)	N/A	N/A	N/A	Age, disability, geography (urban/rural)	WHO/UNICEF JMP global database

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[14] 2021 or most recent data.

Outcome indicators	Baseline[14]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
4.5. Proportion of population living in areas of high or extremely high water vulnerability (*UNEP*)	13.5%	11.5%	8%	Geography	WHO/UNICEF JMP global database and World Resources Institute
4.6. Number of countries reducing the funding gap to reach national WASH targets (*WHO*)	TBD	TBD	TBD	Geography	UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water
4.7. Ratio of access to WASH services across the richest and poorest quintiles for: (a) basic sanitation (b) basic water (c) basic hygiene (*WHO)*	(a) N/A (b) N/A (c) N/A	(a) N/A (b) N/A (c) N/A	(a) N/A (b) N/A (c) N/A	Geography	WHO/UNICEF JMP global database
4.8. Number of countries developing, financing and implementing child-sensitive climate policies and programmes (*UNEP*)	35	100	158	Geography	United Nations Framework Convention on Climate Change monitoring protocols
4.9. Number of countries with child-sensitive disaster risk and recovery policies, strategies and plans at national, subnational and/or sectoral level (*UNDP, UNEP, UN-Women*)	57	100	158	Geography	Sendai Framework monitoring protocols

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
Safe and equitable water, sanitation and hygiene services and practices							
Result area 1: Sustained access to and use of safe water, sanitation and hygiene practices for all children and adolescents, particularly the most disadvantaged and those living in humanitarian and fragile contexts.							
4.1.1. Number of people reached with at least basic sanitation services through UNICEF-supported programmes (*UNHCR, WHO, World Bank*)	0	7.5 million	20.0 million	35.0 million	50.0 million (cumulative)	Disability, geography (region, urban/rural), service type (with	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	*2023*	*2024*			
						climate-resilient sanitation services), sex	
4.1.2. Number of people reached with at least basic water that is safe and available when needed, through UNICEF-supported programmes (*UNHCR, WHO, World Bank*)	0	7.5 million	20.0 million	35.0 million	50.0 million (cumulative)	Disability, geography (region, urban/rural), service type/level (with climate-resilient sanitation services, previous and new service level), sex, humanitarian contexts	Country offices
4.1.3. Number of people reached with at least basic hygiene services through UNICEF-supported programmes (*UNHCR, WHO, World Bank*)	0	7.5 million	20.0 million	35.0 million	50.0 million (cumulative)	Disability, geography (region, urban/rural), humanitarian contexts, sex	Country offices
4.1.4. Number of schools reached with basic WASH services, through UNICEF-supported programmes (*UNHCR, WHO, World Bank*)	0	4 500	12 000	21 000	30 000 (cumulative)	Geography (region, urban/rural), humanitarian contexts, service type (climate-resilient services)	Country offices
4.1.5. Number of health-care facilities reached with basic WASH services, through UNICEF-supported programmes (*UNHCR, WHO, World Bank*)	0	2 250	6 000	10 500	15 000 (cumulative)	Geography (region, urban/rural), humanitarian contexts, service type (climate-resilient services)	Country offices
4.1.6. Number of women and adolescent girls reached whose menstrual health and hygiene needs are addressed through UNICEF-supported programmes (*UNHCR, UNFPA, UN-Women*)	0	6.0 million	16.0 million	28.0 million	40.0 million (cumulative)	Disability, geography (region), humanitarian contexts	Country offices
4.1.7. Number of people in humanitarian contexts reached with appropriate drinking water services, through UNICEF-supported programmes (*IOM, UNHCR*)	33.3 million	35.0 million	35.0 million	35.0 million	35.0 million	Disability, geography (region, urban/rural), sex	Country offices
4.1.8. Number of people in humanitarian contexts reached with appropriate sanitation services, through UNICEF-supported programmes (*IOM, UNHCR*)	8.4 million	10.0 million	12.0 million	15.0 million	15.0 million	Disability, geography (region, urban/rural), sex	Country offices

| Output indicators | Baseline | Milestones | | | Target 2025 | Disaggregation categories | Means of verification |
		2022	2023	2024			
Water, sanitation and hygiene systems and empowerment of communities							
Result area 2: Strengthened and resourced water, sanitation and hygiene systems and empowered communities for gender-equal, inclusive, affordable and sustainable services to meet the rights of all children and adolescents, particularly the most disadvantaged and those living in humanitarian and fragile contexts.							
4.2.1. Number of countries that have prepared and implemented a costed and inclusive national WASH financing strategy, with UNICEF support	8	10	15	20	25	Household water, household sanitation, household hygiene, WASH in schools, WASH in health-care facilities	Country offices
4.2.2. Number of countries with increased annual sector expenditures from different funding and financing sources resulting from UNICEF support	17	25	35	45	60	Source of funding/financing, household water, household sanitation, household hygiene, WASH in schools, WASH in health-care facilities	Country offices
4.2.3. Number of countries with national monitoring systems incorporating sustainability in previous two years, with UNICEF support (*World Bank*)	0	3	8	14	20	Household water, household sanitation, household hygiene, WASH in schools, WASH in health-care facilities	Country offices
4.2.4. Number of countries that have developed a climate rationale for the impact of climate change and water scarcity on WASH services (*UNEP*)	11	16	25	36	50	Geography	Country offices
4.2.5. Number of countries integrating a humanitarian-development-peace nexus approach on WASH programming through the participation of affected populations	13	15	20	25	30	Geography	Country offices
Climate change, disaster risks and environmental degradation							
Result area 3: Increased and enhanced child-sensitive programmes to address climate change, disaster risks and environmental degradation that meet the rights of all children and adolescents, particularly the most disadvantaged and those in humanitarian and fragile contexts.							
4.3.1. Number of countries implementing child-sensitive programmes that enhance the climate and disaster resilience of children, reduce environmental degradation and promote low carbon development and environmental sustainability, with UNICEF support (*UNDP, UNEP*)	37	40	65	80	100	Geography	Country offices

| Output indicators | Baseline | Milestones | | | Target 2025 | Disaggregation categories | Means of verification |
		2022	2023	2024			
4.3.2. Number of countries engaging children, adolescents and young people in action and advocacy to address climate change, unsustainable energy use and/or environmental degradation, with UNICEF support (*UNEP*)	50	60	75	85	100	Age, geography, sex	Country offices
4.3.3. Number of countries in which UNICEF supported the updating of government frameworks for preparedness and/or early/anticipatory action to be child-sensitive at the national and local levels (*FAO, OCHA, UNDP, UNEP, WFP, WHO*)	11	20	32	45	60	Geography, type of hazard	Country offices

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

1.   Goal Area-level (outcome) indicators

Outcome indicator	Baselines[15]	Milestones (2025)	Goals target (2030)	Disaggregation categories	Means of verification
5.1. Number of countries in which measurement, analysis or policy advice has led to policies and programmes to reduce child poverty	32	49	69	Geography	Country offices
5.2. Proportion of total government spending on essential services (education, health and social protection) (SDG 1.a.2) (*ILO*, UNESCO, WHO)	54%[16]	N/A	N/A	Geography	SDG+ Database
5.3. Pro-poor public social spending (SDG 1.b.1)	TBD	N/A	N/A	Geography	SDG+ Database
5.4. Proportion of child population covered by social protection floors/systems (SDG 1.3.1) (*ILO, UNDP, World Bank*)	18.9%	N/A	100%	Geography	SDG+ Database
5.5. Number of countries taking action to support care work, through family-friendly policies (*UNDP*)	13	33	53	Geography	Country offices

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[15] 2021 or most recent data.

[16] Data were only available for 60 countries covering 20 per cent of the world's population, and therefore are not representative of the global situation.

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	*2023*	*2024*			
Reducing child poverty							
Result area 1: Increased commitment to eliminating child poverty as part of national poverty, socioeconomic and sectoral strategies and policies							
5.1.1. Number of countries with nationally owned routine measurement and reporting on child poverty (*UNDP, UN-Women*)	Monetary: 85 Multi-dimensional: 70	Monetary: 91 Multi-dimensional: 77	Monetary: 96 Multi-dimensional: 83	Monetary: 101 Multi-dimensional: 89	Monetary: 106 Multi-dimensional: 95	Geography	Country offices
5.1.2. Number of countries in which UNICEF has helped to strengthen social sector budgets (including social protection) for greater and better investments in children, including in humanitarian and fragile contexts (*UNDP, UN-Women*)	65	66	67	69	72	Geography	Country offices
5.1.3. Number of countries, including in humanitarian and fragile contexts, in which UNICEF has enhanced national and local governance capacities for poverty reduction at the local level (*United Nations Capital Development Fund, UNDP, UN-Habitat*)	46	48	51	52	54	Geography (region, urban/rural), national/local level	Country offices
5.1.4 Number of countries in which UNICEF helped to mobilize international and private sector resources for children	55	57	59	61	65	Geography	Country offices
Access to inclusive social protection							
Result area 2: Expanded coverage and strengthened inclusive, gender-responsive and shock-responsive social-protection systems, including in humanitarian and fragile contexts							
5.2.1. Number of countries with moderately strong or strong social protection systems (*ILO, UNDP, World Bank, WFP*)	56	57	60	65	70	Geography, migration status	Country offices
5.2.2. Number of countries with social protection programmes that are gender-responsive or lead to transformative gender equality results (*ILO, UNDP, World Bank, WFP*)	22	26	30	35	40	Geography	Country offices
5.2.3. Number of countries with disability-inclusive social protection programmes with UNICEF support (*ILO, UNDP, World Bank, WFP*)	55	59	66	71	78	Geography	Country offices
5.2.4. Number of countries with social protection systems, including cash transfer capacities, that are	17	20	23	26	30	Geography	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
able to effectively and rapidly respond to humanitarian crises (*ILO, UNDP, World Bank, WFP*)							
5.2.5. Number of households reached by cash transfers through UNICEF-supported programmes (*ILO, UNDP, World Bank, WFP*)	168.8 million	172.0 million	175.0 million	178.0 million	181.0 million	Age, disability, migration status	Country offices
5.2.6. Number of households reached with UNICEF-supported humanitarian cash transfers (*UNHCR, WFP)*	2.7 million	2.8 million	2.9 million	3.0 million	3.1 million	Geography, type of support, sectors (health, nutrition, education, child protection, WASH), volume of transfer	Country offices

II.   Change strategies

H1.   Advocacy and communications

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
H1.1. Number of countries that took advocacy action that triggered policy change related to the UNICEF global advocacy priorities: (a) Tackle the learning crisis (b) Vaccine affordability, availability and equity (c) Mental health of children and young people, and to bring an end to neglect, abuse and childhood traumas (d) Increase access to clean water, and address environmental degradation and climate change *(UNEP)*	(a) 31 (b) 29 (c) 31 (d) 31	(a) 33 (b) 34 (c) 35 (d) 37	(a) 40 (b) 40 (c) 42 (d) 44	(a) 46 (b) 46 (c) 48 (d) 52	(a) 52 (b) 51 (c) 54 (d) 60	Country offices and National Committees for UNICEF
H1.2. Number of children, adolescents and youth engaged in: (a) Advocacy (campaigns, events, youth advocates, World Children's Day) (b) Communication (content and media features, youth reporters, user-generated content) (c) Platforms (U-Report, networks)	(a) 2.29 million (b) 0.53 million (c) 23.8 million	(a) 2.56 million (b) 0.56 million (c) 31.6 million	(a) 2.81 million (b) 0.61 million (c) 36.5 million	(a) 3.06 million (b) 0.66 million (c) 42.3 million	(a) 3.37 million (b) 0.72 million (c) 50.0 million	Country offices and National Committees
H1.3. Number of UNICEF digital supporters	133.7 million	148.9 million	165.9 million	182.9 million	200.0 million	Headquarters

H2. Community engagement, social and behaviour change

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
H2.1. Percentage of country offices that meet organizational benchmarks related to community engagement, social and behaviour change programming	32%	35%	41%	46%	52%	Country offices
H2.2. Number of country offices that meet organizational benchmarks on institutionalizing participatory planning, monitoring, feedback and social accountability	18	21	29	36	45	Country offices
H2.3. Number of countries supported to strengthen systems for adolescent and young people's participation and civic engagement	22	27	33	39	44	Country offices
H2.4. Percentage of country offices that meet organizational benchmarks for reducing stigmatization and discrimination towards children, families and communities marginalized due to disabilities, socio-cultural background or migration status	16%	20%	25%	30%	35%	Country offices
H2.5. Number of countries with at-scale programmes addressing gender discriminatory roles and practices among children (*UNDP*)	64	70	77	83	90	Country offices
H2.6. Number of countries with at-scale capacity-development programmes for front-line workers that focus on: (a) gender equality (b) disability inclusion	(a) 50 (b) 45	(a) 60 (b) 50	(a) 66 (b) 55	(a) 72 (b) 60	(a) 80 (b) 65	Country offices
H2.7. Percentage of countries with peacebuilding, social cohesion, violence-prevention plans or processes that are child- or youth-sensitive (*UNDP*)	48%	52%	57%	62%	67%	Country offices
H2.8. Percentage of country offices that meet organizational benchmarks for integrated parenting support programmes that promote children's and adolescents' optimal development	22%	25%	33%	38%	45%	Country offices

H3. Data, research, evaluation and knowledge management

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
H3.1. Percentage of 37 child-focused Sustainable Development Goal indicators reported in past three years with at least one disaggregation (where applicable) in alignment with international standards for Sustainable Development Goal reporting (*UNDP*)	59%	65%	70%	75%	80%	Headquarters

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
H3.2. Percentage of country offices implementing action plans to support Governments to improve the availability and quality of child-related Sustainable Development Goal indicators	58%	66%	73%	81%	97%	Country offices
H3.3. Percentage of country offices that meet organizational benchmarks for UNICEF-brokered knowledge and learning initiatives	40%	45%	55%	70%	80%	Country offices
H3.4. Number of countries in which UNICEF-supported policymaking or budgeting is informed by data, research, and evaluation	TBD	TBD	TBD	TBD	TBD	Headquarters
H3.5. Percentage of significant country programme components evaluated by the end of their cycle	84%	85%	87%	89%	90%	Headquarters
H3.6. Number and percentage of (a) joint evaluations; (b) independent system-wide evaluations in which UNICEF engaged (quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR)) (funding compact)	(a) 10 (b) 0	(a) 10 (b) 1	(a) 12 (b) 2	(a) 13 (b) 2	(a) 14 (b) 2	Headquarters
H3.7. Number of UNICEF corporate evaluations available on the United Nations Evaluation Group website (QCPR) (funding compact)	7	13	11	10	6	Headquarters
H3.8. Number of data standards being implemented from the United Nations Financial Data Cube (QCPR)	6	6	6	6	6	Headquarters

H4. Digital transformation

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
H4.1. Percentage of staff who have completed the mandatory learning programme for improving digital skills and safety	0%	19%	38%	56%	75%	Headquarters
H4.2. Number of new individual donors acquired via digital channels	2.4 million	2.0 million	2.2 million	2.3 million	2.4 million	Headquarters
H4.3. Percentage of country offices that meet organizational benchmarks for engagement with Governments on: (a) digital systems strengthening (b) child rights in digital environments	(a) 75% (b) 59%	(a) 76% (b) 60%	(a) 78% (b) 62%	(a) 80% (b) 64%	(a) 82% (b) 66%	Country offices

H5. Gender-equality programming for transformative results

| Indicators | Baseline | Milestones | | | Target 2025 | Means of verification |
		2022	2023	2024		
H5.1. Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women minimum standards met or exceeded (QCPR)	88%	88%	88%	94%	94%	Headquarters
H5.2. Percentage of offices meeting organizational standards for UNICEF Gender Action Plan implementation	3%	13%	23%	33%	43%	Country offices
H5.3. Percentage of country programme documents approved in the reporting year that meet or exceed the standard of excellence on gender equality	79%	80%	81%	82%	83%	Headquarters
H5.4. Percentage of expenditure on programming with a focus on gender equality: (a) total (QCPR) (b) humanitarian	(a) 10% (b) 14%	(a) 13% (b) 17%	(a) 16% (b) 20%	(a) 19% (b) 23%	(a) 22% (b) 26%	Headquarters
H5.5. Percentage of country offices that have implemented a minimum set of gender-based violence risk mitigation actions	6%	10%	20%	30%	35%	Country offices
H5.6. Percentage of country offices reporting gender equality results that are transformative	34%	39%	44%	49%	54%	Headquarters

H6. Innovation

| Indicators | Baseline | Milestones | | | Target 2025 | Means of verification |
		2022	2023	2024		
H6.1. Proportion of UNICEF global innovation portfolios with at least one innovation that has attained multi-country scale and reach of more than 1 million people	0%	67%	89%	89%	100%	Headquarters
H6.2. Proportion of UNICEF global innovation portfolios that have secured the minimum investment threshold to support innovations	0%	25%	50%	75%	100%	Headquarters

H7. Partnerships and engagement: public and private

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
H7.1. Number of children reached through engagement and partnerships with business	108.3 million	115.0 million	124.0 million	131.0 million	140.0 million	Country offices and National Committees
H7.2. Number of countries in which businesses have integrated child rights approaches into their activities where UNICEF interventions contributed	70	75	80	85	90	Country offices and National Committees
H7.3. Number of people who volunteer for the cause of children	12.5 million	13.1 million	13.8 million	14.5 million	15.2 million	Country offices and National Committees
H7.4. Number of countries in which UNICEF contributed to new or revised policies or regulations addressing business practices impacting children's rights	33	36	39	42	45	Country offices and National Committees
H7.5. Number of countries in which UNICEF mobilized non-financial resources from business for children at scale	80	85	95	100	105	Country offices and National Committees
H7.6. Number of countries with business engagement integrated into the programme design of at least one of the thematic programme areas	65	75	82	90	95	Country offices
H7.7. Percentage of country offices engaged in joint programmes that scale up key results for children	85%	≥85%	≥85%	≥85%	≥85%	Country offices
H7.8. Percentage of development-related expenditures on joint activities (QCPR) (funding compact)	TBD	TBD	TBD	TBD	TBD	Headquarters
H7.9. Percentage of country programmes undertaking activities in support of south-south or triangular cooperation (QCPR)	64%	66%	71%	77%	81%	Country offices

H8. Risk-informed humanitarian and development nexus programming

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
H8.1. Percentage of countries in which UNICEF contributed to the Common Country Analysis across the humanitarian-development-peace nexus to inform the United Nations Sustainable Development Cooperation Framework	86%	≥85%	≥85%	≥90%	≥90%	Country offices

Indicators	Baseline	Milestones 2022	2023	2024	Target 2025	Means of verification
H8.2. Percentage of country offices that meet organizational benchmarks on: (a) Updated preparedness plan (b) Risk-informed programming (c) Conflict-sensitive programming (d) Contributions to social cohesion and peace (e) Accountability to affected populations	(a) 85% (b) 51% (c) 27% (d) 29% (e) 23%	(a) 86% (b) 55% (c) 31% (d) 33% (e) 35%	(a) 87% (b) 60% (c) 35% (d) 36% (e) 45%	(a) 88% (b) 65% (c) 40% (d) 40% (e) 55%	(a) 90% (b) 70% (c) 44% (d) 44% (e) 65%	Country offices
H8.3. Percentage of humanitarian funding provided to local and national actors	30%	33%	35%	37%	40%	Headquarters
H8.4. Percentage of countries in which UNICEF-led cluster/sector coordination mechanisms meet satisfactory performance for established functions: (a) Nutrition (b) Education (c) WASH (d) Child protection (area of responsibility)	(a) 90% (b) 100% (c) 86% (d) 87%	(a) ≥85% (b) ≥85% (c) ≥85% (d) ≥85%	(a) ≥90% (b) ≥90% (c) ≥90% (d) ≥90%	(a) ≥95% (b) ≥95% (c) ≥95% (d) ≥95%	(a) ≥95% (b) ≥95% (c) ≥95% (d) ≥95%	Country offices
H8.5. Percentage of countries providing disability-inclusive humanitarian programmes and services	55%	60%	65%	70%	75%	Country offices

H9. Systems strengthening to leave no one behind

Indicators	Baseline	Milestones 2022	2023	2024	Target 2025	Means of verification
H9.1. Percentage of country offices that support national human rights institutions	45%	50%	55%	60%	65%	Country offices
H9.2. Percentage of country offices that support the implementation of recommendations issued by the Committee on the Rights of the Child	84%	88%	92%	95%	98%	Country offices
H9.3. Number of countries with a national supply-chain strategy that addresses barriers to access to essential health, nutrition and WASH commodities	21	21	25	30	40	Country offices
H9.4. Number of country offices investing significantly in systems strengthening	70	75	77	79	80	Headquarters
H9.5. Number of countries supported on epidemic preparedness (National Health Security) (UNDP)	10	10	11	13	16	Country offices
H9.6. Number of countries with child-responsive urban policies, spatial-planning standards and programmes that address the unique structural	11	13	15	17	20	Country offices

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
barriers to child well-being in urban settings, with a special focus on those living in slums and informal settlements						
H9.7. Number of countries supported by UNICEF with improved systems for the provision of assistive technology for children with disabilities	19	20	23	26	30	Country offices
H9.8. Number of countries supported by UNICEF that have identified and financed transformative child rights policies and programmes that promote gender equality	66%	69%	72%	75%	78%	Country offices
H9.9. UNICEF meets the green rating for Youth2030 performance on meaningful youth engagement, in the past year, as set out in the Youth2030 Scorecard: (a) Policies and processes for meaningful youth engagement (b) Diversity of youth (groups) engaged (c) Meaningful youth engagement in Strategic Plan processes (d) Meaningful youth engagement in support to Governments/intergovernmental processes (e) Meaningful youth engagement in United Nations-led programmes, projects and campaigns (QCPR)	(a) 30 (b) 35 (c) 73 (d) 46 (e) 50	(a) 35 (b) 40 (c) 75 (d) 48 (e) 52	(a) 40 (b) 40 (c) 80 (d) 50 (e) 54	(a) 45 (b) 45 (c) 85 (d) 52 (e) 58	(a) 50 (b) 45 (c) 90 (d) 55 (e) 60	Country offices
H9.10. Percentage of the relevant indicators from the United Nations Disability Inclusion Strategy accountability framework where UNICEF has met or exceeded the standard (QCPR)	75%	81%	88%	94%	100%	Headquarters

III. Enablers

E1. Accelerated resource mobilization

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
E1.1. Total income (regular resources (RR), other resources-regular (ORR), other resources-emergency (ORE)) from: (a) public sector (b) private sector (QCPR)	(a) $5 924 million (b) $2 078 million	(a) $4 498 million (b) $1 649 million	(a) $4 586 million (b) $1 741 million	(a) $4 664 million (b) $1 838 million	(a) $4 737 million (b) $1 942 million	Headquarters
E1.2. Thematic income as a percentage of total OR from (funding compact): (a) all partners (public and private sector) (b) public sector (c) private sector	(a) 8% (b) 5% (c) 20.9%	(a) 9% (b) 6% (c) 20.9%	(a) 10% (b) 8% (c) 20.9%	(a) 10% (b) 9% (c) 20.9%	(a) 11% (b) 10% (c) 20.9%	Headquarters

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
E1.3. Percentage of total income from: (a) Organisation for Economic Co-operation and Development Development Assistance Committee (OECD-DAC) Governments (b) non-OECD-DAC governments (c) international financial institutions (d) United Nations partnerships and joint programmes (funding compact) (e) public-private arrangements (including innovative financing)	(a) 54% (b) 0% (c) 7% (d) 4% (e) 7%	(a) 54% (b) 1% (c) 6% (d) 7% (e) 5%	(a) 55% (b) 1% (c) 5% (d) 7% (e) 4%	(a) 54% (b) 1% (c) 5% (d) 7% (e) 4%	(a) 54% (b) 1% (c) 5% (d) 6% (e) 4%	Headquarters
E1.4. Percentage of UNICEF non-core resources received from inter-agency pooled funds (funding compact) (QCPR)	6%	6%	6%	6%	6%	Headquarters
E1.5. Core (RR) contributions from Member States as a percentage of the total from the public sector (funding compact)	9%	N/A	N/A	N/A	N/A	Headquarters
E1.6. Funding gaps in the UNICEF Strategic Plan financing framework (funding compact)	–	75% of IRRF	50% of IRRF	25% of IRRF	0% of IRRF	Headquarters

E2. Agile and responsive business model

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
E2.1. Number divisions performing operational functions that incorporate the principle of mutual recognition in their policy frameworks	1	1	3	4	4	Headquarters
E2.2. Reduction of workload at the country-office level through the implementation of automation and/or business process simplifications	0 hours (hrs)	954 994 hrs	275 550 hrs	56 403 hrs	60 338 hrs	Headquarters
E2.3. Number of staff trained on agile programme delivery and management	N/A	50	300	500	1 000	Headquarters
E2.4. Percentage of UNICEF offices in United Nations common premises (QCPR) (funding compact)	53%	55%	57%	59%	61%	Headquarters
E2.5. Percentage of offices that are disability inclusive and accessible	50%	63%	75%	88%	100%	Headquarters

E3. Decentralized and empowered internal governance and oversight

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
E3.1. Percentage of offices performing fraud risk assessment	75%	85%	90%	90%	90%	Headquarters

Indicators	Baseline	Milestones 2022	Milestones 2023	Milestones 2024	Target 2025	Means of verification
E3.2. Number of internal audit recommendations outstanding for more than 18 months	9	4	2	2	1	Headquarters
E3.3. Number of external audit recommendations outstanding for more than 18 months	22	18	15	10	5	Headquarters
E.3.4. Percentage of offices that meet organizational benchmarks for addressing safeguarding risks	37%	49%	61%	73%	85%	Headquarters
E3.5. Percentage of country offices that have a system in place to prevent and respond to sexual exploitation and abuse	41%	54%	65%	77%	≥90%	Country offices
E3.6. Percentage of country offices applying: (a) disability inclusive (b) environmental and social standards in UNICEF programmes in line with UNICEF/United Nations standards (QCPR)	(a) 48% (b) 26%	(a) 50% (b) 30%	(a) 55% (b) 42%	(a) 60% (b) 54%	(a) 65% (b) 65%	Country offices
E3.7. Percentage reduction in carbon footprint	0%	27%	29%	32%	34%	Headquarters
E3.8. Percentage of countries meeting the requirements of risk-responsive programme monitoring and assurance	80%	95%	95%	95%	95%	Headquarters
E3.9. International Aid Transparency Initiative publishing statistics score (QCPR) (funding compact)	97%	100%	100%	100%	100%	Headquarters

E4. Dynamic and inclusive people and culture

Indicators	Baseline	Milestones 2022	Milestones 2023	Milestones 2024	Target 2025	Means of verification
E4.1. Percentage of female staff by level (General Service (GS)/National Officer (NO)/International Professional (IP)) All IP staff: (a) P-1 (b) P-2 (c) P-3 (d) P-4 (e) P-5 (f) D1 and above	All IP staff: (a) 73.3% (b) 64.0% (c) 49.0% (d) 50.0% (e) 48.0% (f) 49.0%	All IP staff: (a) 77.1% (b) 63.7% (c) 49.3% (d) 49.9% (e) 48.6% (f) 48.8%	All IP staff: (a) 74.3% (b) 63.5% (c) 49.4% (d) 50.0% (e) 49.2% (f) 49.0%	All IP staff: (a) 73.0% (b) 63.3% (c) 49.5% (d) 50.0% (e) 49.6% (f) 49.2%	All IP staff: (a) 73.0% (b) 63.2% (c) 50.0% (d) 50.0% (e) 50.0% (f) 50.0%	Headquarters
All NO staff: (g) NO-A (h) NO-B (i) NO-C (j) NO-D	All NO staff: (g) 55.0% (h) 46.0% (i) 48.0% (j) 53.0% (k) 0%	All NO staff: (g) 55.3% (h) 46.1% (i) 48.2% (j) 53.0% (k) N/A	All NO staff: (g) 55.6% (h) 47.5% (i) 49.0% (j) 53.0% (k) N/A	All NO staff: (g) 55.8% (h) 48.5% (i) 49.5% (j) 53.1% (k) N/A	All NO staff: (g) 56.0% (h) 50.0% (i) 50.0% (j) 53.7% (k) N/A	

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		

(k) NO-E
 	
All GS staff:
  (l) G-2
  (m) G-3
  (n) G-4
  (o) G-5
  (p) G-6
  (q) G-7
 	
(QCPR)
	All GS staff:
	(l) 5.0%
	(m) 7.0%
	(n) 46.0%
	(o) 67.0%
	(p) 64.0%
	(q) 49.0%
		All GS staff:
		(l) 4.6%
		(m) 7.0%
		(n) 46.0%
		(o) 67.0%
		(p) 64.0%
		(q) 49.0%
			All GS staff:
			(l) 5.0%
			(m) 7.0%
			(n) 46.5%
			(o) 67.0%
			(p) 64.0%
			(q) 49.0%
				All GS staff:
				(l) 5.0%
				(m) 7.5%
				(n) 47.5%
				(o) 67.0%
				(p) 64.0%
				(q) 49.5%
					All GS staff:
					(l) 6.0%
					(m) 8.0%
					(n) 49.0%
					(o) 67.0%
					(p) 64.0%
					(q) 50.0%	

E4.2. Percentage of IP staff from programme countries	56%	56%	56%	56%	56%	Headquarters

E4.3. Employee Engagement Index
  (a) female
  (b) male
	(a) 74%
	(b) 80%
		(a) 75%
		(b) 75%
			(a) N/A
			(b) N/A
				(a) 80%
				(b) 80%
					(a) 80%
					(b) 80%
						Headquarters

E4.4. Percentage of offices that meet organizational benchmarks related to psychological safety and trust	28%	43%	50%	57%	65%	Headquarters
E4.5. Leadership training: percentage of Global Management Team, representatives and deputy representatives (programme and operations) trained on gender equality, anti-racism and disability inclusion as well as on forms of discrimination, including biases and microaggressions	14%	40%	60%	75%	95%	Headquarters
E4.6. Percentage of staff who agree with the statement "I believe women and men are given the same opportunities for career advancement in this organization"	69%	70%	N/A	75%	75%	Headquarters

E5.   Strategic internal communication and staff engagement

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
E5.1. Percentage of staff who report that they can engage in conversations and contribute to decisions that affect their work	72%	74%	76%	78%	80%	Headquarters
E5.2. Percentage of offices that roll out initiatives and campaigns to further align staff behaviours with UNICEF core values	31%	41%	50%	57%	57%	Country offices
E5.3. Percentage of staff who report an improved user experience with UNICEF internal digital communications systems and tools	N/A	45%	46%	47%	50%	Headquarters