



UNICEF Strategic Plan, 2022–2025

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Orientation for the Executive Board

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UNICEF Strategic Plan, 2022–2025



Endorsed by the Executive Board at its second regular session of 2021



Developed when **child-related Sustainable Development Goals were already off-track** even before COVID-19 pandemic



Outcome-oriented to live up to the ambition of the 2030 Agenda, in line with the expectation of Member States and children and young people



Heavily informed by the **lessons learned** during the mid-term review, as well as evaluation of the previous Strategic Plan, 2018–2021



Driven by the **Convention of the Rights of the Child** and other United Nations **human rights** instruments



Integrate the criticality of **humanitarian action**

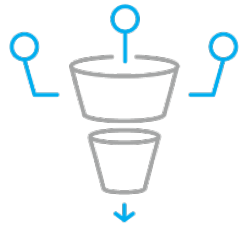


Actively seeking **gender equality** and **leaving no one behind** and understand the root causes and intersections of child rights violations



What is the Strategic Plan?

A tool for enhancing the impact of UNICEF's work for children by:



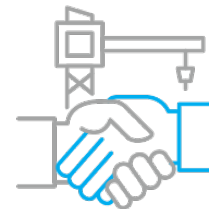
Aligning the resources of the organization around common goals and strategies



Assisting the organization to make strategic choices



Creating a communication vehicle on what UNICEF aims to achieve for children, and its support for the Sustainable Development Goals



Strengthening the organization's accountability framework

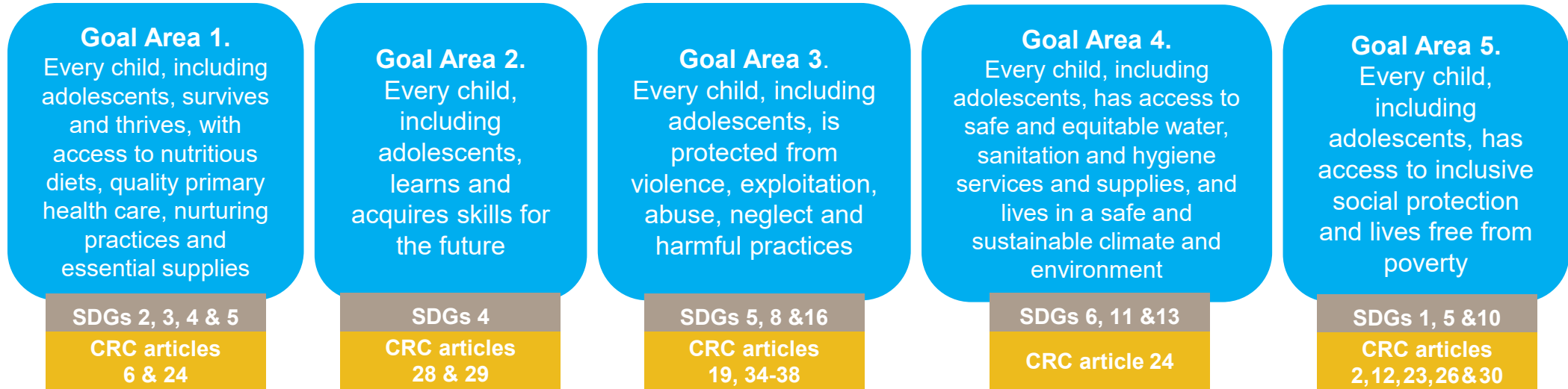
Framework of the Strategic Plan, 2022–2025

IMPACT



Realizing the rights of every child, including adolescents, especially the most excluded

OUTCOMES



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

OUTPUTS



18 RESULT AREAS (WHAT)



9 CHANGE STRATEGIES (HOW)



5 ORGANIZATIONAL PERFORMANCE ENABLERS

18 Results Areas in the Strategic Plan, 2022–2025

GOAL AREA 1

1. Strengthening primary health care and high-impact health interventions
2. Immunization services as part of primary health care
3. Fast-track the end of HIV/AIDS
4. Health in early childhood and adolescence
5. Mental health and psychosocial well-being
6. Nutrition in early childhood
7. Nutrition of adolescents and women
8. Early detection and treatment of malnutrition

GOAL AREA 2

1. Access to quality learning opportunities
2. Learning, skills, participation and engagement

GOAL AREA 3

1. Protection from violence, exploitation, abuse and neglect
2. Promotion of care, mental health and psychosocial well-being and justice
3. Prevention of harmful practices

GOAL AREA 4

1. Safe and equitable water, sanitation and hygiene services and practices
2. Water, sanitation and hygiene systems and empowerment of communities
3. Climate change, disaster risks and environmental degradation

GOAL AREA 5

1. Reducing child poverty
2. Access to inclusive social protection



Change Strategies

-  1. Advocacy and communications
-  2. Community engagement, social and behaviour change
-  3. Data, research, evaluation and knowledge management
-  4. Digital transformation
-  5. Gender-equality programming for transformative results
-  6. Innovation
-  7. Partnerships and engagement: public and private
-  8. Risk-informed humanitarian and development nexus programming
-  9. Systems strengthening to leave no one behind



Enablers

-  1. Accelerated resource mobilization
-  2. Agile and responsive business model
-  3. Decentralized and empowered internal governance and oversight
-  4. Dynamic and inclusive people and culture
-  5. Strategic internal communication and staff engagement

Thank you.

A Strategic Plan

United to promote
a society where every
child is included and
has agency,
opportunity and their
rights fulfilled