

UNICEF Strategic Plan 2022–2025

Renewed ambition towards 2030



unicef 
for every child

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Renewed ambition towards 2030

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Introduction

UNICEF's Strategic Plan, 2022–2025, reflects UNICEF's unreserved commitment to promoting the rights of all children, everywhere, as stated in the Convention on the Rights of the Child. It charts a course towards an inclusive recovery from COVID-19, the attainment of the Sustainable Development Goals (SDGs) and the realization of societies in which every child is included, without discrimination, and has agency, opportunity and their rights fulfilled.

It is the first of two sequential plans towards 2030 and represents UNICEF's contribution to [child-related SDGs](#) in all settings. As such, it provides a global framework for all UNICEF offices, country programmes and National Committees, and is guided by the [Core Commitments for Children in Humanitarian Action](#).

The COVID-19 pandemic struck as progress towards most of the SDGs was already off-track, fueling a global crisis that threatens progress for children, aggravating deep-rooted poverty, and increasing inequality and discrimination.

After a quarter century of steady decline, the percentage of the population struggling to survive on less than PPPUS\$ 1.90 per day is on the rise globally. Fragile systems, conflict and protracted displacement, and the worsening climate crisis are taking a harsh toll on children and adolescents, turning their lives upside down.

To meet these challenges, nothing less than a transformational and systemic change is required. Across its work in the five interconnected Goal Areas, UNICEF will focus on systemic changes that are critical to addressing the underlying causes of children's mortality, poverty, vulnerability, gender inequality and exclusion in all settings, including

humanitarian crises and fragile settings: leveraging financing for children; supporting rights-based policies and legislation; market shaping and equitable access to essential supplies and services; brokering global partnerships for children; transforming the landscape of data on children; supporting families and parenting; and influencing social behaviours and norms.

Through achieving these systemic changes, transformative progress can be achieved on vaccine equity, education, mental health, and addressing the climate crisis, reaching those who have been left behind.

Children and young people have been at the forefront of the call for peace, social change, justice and equity. Their voices are loud and clear in urging the international community to respond. How the world reimagines our economies and societies as a global community in the wake of the COVID-19 pandemic will have intergenerational significance.

To meet the ambitious goals of the Strategic Plan, UNICEF will draw on its strengths: a vast, broad network of partners across sectors that can play a catalytic role to drive change at scale; local presence in over 190 countries and territories; and deep expertise and thought leadership based on field evidence, research and data.

UNICEF cannot do it alone. UNICEF will mobilize other stakeholders to catalyze sustainable change at scale. Partnerships and engagement – with the public and private sectors, within the United Nations development and humanitarian systems, civil society and community organizations, and children and youth – are essential to have the impact we are striving for.

“

The Strategic Plan reflects UNICEF’s universal mandate to reach all children. It is informed by all we’ve learned over the last four years – including the lessons of the COVID-19 pandemic – as we strive, in line with our commitment to the Sustainable Development Goals and the pledge to leave no one behind, to help countries and communities rebuild, recover and strengthen the systems that support human development.

Omar Abdi, UNICEF Deputy Executive Director Programmes



UNICEF Strategic Plan 2022–2025

The world has made tremendous progress for children ...

- The global **under-five mortality rate** declined by 59 per cent between 1990 and 2019.
- **Child marriage** has declined over the past decade, with 1 in 5 young women married in childhood today, compared to 1 in 4 a decade ago.
- In 2020, 61 countries had strong or moderately strong **social protection systems**, almost double the number in 2017.
- Since 2000, the proportion of children **under age 5 suffering from stunting** worldwide fell by one third, and the number of children who are stunted, by 55 million.
- Between 2016 and 2020, nearly 95 million girls and boys were provided with individual **education/early learning** materials through UNICEF-supported programmes.

... But we need to do more

- Current trends predict that close to 48 million children under age 5 will die of preventable causes between 2020 and 2030.
- Malnutrition leaves one in three children under 5, or 200 million children, not growing well, while at least two in three children aged 6 to 23 months are not fed the minimum diet they need to grow, develop and learn to their full potential.
- 214 million schoolchildren missed more than three-quarters of their in-person classroom instruction due to school closures in the one-year period between March 2020 and March 2021.
- Worldwide, 10–20 per cent of children and adolescents experience mental disorders. Half of all mental disorders begin by the age of 14, and three-quarters by the mid-20s.
- Nearly 1.2 billion children – almost double the number in 2019 – now live in countries with complex emergencies driven by inequality and fragility.
- Around 500 million children currently live in areas with high or very high risk of flooding, nearly 160 million live in areas of extreme or high risk of drought, and by 2040, one in four children will live amid extreme water stress.
- The number of children in child labour has risen to 160 million worldwide – an increase of 8.4 million children over four years.
- More than three in four of the world’s children aged 1–14 years are regularly subjected to corporal punishment or psychological aggression by their caregivers, typically starting before age 5.
- Almost half of all children in developing countries suffer at least one severe material deprivation, and only 35 per cent of children globally receive social protection.

What's new in the Strategic Plan?

UNICEF's Strategic Plan 2022–2025 reflects multiple shifts UNICEF is undertaking in its programming and operations to achieve sustainable, outcome-level change for children:

Focus on transformational systemic changes that are critical to addressing the underlying causes of children's mortality, poverty, vulnerability, gender inequality and exclusion in all settings, including humanitarian crises and fragile settings: leveraging financing for children; supporting rights-based policies and legislation; market shaping and equitable access to essential supplies and services; brokering global partnerships for children; transforming the landscape of data on children; supporting families and parenting; and influencing social behaviours and norms.

Reinvigorate partnerships and amplify resource mobilization with UNICEF fulfilling a catalytic global role coupled with a renewed focus on local actors: from global solidarity and a well-functioning, joined-up United Nations system, to leveraging the private sector and working with local actors.

Engage and partner with children and young people like never before, considering them as key resources with unique knowledge of their own and their communities' circumstances, needs and concerns, and as problem-solvers and agents of change with good ideas who can contribute to innovative solutions and sustainable results for children.

Integrate bold actions on climate action and mental health across all five Goal Areas, as well as UNICEF's internal operations.

Be bold about recovery from the impact of COVID-19 pandemic, ensuring that the recovery is inclusive, equitable, sustainable and targeted towards solutions that build resilience, drive economic recovery, help guard against future pandemics and other disasters, and address the grave long-term threat that children face from climate change.

Focus on risk-informed humanitarian and development nexus programming across all contexts, contributing to crisis prevention and preparedness, building strong, resilient systems and strengthening social cohesion and accountability to affected population.

Harness digital technologies to improve UNICEF programme implementation, streamline operations and processes and enhance outreach in all contexts including remote and digital service delivery and flexible, community-based approaches.

Lead the momentum for achieving progress on the United Nations reform agenda and towards a cohesive United Nations system while leveraging the private sector and working with civil society and local actors.

Focus on intersectional approach to inequality and discrimination, to address underlying drivers of discrimination and transform structures and norms, to tackle racism, and to reaffirm our explicit focus on leaving no one behind.



Gender equality is at the heart of everything UNICEF does.

Developed alongside the new UNICEF gender policy and [Gender Action Plan, 2022–2025](#), the Strategic Plan emphasizes structural and norms change to transform the underlying drivers of gender inequality, with a greater focus on tackling gender inequities across the humanitarian-development nexus. With this new, transformative approach, UNICEF will integrate gender equality commitments throughout its programming and systems, while increasing investments in sex-disaggregated data and analysis as well as targeted, differentiated programming in such areas as the empowerment of adolescent girls as a means of ensuring that no child is left behind.

UNICEF is elevating programming on **disability rights** within this Strategic Plan, to promote and protect the rights of children with disabilities – guided by the Convention on the Rights of Persons with Disabilities – across all Goal Areas and in support of the Leave No One Behind agenda and national priorities.

UNICEF programmes, including in humanitarian crises and fragile settings, are adopting a twin-track approach to ensure that children and caregivers with disabilities can access inclusive and barrier-free services and support – including primary health care, early childhood development (ECD), education and child protection services, and accessible WASH facilities – alongside targeted measures, including provision of assistive devices and promotion of accessibility, to facilitate their ability to access services and opportunities and participate in their societies on a full and equal basis with others. UNICEF will also continue to enhance the availability and quality of disaggregated data on children with disabilities and track progress on outcomes for children with disabilities.



Young people as advisors and partners

UNICEF is dedicated to being a child- and youth-powered organization, and in the spirit of Article 12 of the Convention on the Rights of the Child, which lays out children's right to be heard on matters that affect them, committed to listening to them and working in partnership with them to ensure their needs are met.

To ensure that its Strategic Plan is informed by the voices of children, UNICEF undertook an unprecedented process of consultation with children and young people throughout the world during its development. More than 214,000 children and young people were engaged through the online U-Report platform and online surveys. Virtual or in-person workshops were conducted in 30 countries.

Children and young people voiced great concern and interest around three areas – climate change, mental health, and inequality and discrimination – which have been reflected in the Strategic Plan.

INEQUALITY AND DISCRIMINATION

UNICEF is taking a transformational, intersectional approach to inequality and discrimination. Disability rights is now a cross-cutting priority along with gender equality. Anti-racism is now a guiding principle underlying all UNICEF's work, and the organization will tackle racism and other forms of discrimination in its programming as well as internally to create an organization that contributes to global movements for social justice.

CLIMATE CHANGE

UNICEF is taking a whole-organization approach to address climate change by protecting children and their communities from the impacts of climate change, building resilience and providing climate-smart services.

MENTAL HEALTH

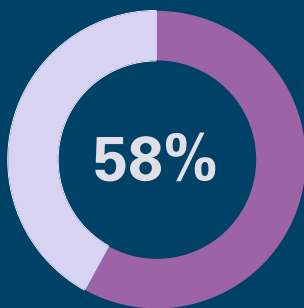
UNICEF is taking an integrated approach to support children and young people's mental health. As a global advocacy priority for UNICEF, it is now integrated within each of UNICEF's Goal Areas. Building on decades of experience of integrating mental health in child protection and the dramatic expansion of this work during COVID-19, mental health is a key part of UNICEF's work on primary health care and supportive school environments.

Young people not only provide key input into UNICEF's priorities, they are also UNICEF's most crucial partners in achieving results and driving sustainable change.

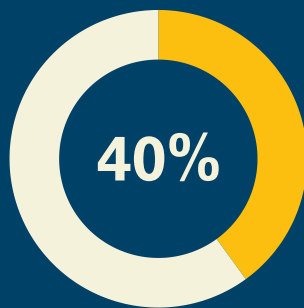
UNICEF is enhancing the capacities of governments, service providers and the organization itself to engage with children and young people, and to create opportunities and platforms to ensure their meaningful participation in the decisions that affect their lives and their communities.

“CHILDREN HAVE THE RIGHT TO BE HEARD ON MATTERS THAT AFFECT THEM.”

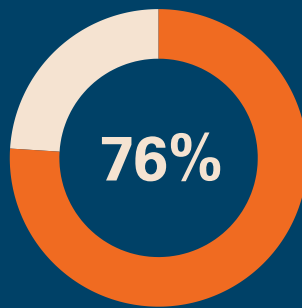
58 per cent of respondents said they would like to learn about mental health from professionals, non-governmental or other organizations, more than parents, teachers or friends.



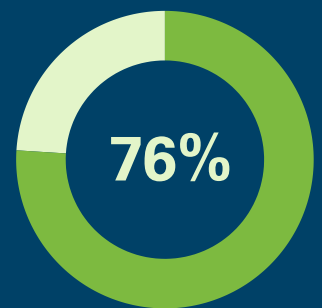
Over 40 per cent of respondents believe children and young people need the support of adults like parents and teachers to fight discrimination.



76 per cent of respondents said COVID-19 impacted their education negatively.



76 per cent of respondents feel they have a responsibility to tackle climate change.



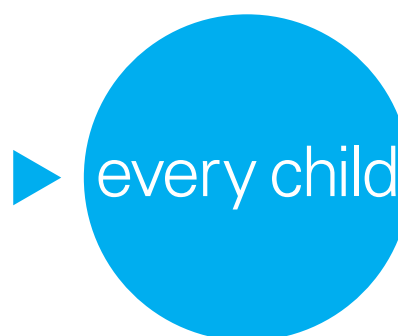
What are the results UNICEF set in the Strategic Plan?

UNICEF aims to achieve long-term results in **five interconnected Goal Areas** linked to children’s rights under the Convention on the Rights of the Child. The Strategic Plan envisions a world where, in all contexts, including humanitarian crisis and fragile settings, every child, including adolescents: **(1)** survives and thrives with access to nutritious diets, quality primary health care, nurturing practices and essential supplies; **(2)** learns and acquires skills for the future; **(3)** is protected from violence, exploitation, abuse, neglect and harmful practices; **(4)** has access to safe and equitable WASH services and supplies, and lives in a safe and sustainable climate and environment; and **(5)** has access to inclusive social protection and lives free from poverty.

Every child, including adolescents:



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



In striving to promote child rights and well-being, the Strategic Plan is driven by the Convention on the Rights of the Child, which anchors all of the work of UNICEF, as well as the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities, the International Convention on the Elimination of All Forms of Racial Discrimination and other United Nations human rights instruments.


Goal Area 1


Every child, including adolescents, survives and thrives, with access to nutritious diets, quality primary health care, nurturing practices and essential supplies





Every child has the right to grow up healthy and strong. And yet, poverty, conflict, environmental degradation, malnutrition and inaccessible or inadequate health care prevent millions of children from surviving and thriving.


To ensure **every child survives and thrives**, UNICEF works in these result areas:


- 


Strengthening primary health care and high-impact health interventions. UNICEF is improving access to primary health care to end preventable maternal, neonatal and child deaths and stillbirths. We are also strengthening health systems to prepare for future pandemics.
- 


Immunization services as part of primary health care With partners, UNICEF supplies vaccines to 45 per cent of the world’s children under 5. We work to eradicate polio and eliminate maternal and newborn tetanus. And we play a lead role in COVID-19 vaccine distribution.
- 

Fast-track the end of HIV/AIDS. Children and adolescents continue to fall behind in the effort to end HIV and AIDS. UNICEF responds by preventing new HIV infections, and improving access to testing, treatment and care for women, children and adolescents.
- 

Health in early childhood and adolescence. UNICEF supports governments to ensure the health and well-being of children and adolescents. This includes services for early childhood, disability, non-communicable diseases, environmental health and injuries.
- 

Mental health and psychosocial well-being. Mental health is an issue of our time. But it is neglected and underappreciated. UNICEF works with governments to increase investments and access to mental health services, as well as prevention, resilience and well-being.
- 

Nutrition in early childhood. The most critical time for good nutrition is from pregnancy to a child’s second birthday. UNICEF works with caregivers and health workers to promote breastfeeding and optimal diets in early childhood.
- 

Nutrition of adolescents and women. During adolescence, the risk of micronutrient deficiency increases. The same is true during pregnancy. UNICEF provides supplements, such as iron and folic acid, to prevent deficiencies.
- 

Early detection and treatment of malnutrition. When children are malnourished, their development and lives are at risk. UNICEF identifies children who are suffering from malnutrition and provides them with life-saving food and supplements.

UNICEF’s work in 2022–2025 will help to achieve these high-level results, among others:

- 

Decrease global neonatal, child and adolescent mortality rates.
- 

Improve health, development and well-being for children and adolescents globally.
- 

Decrease the percentage of children under 5 who are stunted or wasted due to malnutrition.



SDG 3: Good health and well-being

Ensure **healthy lives** and promote **well-being** for all at all ages.



SDG 2: End hunger

End all forms of malnutrition in children (*Target 2.2*).

Goal Area 2




Every child, including adolescents, learns and acquires skills for the future



Every child has the right to an education. But a range of factors – from economic circumstances to low-quality teaching and schools – prevent millions of children from accessing quality learning opportunities from early childhood to adolescence.



UNICEF’s work in 2022–2025 will help to achieve these high-level results, among others:

-  **Increase** primary and lower and upper secondary school completion rates.
-  **Improve** equity of learning outcomes, as measured by the equity index.
-  **Decrease** the global learning poverty rate.

To ensure **every child learns**, UNICEF works in these result areas:



Access to quality learning opportunities

Despite recent progress, there are still too many children who aren’t attending school. And, for those who do attend, too many are not getting a good quality education. UNICEF’s work addresses both challenges – increasing access to education and improving the quality of education.



Learning, skills, participation and engagement

Children and adolescents are growing up in a transforming world. UNICEF’s work helps to prepare them for the future by providing opportunities for them to develop life skills, digital skills, transferrable skills and vocational skills for specific jobs.



SDG 4: Quality education

Ensure that all girls and boys complete **free, equitable and quality primary and secondary education** (Target 4.1)

Substantially increase the number of youth and adults who have **relevant skills for employment, decent jobs and entrepreneurship** (Target 4.4)

Ensure that all youth achieve **literacy and numeracy** (Target 4.6)

Goal Area 3

Every child, including adolescents, is protected from violence, exploitation, abuse, neglect and harmful practices

Every child has the right to be protected. And yet, social norms, cultural practices, humanitarian crises and other harmful actions undermine children’s safety and well-being in every country.



To ensure **every child is protected**, UNICEF works in these result areas:



Protection from violence, exploitation, abuse and neglect

UNICEF builds a protective environment in all settings where childhood evolves – at home, in school, online, in the community, and in humanitarian contexts. We build capacity to respond and support children and women who endure any form of violence, exploitation, abuse and neglect. We have a specific focus on protecting children in high risk situations, such as armed conflict, and also address the worst forms of child labour.



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

Severe distress and exposure to traumatic events can have a lifelong impact. UNICEF supports children to recover from the psychological impacts of these experiences. We protect children without parental care. And we ensure their rights are respected within legal and justice systems.



Prevention of harmful practices

Child marriage and female genital mutilation are human rights violations. But they are also strongly embedded in some communities. UNICEF works to increase knowledge and change attitudes so that these harmful practices can be eliminated for good.



Children on the move

In addition to the result areas above, UNICEF’s Child Protection team also leads on our work for children on the move across all five Goal Areas. These are children who may be driven from their homes by conflict or climate change. Or they may be in search of a better life. These children are vulnerable to danger, detention, deprivation and discrimination. UNICEF works to ensure they are included in national systems, such as health and education. We also protect them from exploitation and abuse, amplify their voices, and help them develop skills for the future.

UNICEF’s work in 2022–2025 will help to achieve these high-level results, among others:

- +** **Increase** the percentage of children under 5 who have their births registered.
- **Decrease** the proportion of children who experience physical violence or psychological aggression from caregivers.
- **Lower** the rate of children in detention.



SDG 5: Gender equality

Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation (*Target 5.3*)



SDG 16: Peace, justice and strong institutions

End **abuse, exploitation, trafficking and all forms of violence** against and torture of children (*Target 16.2*)

Provide **legal identity** for all, including birth registration (*Target 16.9*)

Goal Area 4

Every child, including adolescents, has access to safe and equitable water, sanitation and hygiene services, and lives in a safe and sustainable climate and environment



Every child has the right to live in a safe and sustainable climate and environment.

And yet, climate change, weak local and national governance, unplanned urbanization and insufficient awareness of the dangers posed by environmental risks – including inadequate water and sanitation systems – expose millions of children to potential harm.



UNICEF's work in 2022–2025 will help to achieve these high-level results, among others:

- +** **Increase** the proportion of the global population using safely managed drinking water services.
- +** **Increase** the proportion of the global population using safely managed sanitation services.
- **Decrease** the under-5 mortality rate attributed to unsafe water, sanitation and hygiene.

To ensure **every child lives in a safe and sustainable climate and environment**, UNICEF works in these result areas:



Safe and equitable water, sanitation and hygiene services and practices

Safe water, clean toilets and soap can prevent disease and save children's lives. But for millions, these necessities are out of reach. UNICEF establishes sustainable water and sanitation services for the long-term. And we provide vital hygiene supplies, such as soap and menstrual hygiene products.



Water, sanitation and hygiene systems and empowerment of communities

UNICEF strengthens water, sanitation and hygiene systems, such as handwashing facilities and toilets, in schools, communities and health centres. But our work also focuses on community empowerment to ensure everyone practices good hygiene and understands the dangers of unclean water and poor sanitation.



Climate change, disaster risks and environmental degradation

Climate change and environmental degradation undermine the rights of every child. UNICEF works to mitigate the biggest risks children face due to climate change. We tackle environmental hazards that can harm children's health, such as air pollution and lead pollution. And we work to equip communities with the knowledge, skills and supplies they need to protect themselves before a disaster strikes.

SUSTAINABLE DEVELOPMENT GOALS



SDG 6: Clean water and sanitation

Achieve universal and equitable access to **safe and affordable drinking water** for all (*Target 6.1*)

Achieve access to adequate and equitable **sanitation and hygiene** for all and end open defecation (*Target 6.2*)



SDG 13: Climate action

Strengthen **resilience and adaptive capacity** to climate-related hazards and natural disasters in all countries. (*Target 13.1*)


Goal Area 5

Every child, including adolescents, has access to inclusive social protection and lives free of poverty

Every child has the right to fulfil their potential. And yet, extreme poverty, geography, conflict, discrimination, exclusion and other barriers hold back millions of children around the world with lifelong consequences for themselves and their societies as inequity and deprivation perpetuate poverty across generations.



UNICEF’s work in 2022–2025 will help to achieve these high-level results, among others:

-  **Increase** the proportion of the global child population covered by social protection systems.
-  **Decrease** the percentage of children living in monetary poverty, extreme poverty and multidimensional poverty.

To ensure **every child has access to inclusive social protection and lives free of poverty**, UNICEF works in these result areas:



Reducing child poverty

Children are more than twice as likely as adults to live in extreme poverty. And in 2020, 150 million more children fell into multidimensional poverty due to COVID-19. UNICEF’s work helps to make children living in poverty visible. That means working with governments to effectively implement poverty reduction policies, including financing and investments for children at national and local levels.



Access to inclusive social protection

Social protection covers the range of policies and programmes needed to reduce poverty, ensure access to social services and care, and enhance household resilience. For instance, cash transfers ensure families have enough income for basic needs and effective child care. UNICEF supports governments to strengthen and expand their social protection systems, make them inclusive, shock responsive and gender sensitive, while also delivering humanitarian cash interventions to save lives.



SDG 1: No poverty

Eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day. *(Target 1.1)*

Reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions. *(Target 1.2)*

Implement nationally appropriate **social protection systems and measures** for all *(Target 1.3)*

Humanitarian action and the Core Commitments for Children

UNICEF remains committed to not only stay and deliver in humanitarian crises, but also to plant the seeds of development in these emergencies.

Humanitarian action is integrated throughout the Strategic Plan as critical to saving lives and promoting dignity during crises, and to build resilient systems, accelerate progress towards the SDGs and realize children's rights. The Strategic Plan builds on the Core Commitments for Children in Humanitarian Action (CCCs) – our fundamental policy and framework for humanitarian action – throughout its framework for results and supports programming across the humanitarian-development-peace nexus.

Risk-informed humanitarian-development nexus programming is a critical change strategy, with indicators tracking critical issues including preparedness, accountability to affected populations, performance of coordination mechanisms and provision of disability-inclusive humanitarian programmes and services.

UNICEF will respond to the grave threat that climate change poses to children's rights and their futures. UNICEF is also committed to strengthening mechanisms to gather, listen and respond to feedback from rights holders, and to holding service providers and other duty bearers to account, including for accountability to affected populations in humanitarian crises.

The role of UNICEF in humanitarian coordination through the cluster system is also a critical aspect of the organization's partnerships, across Goal Areas and cross-cutting programmes. In line with the CCCs, UNICEF supports the leadership and coordination of humanitarian response, along with national and local stakeholders, and in compliance with humanitarian principles. As a member of the Inter-Agency Standing Committee (IASC), UNICEF leads the nutrition, WASH and education clusters and the child protection area of responsibility.



Change strategies



Nine change strategies are key to accelerating progress towards the Sustainable Development Goals and realizing children's rights:

- 1 Advocacy and communications:** advocacy, communications and brand building with and for children and young people to support partnerships, resource mobilization and programme delivery to advance child rights and the related SDGs.
- 2 Community engagement, social and behaviour change:** working with children, adolescents, families, communities, public systems and private stakeholders towards more peaceful, equitable, inclusive and resilient societies, with people-centred decision-making mechanisms and increased uptake of protective practices.
- 3 Data, research, evaluation and knowledge management:** generating research, data and other forms of evidence, and applying and sharing it to support policies, planning, partnerships, resource mobilization, decision-making and programme delivery.
- 4 Digital transformation:** harnessing digital tools to improve UNICEF programme implementation, streamline operations and processes, and enhance outreach, including through digital influence, beneficiary and stakeholder engagement, and fundraising.
- 5 Gender-equality programming for transformative results:** working across all UNICEF programming to redress gender inequalities, remove structural barriers, change harmful gender norms, and empower girls, women and disadvantaged people from diverse population groups.
- 6 Innovation:** supporting the development and scale up of new and promising solutions to the most pressing problems facing children, in line with UNICEF programming.
- 7 Partnerships and engagement: public and private:** partnerships and engagement with public- and private-sector actors to accelerate progress towards the SDGs and achieve child rights at scale, including engagement with governments, multilateral organizations, international financial institutions, businesses, foundations, philanthropists, private donors, public-private platforms, multi-stakeholders groups, and civil society actors including NGOs, faith-based organizations and academia.
- 8 Risk-informed humanitarian and development nexus programming:** systematically linking analysis, planning and monitoring of results and financing across UNICEF humanitarian, development and peacebuilding programming.
- 9 Systems strengthening to leave no one behind:** strengthening the components, functioning, responsiveness and accountability of systems, including sectoral systems (e.g., health, education, child protection, WASH, social protection) as well as communities and families, to achieve impact for children at scale and strengthen resilience by building these systems' capacities to prevent and respond to crises and fragility.

A call for partnership

The revolutionary change required to solve the unprecedented challenges faced by today's children is only possible by working together.

UNICEF is shifting its focus beyond what the organization can do alone, towards using its mandate to mobilize other actors to maximize collective impact, rally support around development opportunities and advance human security globally.

Whether in partnership with other United Nations agencies, community-based NGOs or companies and governments, combining efforts and leveraging the unique capabilities of each partner can unlock greater impact for children.

To remain effective and cost-efficient, UNICEF will continue to work with other UN entities, including UNDP, UNFPA, UN-Women and the United Nations Development Coordination Office as key to accelerating results toward the Sustainable Development Goals.

However, the work before us is not only about UNICEF or individual organizations, but also about what children need from us together, working hand in hand with children and young people.

Providing vaccines for all, revolutionizing learning, protecting children from harm, investing in mental health, ending discrimination and addressing the climate crisis – the agenda of the Strategic Plan is ambitious.

Children and young people are demanding change. UNICEF has an imperative, and a chance, to help lay the foundations of the new social contract. Together with its partners, UNICEF can build a future in which every child has their rights fulfilled, opportunities to thrive, and the agency to shape their future according to their own identity and vision.

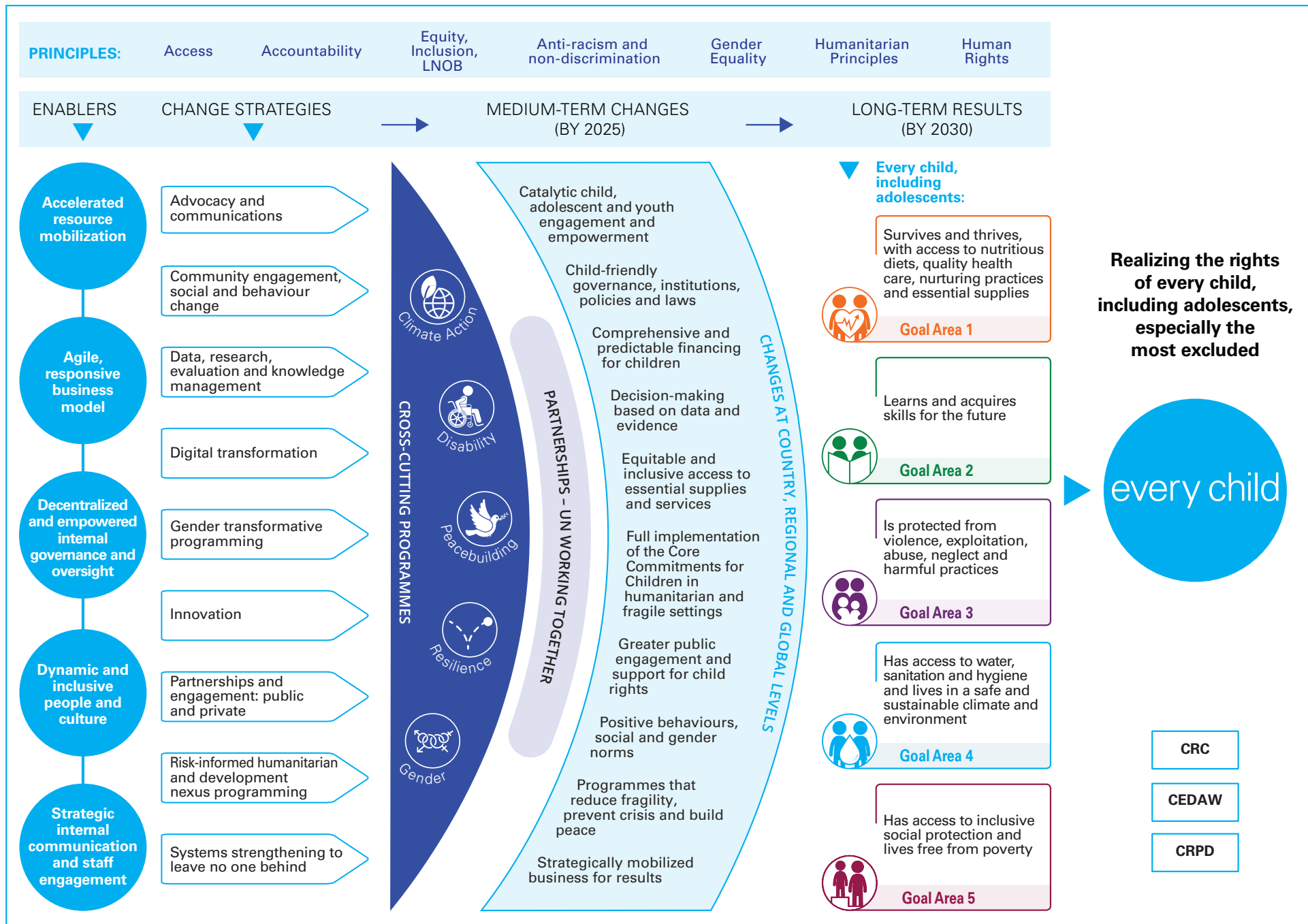
OPPOSITE, TOP: UNICEF Supply and Logistics staff receive the first COVAX Facility vaccine shipment to arrive in South Sudan, in March 2021. COVAX is a global partnership comprised of Coalition for Epidemic Preparedness Innovations (CEPI), Gavi, the Vaccine Alliance, UNICEF and WHO, established to ensure equitable access to COVID-19 vaccines.

OPPOSITE, BOTTOM: Zara Loksala Vanzou, 23, works with a UNICEF supported programme to promote sexual and reproductive health in her community in Ndjamena, Chad.



UNICEF Strategic Plan 2022–2025: Renewed ambition towards 2030

This infographic visualizes the high-level Theory of Change that underpins the Strategic Plan



Photographs

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A fair chance.
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