



unicef   
for every child

# Achieving the greatest impact for children

## UNICEF's Strategic Plan, 2022-2025

An investment opportunity for the private  
and public sectors



## Ghana

A team of polio vaccinators celebrate their life-saving work. In 2020, Africa was declared free of wild poliovirus, but vaccinators like these will continue their work until the disease is eradicated worldwide.





**Since 2000,**  
the under-5 mortality rate has halved  
from 76 per thousand to 38 per thousand  
– an all-time low

## The opportunity

Since the start of the new millennium, the world has progressively become a better place for children by almost every measure. The under-5 mortality rate has halved from 76 per thousand to 38 per thousand – an all-time low. And the primary school enrolment rate has climbed from 83 per cent to 89 per cent – an all-time high.

This recent progress has been exceptional. But it has not been unexpected. It is built on decades of progress that has come before – just as the progress of the future will be built on the actions we take today.

Progress begets more progress. So, what the world has achieved for children so far should not make us complacent. Rather, it should inspire us to continue our efforts, so we can ultimately build a future where every child grows up happy, healthy and able to achieve their full potential.

Today, we should feel particularly inspired about the continued progress we can make for children. This is because the unique global context gives us opportunities to reach children on a larger scale than previously possible.

With the child population at an all-time high, every positive change we make can touch more lives than ever before. In addition, new technologies and recent global crises, such as the COVID-19 pandemic, have made the world more interconnected and collaborative. This gives us an opportunity to work together in new ways, to ensure that initiatives which bring positive change for children in one context can be expanded to reach children in every context.

To benefit from these unique opportunities of today, UNICEF has launched a [Strategic Plan](#) for children for 2022–2025. This plan draws on UNICEF’s experience working for children in 190 countries and territories for over 75 years. And it has been developed with the input of over 200,000 young people, to make sure our work is aligned with their needs and priorities.

The focus of UNICEF’s Strategic Plan, 2022-2025, is achieving results. This means that we won’t measure our success merely by what we do. We will measure our success by the actual change we and our partners deliver for children.

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UNICEF’s Strategic Plan, 2022-2025, is based on the longer-term vision of the United Nations Sustainable Development Goals. These goals provide a set of results for the world to achieve by 2030. And all of UNICEF’s work is aligned towards making these a reality – for every child.

## SUSTAINABLE DEVELOPMENT GOALS



## UNICEF

**is 100 per cent voluntarily funded and we rely on supporters like you to make our vision for children a reality**

Today, there are huge opportunities to make a positive difference for children on an unprecedented scale. And UNICEF has a plan to make this possible. But we cannot achieve it without you. UNICEF is 100 per cent voluntarily funded and we rely on supporters like you to make our vision for children a reality.

By investing in UNICEF's work now, you can take advantage of the unique opportunities of today and reach children on a larger scale than ever before. And, by choosing to support the world's children, you can also generate some of the largest returns of any investment. For instance, for every \$1 you invest in early childhood development programmes, the return will be as much as \$13. Likewise, every \$1 you invest in child immunization will bring benefits worth at least \$20.

But joining UNICEF also gives you an opportunity to be part of something bigger. Our supporters comprise individuals, governments, corporations and charitable foundations from all over the world, working together to sustain and advance a 75-year history of global progress for children.

This is a history that has seen us kick polio out of Africa and wipe smallpox off the face of the Earth. It has seen child malnutrition plummet, while school attendance soars.

***Today, there are huge opportunities to make a positive difference for children on an unprecedented scale. And UNICEF has a plan to make this possible.***

And it has seen the creation of the Convention on the Rights of the Child – the most widely-ratified human rights treaty ever.

Together we can add to this incredible history of progress, so future generations will look back on this time as key to the development of a new world – without poverty or hunger and with equal opportunities for every child.

Changing the world for children will be no easy task. But where others see an impossible challenge, we see an incentive to try harder. We hope you will join us in this same spirit, as we take this ambitious and daring journey together for every child in 2022–2025 and beyond.

### Jordan

"Every decision and action we take impacts the world one way or another," says Lianne, a youth activist from Jordan. "We have the power to choose to impact the world in a positive way."





## An estimated 150 million children have fallen into multidimensional poverty in the aftermath of the COVID-19 pandemic

### The challenges

We have every reason to be optimistic about the future. Together, we have enabled decades of sustained progress for children. And the trend lines point to even more progress ahead. But we cannot take this for granted. While globalization and the rise of new technologies offer us many opportunities to create large-scale impact for children, we also face unique challenges. If we fail to confront these challenges head-on, we not only risk halting a decades-long trend of progress. We risk falling into reverse.

As part of our Strategic Plan, 2022-2025, UNICEF has identified five key challenges for children. To successfully overcome these challenges and continue on the path to progress for children, we need to accelerate our efforts and develop new, innovative solutions. And we need your support to make this possible.

#### COVID-19

Since 2020, the COVID-19 pandemic has turned all of our lives upside-down. But it is not over yet. The pandemic's long-term impacts continue to hit children hardest, particularly the most vulnerable, such as migrant and displaced children. Some have lost an entire year of education due to school closures. Some have missed out on life-saving vaccines for diseases like measles, as health resources are redirected to the pandemic. Catching up on everything children have lost will be a massive undertaking. It requires an urgent acceleration – to rapidly bring children up to the point they would have been had the pandemic never occurred, and beyond to make up for lost time.

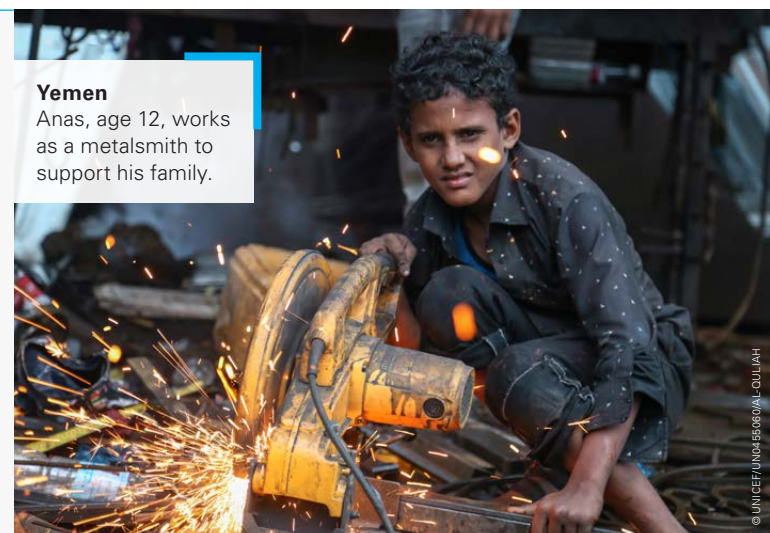


##### Panama

A student stands in an empty classroom in Panama during the COVID-19 pandemic.

#### Global economic crisis

In addition to wreaking havoc on the world's health and education systems, COVID-19 has also caused the first increase in extreme monetary poverty since 1998. An estimated 150 million children have fallen into multidimensional poverty - without access to essential services - as a result. With only a quarter of the world's children having access to social protection, the economic crisis is forcing the most vulnerable into child labour and child marriage. And the situation could become much worse unless we act now. It is vital that those who have been most affected by the economic crisis are supported to recover, so that children can be protected from risks like child labour and child marriage and families can be lifted out of poverty.



##### Yemen

Anas, age 12, works as a metalsmith to support his family.

## Today, 1 in 33 people worldwide need humanitarian assistance and protection – the highest number in decades

### Increasing humanitarian needs

It is a simple truth that in times of crisis children suffer most. And we are living in a time of unprecedented crisis. Even before the COVID-19 pandemic, humanitarian needs were on the rise due to conflict and climate change. Today, 1 in 33 people worldwide need humanitarian assistance and protection – the highest number in decades. Responding to these growing humanitarian crises requires us not just to meet children's immediate needs. We must also help communities to develop stronger health, education and shock responsive social protection systems for the long term, so that they are more resistant to future risks.

#### Iraq

A woman and her children seek shelter having been displaced from their home due to conflict in Iraq.



### Climate change and environmental degradation

Climate change and environmental degradation are the issues of our time. And although they are rarely framed as such, they are child rights issues. Children are the least responsible for climate change and environmental degradation, yet they bear the brunt of the impacts. Being displaced from home by extreme weather and growing food insecurity are just some of the challenges children face due to climate change. And environmental challenges, such as air pollution and lead pollution, affect the health of children significantly. We must work to alleviate the impacts of climate change and reduce its pace, while also ensuring every child grows up in a safe and sustainable environment. But time is running out.

#### Burundi

A child crosses a flooded road in Burundi, a country which is particularly vulnerable to climate change.





## We need an accelerated effort to achieve the Sustainable Development Goals by 2030

### Falling behind on the Sustainable Development Goals

All of UNICEF's work for children is aligned with the United Nations Sustainable Development Goals – a set of targets for the world to achieve by 2030. But our global effort to achieve these goals is falling behind. The world urgently needs to accelerate its progress towards the Sustainable Development Goals to achieve them on schedule. Doing this will be the challenge of our time, requiring global cooperation on an extraordinary scale. And it will need to include young voices, especially the most vulnerable, such as migrant or displaced children.

It would be easy to be overwhelmed by the scale of the challenges facing children today. But the world has faced challenges of this magnitude before. And we have overcome them. UNICEF was founded in the aftermath of a global crisis – World War II. And in response to the devastation of this conflict, the world reimagined what was possible. We established new health and welfare systems. We eradicated smallpox. We built the United Nations.

#### United Nations Headquarters

Dante, 11, addresses a global summit at the United Nations Headquarters in New York to advocate for children's rights.



The challenges we face today are no less daunting. With your support, we can lead a collective response to tackle these challenges for children and build a renewed ambition towards achieving the Sustainable Development Goals for every child by 2030.



#### Syrian Arab Republic

"I will never set boundaries for my ambitions," says Nour, age 16.

## UNICEF's sustainable response

### Five Goal Areas

UNICEF's Strategic Plan, 2022-2025, for children has been specifically developed to take advantage of the unique opportunities of today and to address the challenges.

Our plan takes a child-centred approach. This means that it is structured around the critical elements that every child needs, as expressed by five Goal Areas. These Goal Areas span everything a child needs across their life cycle, from antenatal care, through infancy, childhood and adolescence, giving priority to the most disadvantaged children.

*UNICEF's Strategic Plan, 2022-2025, for children has been specifically developed to take advantage of the unique opportunities of today and to address the challenges.*

**The five Goal Areas form the heart of UNICEF's Strategic Plan, 2022-2025, for children. All of our work across the five Goal Areas contributes to our long-term vision:**

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





## 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.

Total funding required:

 **US\$9.3 billion**



**Sustainable Development Goals for 2030:**

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

End all forms of **malnutrition** in children.

## 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.



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 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.

**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.

Total funding required:

**US\$4.9 billion**



**Sustainable Development Goals for 2030:**

Ensure that all girls and boys complete **free, equitable and quality primary and secondary education**.

Substantially **increase the number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship**.

Ensure that **all youth achieve literacy and numeracy**.





## 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.

Total funding required:

 **US\$2.7 billion**



**Sustainable Development Goals for 2030:**

End **abuse, exploitation, trafficking** and **all forms of violence** against and torture of children.

**Eliminate all harmful practices**, such as child, early and forced marriage and female genital mutilation.

Provide **legal identity** for all, including birth registration.

## 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**.



**Every child has a 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.

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.

**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.

Total funding required:

**US\$4.4 billion**



**Sustainable Development Goals for 2030:**

Achieve universal and equitable access to **safe and affordable drinking water** for all.

Achieve access to adequate and equitable **sanitation and hygiene** for all and end open defecation.

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



## 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.



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.

**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.

Total funding required:

 **US\$2 billion**



**Sustainable Development Goals for 2030:**

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

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

Implement nationally appropriate **social protection** systems and measures for all.



## Here are just **two examples** of how UNICEF's work within our Goal Areas takes place in practice

### UNICEF in action

As part of our Strategic Plan, 2022-2025, for children, all of UNICEF's work is aligned with our five Goal Areas and directed towards our overall vision of realizing the rights of every child.

Here are just two examples of how UNICEF's work within our Goal Areas takes place in practice. Both are funded

by UNICEF's Core Resources for Results (RR). These are flexible funds, provided by donors, to be used without restrictions within UNICEF's plan for children.

Contributing to RR is the best way to achieve the greatest impact through UNICEF's Strategic Plan, 2022-2025, for children.

#### Remote learning in Cambodia

Goal Area 2

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

Cambodia's unique geography makes it home to some of world's most isolated communities. With its rugged mountains and scattered rural villages, Rattanakiri, in the far north-eastern corner of Cambodia, is one of these isolated spots.

The long distances children need to travel, combined with the lack of education infrastructure, make Rattanakiri the area with the lowest school attendance levels in the whole country. Only 52 per cent of children who enrol in Grade 1 manage to complete Grade 6. Even fewer children complete secondary school.

When the COVID-19 pandemic struck, schools closed and this situation became worse. And with low internet coverage and poor television reception in Rattanakiri, the options for remote learning were limited.

In partnership with the Government of Cambodia and several non-governmental organizations, UNICEF supported a new programme of radio lessons, to enable the children of Rattanakiri to access education. With funds from Core Resources for Results (RR), UNICEF also developed and delivered supplementary worksheets, for children to actively participate during the lessons.

This work directly supports our aim for Goal Area 2 to make sure every child learns and acquires skills for the future. And, by targeting indigenous ethnic minority children in one of the most remote regions of Cambodia, this work is a strong example of UNICEF's commitment to realizing the rights of every child, especially the most excluded.

Two friends take part in a radio lesson in Cambodia, using supplementary worksheets produced by UNICEF thanks to the flexible funding of Core Resources for Results (RR).





**Goal Area 5****Strengthening social services in Uganda****Every child, including adolescents, has access to inclusive social protection and lives free of poverty**

UNICEF's ambition to reach every child often takes us to some of the most remote corners of the world. But sometimes the most effective way to reach every child is to go into the halls of power where decisions are made that can have a massive impact on children's lives.

This is what UNICEF is doing in Uganda, a country with the largest refugee population in Africa. UNICEF is providing dedicated, long-term technical assistance, in partnership with the Government of Uganda, to strengthen social services and ensure that refugee children go to the same schools, receive the same health care, and are entitled to the same benefits as children from the host population.

This work directly supports our aim for Goal Area 5 to make sure every child has access to inclusive social protection and lives free of poverty.

This work in Uganda is funded by UNICEF's Core Resources for Results (RR). With the continued flexible support of RR, UNICEF can make the case for inclusive social protection for children where it counts most – in government plans and budgets.

Joweria, a widow, reads with her grandchildren in Uganda.



## Humanitarian action

UNICEF's work to reach children trapped in humanitarian emergencies or displaced by conflict or disasters is at the core of our mission and mandate. But in a world where crisis, conflict and displacement are increasing in frequency, severity and duration, humanitarian work must go beyond simply addressing children's immediate needs. It must also lay the foundation for long-term development. And, at the same, our development work in more stable settings must also take a humanitarian perspective – helping to reduce needs, vulnerabilities and risks against future humanitarian crises.

UNICEF's Strategic Plan, 2022-2025, takes an approach of systematically integrating humanitarian action across our work in all five Goal Areas. This is not only essential to our long-term vision of meeting the Sustainable Development Goals by 2030. It is also critical to ensuring that we leave no child behind, as children affected by or at risk from humanitarian crises are among the most vulnerable and hardest to reach in the world.

### A humanitarian approach to sanitation in Bangladesh

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

#### Goal Area 4

In Bangladesh, only 38 per cent of people have access to safely managed toilets. This puts the health of children at risk, as poorly managed sanitation can allow deadly diseases like cholera and dysentery to thrive.

In response to this, UNICEF's work in Bangladesh has a strong focus on Goal Area 4, ensuring every child lives in a safe and clean environment. We install safe toilets in vulnerable communities and provide information on the importance of good sanitation and hygiene for preventing disease. Our work also takes a humanitarian perspective, even in times when no crisis is imminent – an approach which can yield huge benefits.

Recognizing that many areas in the south of Bangladesh are at increased risk of humanitarian crisis due to flooding, UNICEF constructed toilets on raised platforms for these communities. The idea was that raised toilets would be better able to withstand natural disasters and less likely to leak waste into the flood waters, which could enable disease to circulate.

Not long after UNICEF installed these toilets, Cyclone Amphan hit Bangladesh, bringing widespread flooding. The toilets on raised platforms were able to withstand the flooding, protecting the communities from the spread of disease and enabling continued use of safe sanitation even during the time of crisis.

"My children used to get sick all the time", recalls Marium, a mother of five who has a toilet on a raised platform. "They often had diarrhoea or dysentery. Thanks to our new latrine, they do not fall sick as much now."

Marium's story illustrates how essential it is to systematically integrate humanitarian action across UNICEF's work in all five Goal Areas. This approach builds communities that are stronger and more resistant to disasters – and it saves lives.



An example of a 'resilience latrine' constructed on a raised platform by UNICEF.





**UNICEF is there before, during and after emergencies.** We assess risks and take early actions to make sure communities that are threatened by disasters are equipped to withstand them. Our teams of specialized staff are already on the ground and ready to respond immediately when an emergency occurs. And thanks to your support with flexible funding, when the emergency is over, UNICEF is there to stay, re-building with communities.

**Denmark**

A UNICEF worker stands among a supply of oxygen concentrators ready to be shipped as part of UNICEF's response to the COVID-19 pandemic. UNICEF's Supply Division in Denmark is the largest humanitarian warehouse in the world.



**50**  
**per cent of children with disabilities are not in school, compared to 13 per cent of their peers without disabilities.**

## Five Cross-Cutting Programmes

To complement the five Goal Areas of our Strategic Plan, 2022-2025, UNICEF also has five Cross-Cutting Programmes. These are integrated into all of our work across the Goal Areas. However, unlike the Goal Areas, which encompass the needs of every child, the Cross-Cutting Programmes focus on specific vulnerabilities faced by children in certain contexts.

These Cross-Cutting Programmes are vital to UNICEF's approach to leave no child behind. They seek to understand and address the root causes of inequity for children, particularly those who suffer the worst deprivations in society. And they are vital to achieving our long-term vision: Realizing the rights of every child, including adolescents, especially the most excluded.

### Climate action

Climate change affects every child. But some children bear a greater burden from climate change than others. For instance, children in island nations are seeing their countries shrink as sea levels rise. And children in desert regions are seeing increased water stress and famine. By taking climate action as a Cross-Cutting Programme, UNICEF aims to mitigate the biggest risks that children face due to climate change. And we aim to reduce greenhouse gas emissions, so the worst impacts of climate change can be averted.

#### Mauritania

A woman cleans a solar panel which was installed by UNICEF to power the water system for a community vegetable garden.

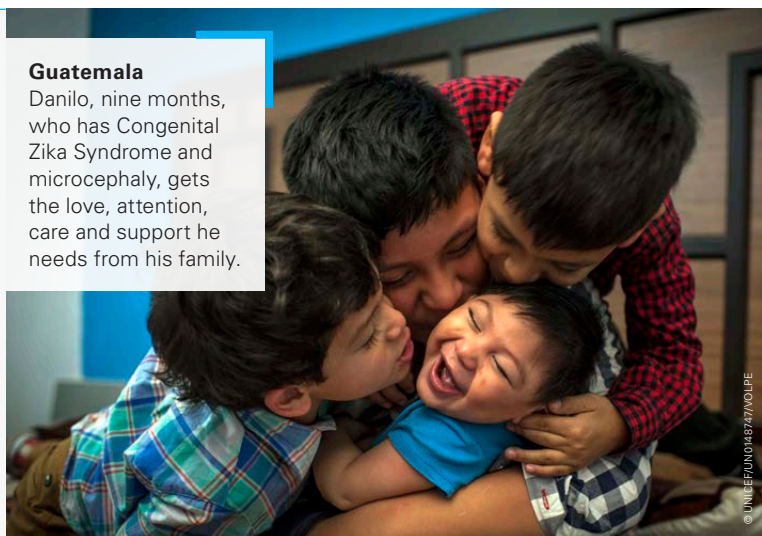


### Disability

Children with disabilities are one of the most marginalized and excluded groups in society. They face daily discrimination and are often denied their rights. For instance, 50 per cent of children with disabilities are not in school, compared to 13 per cent of their peers without disabilities. By including disability as one of our Cross-Cutting Programmes, UNICEF ensures that our work is always designed with the needs of children with disabilities in mind. This inclusive approach prevents children with disabilities from suffering further discrimination and supports them to reach their full potential.

#### Guatemala

Danilo, nine months, who has Congenital Zika Syndrome and microcephaly, gets the love, attention, care and support he needs from his family.





## Girls

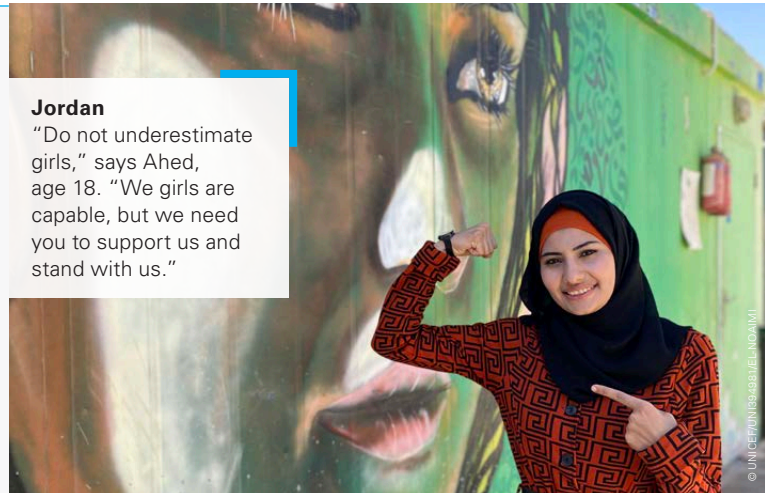
aged 15–19 are less likely to be in employment, education or training than boys

### Gender equality

Children experience gender inequality in their homes and communities every day. But it is usually girls who suffer most. Girls aged 15–19 are less likely to be in employment, education or training. They are more likely to become infected with HIV. And they are more likely to be forced into child marriage. Ultimately, gender discrimination inhibits each child's ability to live a happy childhood and build a future of their own choosing. By including gender equality as one of our Cross-Cutting Programmes, UNICEF calls for a more equal future – for every child.

#### Jordan

"Do not underestimate girls," says Ahd, age 18. "We girls are capable, but we need you to support us and stand with us."



### Peacebuilding

Nearly one in five children today live in settings affected by armed conflict and war. These children are some of the most vulnerable in the world. Not only do they face direct risks of violence. They are often also displaced from their homes and denied access to school and health care. UNICEF's Cross-Cutting Programme for peacebuilding addresses the root causes of conflict to sustain peace for the long term. We work directly with governments, communities and young people. And our approach always puts the needs of children at the centre.

#### Uganda

Ritah, a primary school student, displays a poster to help her classmates learn about International Day of Peace.

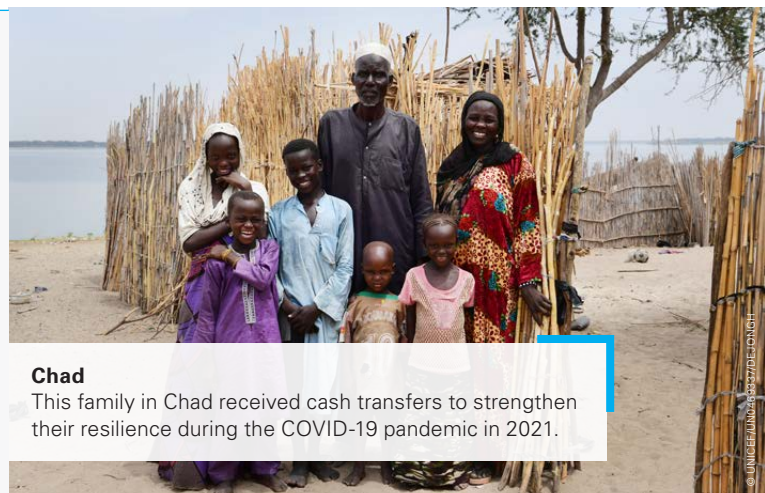


### Resilience

A family's circumstances can change in an instant. External factors, such as conflict or extreme weather, can destroy homes and livelihoods. But individual factors, such as illness, displacement or loss of employment, can be just as severe. Resilience is the ability to withstand these sudden shocks and adapt safely. With this Cross-Cutting Programme, UNICEF helps children and families to become more resilient. This can be through preparedness, such as systems to give early warnings for extreme weather. Or it can be through response, such as cash transfers for families which have fallen into poverty.

#### Chad

This family in Chad received cash transfers to strengthen their resilience during the COVID-19 pandemic in 2021.



Goal Area 3

**Disability inclusion within psychosocial support in Armenia**

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

In Armenia, many children have been caught in the middle of violent conflict. The severe distress and trauma that these children have experienced can last a lifetime.

Through our work in Goal Area 3, UNICEF aims to ensure that every child is protected from violence, exploitation, abuse, neglect and harmful practices. In humanitarian settings, such as conflict-affected areas in Armenia, UNICEF has a specific mandate, leading all agencies in their child protection work. For conflict-affected children, this includes providing psychosocial support, to help them recover from their difficult experiences. Psychosocial support has two main aims: to support children's psychological well-being and their social interactions. It can take many forms – from counselling sessions to friendly games with peers. But, for children with disabilities, psychosocial support approaches need to be adapted and tailored to ensure that their individual needs can be met.


In Armenia, UNICEF is making psychosocial support for children who have experienced conflict more inclusive through our Cross-Cutting Programme on disability. UNICEF is delivering rehabilitation services for children with disabilities who fled the conflict. These children visit a designated centre, where they take part in a range of activities, from psychology sessions to music therapy to physical exercise. And, while the children are taking part in their sessions, there is psychosocial support available for their parents as well.

Having disability as a Cross-Cutting Programme, enables UNICEF to always consider the needs of children with disabilities in all our work – from education to health care to child protection. This approach is essential to fulfilling our long-term vision of realizing the rights of every child, especially the most excluded.



One young girl takes part in an art session as part of her psychosocial support.





UNICEF's work across the five Goal Areas and five Cross-Cutting Programmes is always informed by the best available **data and evidence**. UNICEF leads the collection, validation, analysis, use and communication of the most statistically sound, internationally comparable data on the situation of children and women around the world. We believe that smart demand, supply and use of data drives better results for children. When the right data are in the right hands at the right time, decisions can be better informed, more equitable and more likely to protect children's rights.

### Mongolia

UNICEF education data has recently been used to direct evidence-based policymaking in Mongolia. Specifically, the UNICEF data contributed to elements of a government education sector plan focused on ensuring equitable access to education for children with functional difficulties.

## How the public and private sectors can invest

To achieve the greatest impact for children, philanthropists, corporations, foundations, governments, and bilateral and multilateral development partners can invest in UNICEF's Strategic Plan, 2022-2025, in three sustainable ways.

### Core Resources for Results (RR)

Core Resources for Results (RR) is essentially funding without restrictions, to be used flexibly for children wherever and whenever the need is greatest. With your support of RR, UNICEF can pioneer new ideas for children; work across the entire childhood from birth through adolescence; scale-up proven solutions globally; prepare and respond rapidly in emergencies and rebuild thereafter; and, most importantly, given our sustained presence across 190 countries around the world, achieve the greatest impact for children.

### Thematic funds and other flexible funds


These funds target your contribution to a specific thematic area within UNICEF's Strategic Plan, 2022-2025, for children. At the global and country level, you can contribute to ten thematic areas: Health; HIV and AIDS; Nutrition; Education; Child Protection; Water, Sanitation and Hygiene; Climate, Environment and Disaster Risk Reduction; Social Policy and Social Protection; Gender Equality; and Humanitarian Action. You can also contribute to UNICEF's humanitarian or development work at the regional level in East Asia & the Pacific, Eastern & Southern Africa, Europe & Central Asia, Latin America & the Caribbean, Middle East & North Africa, South Asia, or West & Central Africa. Finally, you can also provide flexible funds to each individual country's work within UNICEF's Strategic Plan, 2022-2025, for children. Thematic and flexible funds give you the ability to target your investments, while also providing UNICEF the flexibility to achieve the best results for children and deliver a strong return on investment.

***To achieve the greatest impact for children, philanthropists, corporations, foundations, governments, and bilateral and multilateral development partners can invest in UNICEF's Strategic Plan, 2022-2025, in three sustainable ways.***

### Specific programmes

UNICEF recognizes that some partners need to designate their resources to a particular programme of work, aimed at achieving specific results. Likewise, some partners would like to complement their financial investment with advocacy and technical expertise. UNICEF has a long history of building strategic partnerships. We would be happy to work with you to support specific programmes that meet your strategic priorities or philanthropic and corporate goals, while also contributing to UNICEF's Strategic Plan, 2022-2025, for children.



A man in a white lab coat is riding a motorcycle on a dirt road. The motorcycle has a box on the back. The background shows a dry, dusty landscape with some trees.

Adama is a mobile vaccinator in Mali. Every day, this committed health worker rides his motorcycle to remote areas to deliver vaccines to children. Adama's lifesaving work would not be possible without supporters of UNICEF's Core Resources for Results (RR). In 2020, \$1.9 million of these flexible funds were allocated to UNICEF's immunization work in Mali. And the end result was 760,000 children vaccinated in Mali during the year.

**Mali**

"Before I leave, I make sure that everything is well attached and I check one last time that I've packed all of the basic vaccines which I might need, because each vaccine can save a child's life."



## 75 years: your part in UNICEF's ongoing story

UNICEF's Strategic Plan, 2022-2025, for children was launched during our 75th anniversary celebrations in 2021. Looking back over 75 years, it is humbling to consider everything we have achieved for children. But none of it would have been possible without our supporters. For 75 years, UNICEF has been voluntarily funded. And we will continue to rely on supporters like you to realize our Strategic Plan, 2022-2025, for children.



### 1946 UNICEF is founded

UNICEF emerged from the ashes of World War II to help children – no matter what role their country had played in the war. In the postwar years, UNICEF distributed clothing to 5 million children, vaccinated 8 million against tuberculosis and provided daily meals to millions more.



### 1989 Convention on the Rights of the Child

When the United Nations Convention on the Rights of the Child was introduced in 1989, it quickly became the most widely ratified human rights treaty in history. This historic child rights document was drafted with UNICEF's input and we are named in the text as a source of expertise.



### 2005 United against AIDS

In 2005, UNICEF launched the "Unite for Children, Unite against AIDS" campaign to mobilize resources and accelerate action for children vulnerable to HIV and AIDS. Since then, the number of AIDS-related deaths among children and adolescents has fallen from 364,000 per year to 118,000.





## 1965 Nobel Peace Prize

Just before our 20th anniversary, UNICEF was awarded the Nobel Peace Prize. By this time, our work had expanded to include new priorities, such as education. In its citation, the Nobel Committee stated, "UNICEF has proved that compassion knows no national boundaries."



## 1980 Smallpox is eradicated

On 8 May 1980, smallpox became the first disease in history to be eradicated by human intervention. This was thanks to a global effort by UNICEF and other partners to vaccinate children against the disease. Immunization remains central to our work today, and we procure 1.9 billion vaccine doses annually.



## 2020 COVID-19 pandemic

Responding to COVID-19 has been the biggest undertaking in UNICEF's history. In 2020, we supported 300 million children with distance learning during school closures. We provided 1.8 million households affected by poverty with cash transfers. And we reached 3 billion people with information on preventing and responding to the virus.



## 2022–2025 An ambition renewed

Following the global crisis of the COVID-19 pandemic, UNICEF's Strategic Plan, 2022–2025, calls for a renewed ambition to achieve the Sustainable Development Goals for every child. With your support, we can make this plan a reality, adding another remarkable chapter to our 75-year story of progress for children.

## Why partner with UNICEF?

UNICEF is the partner of choice for public and private sector donors looking to achieve the greatest impact for children. Our position within the United Nations gives us a unique convening power with governmental, non-governmental, civil society, and private sector partners to influence change for children at the highest levels. And our presence in 190 countries and territories means we can enact this change on a global scale.

UNICEF's unique size also enables us to reach children in the most remote and challenging areas. We work in war zones, disaster zones and regions that are inaccessible by road. And our team of experts has the knowledge and experience to work for children in every context and at every age – from conception all the way through adolescence. We are serious in our ambition to work for every child – no matter where they are or what their situation.

Partnering with UNICEF enables you to achieve the greatest impact for children at the greatest scale. And it enables you to ensure that no child is left behind. As a 100 per cent voluntarily funded organization, UNICEF can also offer you partnership opportunities that are designed to meet your strategic priorities or philanthropic and corporate goals, while also achieving our shared ambition for children.

You can support UNICEF's work at the global scale by contributing to our Core Resources for Results (RR). Or, if you require a more specific focus, UNICEF can offer opportunities to apply your funds within geographic regions and within specific areas of our work.

The time to support UNICEF is now. In the wake of the COVID-19 pandemic and only a few years to reach the Sustainable Development Goals, this is a unique moment in history to achieve maximum impact for children.

We hope you will join us in supporting our Strategic Plan, 2022-2025, for children. Thank you.

***UNICEF is the partner of choice for public and private sector donors looking to achieve the greatest impact for children.***

### Partnership opportunities

For partners who contribute to our work for children, UNICEF can offer a range of opportunities:

- Results reporting to illustrate the impact your contributions have made
- Public communications to showcase your support
- Opportunities to meet and engage with UNICEF leaders, staff, ambassadors and supporters
- Access to virtual and in-person events.



# Unicef

The frequency of health emergencies is increasing globally due to climate change, increased poverty, urbanization, and persistent humanitarian crises. Each year, UNICEF responds to around 100 outbreaks globally. Children and women are always the first victims of epidemics – both directly from the disease and through secondary impacts, such as loss of schooling. UNICEF strengthens epidemic preparedness and rapid response at global and local levels. This is vital to preventing threats such as Ebola, cholera, yellow fever and other epidemic diseases from becoming humanitarian crises.



**Democratic Republic of the Congo**  
These UNICEF-supported workers cared for children while their parents were being treated for Ebola in 2021.

**Your support saves lives: Little Hiba's journey from malnutrition to recovery**

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

UNICEF's Strategic Plan, 2022-2025, for children is ambitious. Over the next four years, we aim to create transformative change for child nutrition, enabling us to end all forms of malnutrition by 2030, as part of our commitment to the Sustainable Development Goals.

Although it is important to set these targets, we must also remember that behind every number and every ambition is an individual child whose life can be changed forever with our support. Little Hiba, an infant from Syria, is just one of these children.

Hiba had a challenging start to life. Not only was she born amidst conflict in her home country. She was also born during the COVID-19 pandemic, which brought restrictions that crippled an already faltering economy.

Hiba's mother, Mirvat, recalls the struggle she faced getting enough food in the months after giving birth. "I was able to breastfeed her for two months only, but I was barely getting enough food myself, so my supply kept dwindling until she couldn't get anything anymore." In desperation, Mirvat resorted to feeding baby Hiba starch and milled rice solutions – foods which do not contain appropriate nutrition for a young infant.

In this incredibly difficult context, Hiba's health soon began to worsen. "She was strikingly skinny, like a little skeleton," Mirvat recalls, holding back her tears.

Fortunately, a neighbour noticed Hiba's condition and told Mirvat about nearby a UNICEF-supported health centre. Mirvat immediately brought Hiba there, where she was diagnosed with severe acute malnutrition.

Upon diagnosis, the health-care staff registered Hiba on a treatment course. They provided Mirvat with therapeutic food paste, specially formulated to treat child malnutrition, as well as micronutrient supplements to be added to Hiba's complementary foods at home. In addition, health-care staff counselled Mirvat on optimal feeding practices for a child of Hiba's age.

After five months of treatment and counselling, Hiba fully recovered. This recovery is crucial for Hiba's physical and mental development, which is so important in the early stages of life. But it also enables her to be happy – to enjoy the play and social interactions of childhood without suffering the pain of hunger that no child should feel.

"It's difficult to feel helpless while your child wastes away," Mirvat says, reflecting on the ordeal of malnutrition her daughter faced. "But my Hiba is back to life. Now, Hiba looks at me and smiles when I approach her."

Hiba's story is just one among thousands of life-changing experiences that happen every day – thanks to UNICEF's supporters. By joining us in our Strategic Plan, 2022-2025, for children, you can make more of these stories possible. You can change lives and you can save lives. We hope you will join us today to achieve the greatest impact for every child.







**Syrian Arab Republic**

Baby Hiba enjoys playtime after recovering from malnutrition thanks to UNICEF's supporters.



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