Economic and Social Council

United Nations Children's Fund

Executive Board
Annual session 2021
1–4 June 2021
Item 4 of the provisional agenda*

Draft results framework of the UNICEF Strategic Plan, 2022–2025

Summary

The following is the draft results framework for the UNICEF Strategic Plan, 2022–2025. At the time of the development of the present draft (April 2021), the monitoring framework for the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) had not yet been developed and so those indicators could not be integrated into this draft.

Similarly, other United Nations agencies, also awaiting the development of the QCPR monitoring framework, have yet to develop and share draft results frameworks. As a consequence, the present draft does not contain the shared, common or complementary indicators that will ultimately be integrated into the results framework for presentation at the second regular session of the UNICEF Executive Board in September 2021.

UNICEF is also currently exploring the development of a small set of systemic outcome-level change indicators that cut across all five Goal Areas of the Strategic Plan and these additional indicators may be added in advance of the presentation of the results framework to the Executive Board at the second regular session of 2021.

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* E/ICEF/2021/9.

I. UNICEF Strategic Plan, 2022–2025 results architecture

1. The UNICEF Strategic Plan, 2022–2025 is one of a series of interlinked plans aimed at enabling the organization and partners to achieve the 2030 Agenda for Sustainable Development. It embodies a vision of transformative, outcome-level change set against a longer time frame than traditional strategic plans. The outcome-focused approach reflects more agile programming at the country level, empowering country programmes to align with national priorities, address emerging threats to children and respond to their needs across various operating contexts. Moreover, this outcome focus emphasizes the criticality of collaboration with partners, including work with other United Nations entities to leverage the United Nations system's full capacities to support child rights.
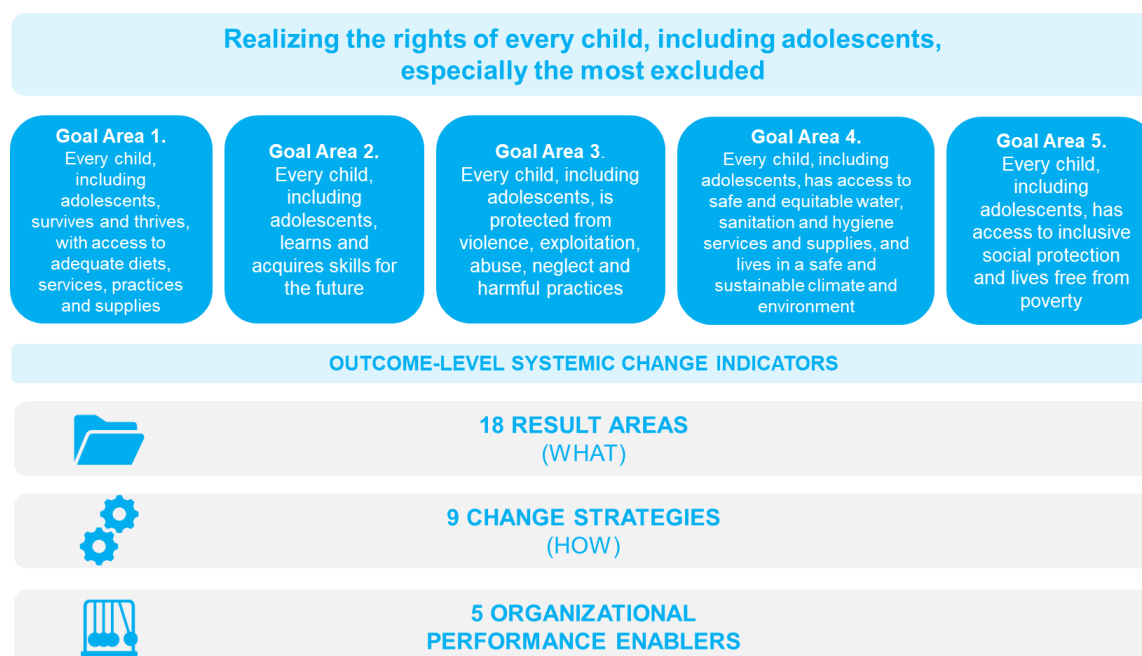
2. The Strategic Plan results and indicators are linked with the Sustainable Development Goals related to children. The results framework and all aspects of the work of UNICEF are guided by the human rights-based approach and anchored in the Convention on the Rights of the Child, the Convention on the 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. The Strategic Plan results and indicators are also anchored into the Core Commitments for Children in Humanitarian Action, our core policy and framework for humanitarian action.

3. The Strategic Plan, 2022–2025 describes the results to be achieved by UNICEF and its key partners in the context of the 2030 Agenda (the WHAT). It also describes the change strategies necessary for the achievement of results (the HOW) and the internal organizational factors that support the change strategies and the achievement of results (the ENABLERS). The Strategic Plan, 2022–2025 places new emphasis on the change strategies and enablers by articulating their roles in driving outcome-level progress for children. The output-level results and the indicators presented in the results framework do not represent the full range of UNICEF work, particularly at the country level, where outputs are identified and designed locally based the organization's strong commitment to national ownership. Rather, they are an illustrative example of high-level outputs that, in turn, represent an aggregate UNICEF contribution to global outcomes.

4. The Strategic Plan results framework is also based on theories of change that UNICEF has developed as the intellectual and conceptual foundation for the Strategic Plan. Those theories of change describe medium-term results, mostly reflective of country outcome-level changes, that UNICEF sees as a key part of the pathway towards the Strategic Plan outcomes and accelerated progress on the Sustainable Development Goals. Those medium-term results have informed the development of many of the indicators in the results framework, but in adherence with the harmonized United Nations approach to results-based management, which calls for three levels of results (impact, outcome, and output), they are not represented as a distinct results level in the results framework. They will nonetheless strongly inform and guide the roll-out of the Strategic Plan through forthcoming UNICEF country programmes.

5. Figure I describes the results architecture of the Strategic Plan.

Figure I
Strategic Plan results architecture

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 adequate diets, services, practices and supplies	Goal Area 2. Every child, including adolescents, learns and acquires skills for the future	Goal Area 3. Every child, including adolescents, is protected from violence, exploitation, abuse, neglect and harmful practices	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	Goal Area 5. Every child, including adolescents, has access to inclusive social protection and lives free from poverty

OUTCOME-LEVEL SYSTEMIC CHANGE INDICATORS

18 RESULT AREAS
(WHAT)

9 CHANGE STRATEGIES
(HOW)

5 ORGANIZATIONAL PERFORMANCE ENABLERS

II. Features of the results framework

A. UNICEF contribution to the 2030 Agenda for Sustainable Development

6.   The results framework of the Strategic Plan incorporates the impact, outcome and output indicators necessary for monitoring progress. These have been identified on the basis of the UNICEF mandate and comparative advantage in the 2030 Agenda in relation to United Nations organizations. While impact- and outcome-level results reflect the combined efforts of Governments, United Nations organizations, the private sector, civil society and other partners, output-level results more closely reflect the specific contribution of UNICEF to longer-term sustainable change and the 2030 Agenda.

7.   Each indicator is selected as a useful measure for managing progress in relation to linked results rather than being bound by a rigid causal chain, allowing UNICEF and partners to see where the organization is making a difference. The Strategic Plan results framework does not contain all indicators used by UNICEF to manage performance at the country level. A set of core indicators that can best show outcome-level change and that support the demonstration of the UNICEF contribution and accountability is included.

1. Impact indicators

8.   Impact indicators are aligned with child-related Sustainable Development Goals or related global strategies. They represent long-term changes in the lives of children and the realization of their rights. UNICEF will contribute to these high-level changes across all countries, in accordance with the principle of universality inscribed in the Convention on the Rights of the Child and the 2030 Agenda. Furthermore, UNICEF has led the development of internationally agreed definitions and measurements for 19 Sustainable Development Goal indicators and has worked

closely with partners to improve the availability and quality of data for other indicators.

2. Outcome indicators

9.   Outcome indicators are also identified on the basis of Sustainable Development Goal targets, but in relation to countries in which UNICEF has a programme in support of national priorities. They frequently measure changes in system or institutional performance at scale, and/or changes in behaviour, norms, practices and beliefs. Some outcome indicators also track coverage at the population level, rather than service delivery, where it is relevant to do so.

10.   Moreover, in the Strategic Plan, 2022–2025, UNICEF has worked to identify pathways to more systemic social and economic change that can address the longer-term issues affecting children and their rights. To this end, UNICEF is introducing outcome-level systemic-change indicators that focus on how the organization can mobilize other actors across sectors to catalyse global change to accelerate the achievement of the Sustainable Development Goals. These outcome-level systemic-change indicators include leveraging financing for children; supporting rights-based policies and legislation; market shaping and access; brokering global partnerships for children; transforming the landscape of data on children; and influencing social behaviours and norms.

3. Output indicators

11.   For each of the five Goal Areas (outcomes), UNICEF has identified several outputs that require the organization's leadership and contribution to outcome-level change and, by extension, to the related Sustainable Development Goal targets.

12.   The output-level results and indicators capture the full range of support that UNICEF provides in various country contexts, such as direct service provision, systems strengthening, policy processes and normative work, advocacy and various types of support related to positive changes in social norms. The main focus is on the change in the capacities of countries for at-scale results for children.

B. Monitoring the implementation of the change strategies

13.   The results framework further outlines the nine change strategies (the HOW) critical to achieving the results under the five Goal Areas. The change strategies represent "game-changing" operational strategies that UNICEF will prioritize to support the achievement of planned results. These strategies do not represent the full spectrum of UNICEF work, but rather have been identified based on their potential to narrow projected gaps in the achievement of the child-focused Sustainable Development Goal targets. The change strategies are also guided by the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) as well as the funding compact. Key performance indicators (KPIs) are proposed for tracking the implementation of the change strategies.

C. Monitoring organizational performance

14.   Furthermore, guided by the QCPR and the funding compact, the results framework sets out a variety of supporting conditions for UNICEF to be a more agile, values-based and effective organization (the ENABLERS) that can drive outcome-level progress for children. UNICEF will continuously invest in its organizational structures and systems, culture, staff, financial resources and assets so as to respond more effectively to change and uncertainty. Several KPIs are proposed to measure five interconnected enablers: (a) agile and responsive business model; (b) strategic

internal communication and staff engagement; (c) decentralized and empowered internal governance and oversight; (d) dynamic and inclusive people and culture; and (e) accelerated resource mobilization.

D.   Mainstreaming of cross-cutting priorities

15.   UNICEF is mainstreaming multiple cross-cutting priorities, including gender equality, disability inclusion, climate action, resilience and peacebuilding, across all Goal Areas, change strategies and enablers, with corresponding results, indicators or disaggregated monitoring.

16.   The results framework reflects the UNICEF commitment to realizing the rights of all children, especially the most excluded. Equity considerations are reflected in the Goal Area and Result Area statements of the results framework as well as in the indicators. Progress will be tracked at the disaggregated level, including by sex, age, disability and geography (rural/urban, region) and by countries in humanitarian crises, where possible.

17.   Unlike its predecessor, the Strategic Plan, 2022–2025 does not separate out humanitarian action as a cross-cutting priority, but rather, and in accordance with an approach that supports programming across the humanitarian-development nexus, it systematically applies a humanitarian lens to the theories of change underlying work on all Goal Areas, cross-cutting programmes, change strategies and enablers, and then reflects UNICEF humanitarian work throughout the plan, including the results framework.

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

A. Impact-level indicators

Impact indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
1. (a) Neonatal, (b) child and (c) adolescent mortality rates (SDGs 3.2.1 and 3.2.2)				Age, geography, high-burden, humanitarian contexts, sex	SDG+ Database
2. Stillbirth rate				High-burden, humanitarian contexts	SDG+ Database
3. Adolescent birth rate per 1,000 women in that age group (SDG 3.7.2)				Age, geography, high-burden, humanitarian contexts	SDG+ Database
4. Maternal mortality ratio (SDG 3.1.1)				Age, geography, high-burden, humanitarian contexts	SDG+ Database
5. Percentage of children who are developmentally on track in literacy-numeracy and physical, learning and social-emotional skills (SDG 4.2.1)				Age, geography, humanitarian contexts, sex, wealth status	SDG+ Database
6. Estimated rate of AIDS-related deaths				Age, geography, humanitarian contexts, sex	SDG+ Database
7. Estimated rate of new HIV infections (SDG 3.3.1)				Age, geography, humanitarian contexts, sex	SDG+ Database
8. Universal health coverage index (SDG 3.8.1)				Geography, high-burden, humanitarian contexts	SDG+ Database
9. Percentage of children under 5 years of age who are stunted (SDG 2.2.1)				Age, geography (region,	SDG+ Database

Impact indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
				urban/rural), humanitarian contexts, sex, wealth status	
10. Percentage of children under 5 years of age who are wasted (SDG 2.2.2)				Age, geography (region, urban/rural), humanitarian contexts, sex, wealth status	SDG+ Database
11. Percentage of children (a) under 5 years of age (SDG 2.2.2) and (b) 5 to 9 years of age who are overweight				Age, geography (region, urban/rural), humanitarian contexts, sex, wealth status	SDG+ Database
12. Percentage of adolescent girls who are anaemic (SDG 2.2.3)				Geography	
13. Percentage of adult women who are anaemic (SDG 2.1.3)				Geography	
14. Completion rate in primary and lower and upper secondary education				Humanitarian contexts, sex	SDG+ Database
15. Equity index (computed on lower secondary completion rate)				Humanitarian contexts, (sex, geography and wealth status embedded in the indicator)	SDG+ Database
16. Learning poverty rate				Country income status, humanitarian contexts	World Bank
17. Proportion of young women and men aged 18 to 29 years who experienced sexual violence by age 18 (SDG 16.2.3)				Humanitarian contexts, sex	SDG+ Database
18. Proportion of children aged 1 to 17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month (SDG 16.2.1)				Age, humanitarian contexts, sex	SDG+ Database
19. Rate of children in detention				Age, pre-trial/post-sentence, sex	UNICEF Database

Impact indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
20. Rate of children in residential care				Age, disability, sex	UNICEF Database
21. Percentage of children under 5 years of age whose births are registered (SDG 16.9.1)				Age, migration status, sex	SDG+ Database
22. Percentage of girls and women aged 15 to 49 years who have undergone female genital mutilation (FGM) (SDG 5.3.2)				Age	SDG+ Database
23. Percentage of women and men (20–24 years) married or in union before age 18 (SDG 5.3.1)				Sex	SDG+ Database
24. Proportion of population using safely managed drinking water services (SDG 6.1.1)				Geography (urban/rural), humanitarian contexts	World Health Organization (WHO)/UNICEF Joint Monitoring Programme (JMP) global database
25. Proportion of population using safely managed sanitation services (SDG 6.2.1)				Geography (urban/rural), humanitarian contexts	WHO/UNICEF JMP global database
26. Under-5 mortality rate attributed to unsafe water, sanitation and hygiene (WASH) (SDG 3.9.2)				Geography, humanitarian contexts	WHO
27. Percentage of children in multidimensional poverty (SDG 1.2.2)				Age, geography, sex	SDG+ database
28. Percentage of children living in extreme poverty (SDG 1.1.1)				Geography (region, urban/rural)	SDG+ Database
29. Percentage of children living in monetary poverty (SDG 1.2.1)				Geography	SDG+ Database
30. Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (SDG 5.1.1)				By area	SDG+ Database
31. Percentage of time spent on unpaid domestic and care work, by sex, age and location (SDG 5.4.1)				Age, geography (urban/rural), sex	SDG+ Database

B. Goal Area 1: Every child, including adolescents, survives and thrives, with access to adequate diets, services, practices and supplies.

1. Goal Area-level (outcome) indicators

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
1. Percentage of pregnant women receiving at least four antenatal visits				Age, geography (region, urban/rural), high-burden	SDG+ database
2. Percentage of live births attended by skilled health personnel (home and facilities) (SDG 3.1.2)				Age, geography, high-burden	SDG+ database
3. Percentage of (a) mothers and (b) newborns receiving postnatal care				Age, geography, high-burden	SDG+ database
4. Percentage of children with diarrhoea receiving (a) oral rehydration salts (ORS) and (b) ORS and zinc				Geography, high-burden	SDG+ database
5. Percentage of children with symptoms of acute respiratory infections taken to an appropriate health provider				Geography, high-burden	SDG+ database
6. Percentage of children in malaria-endemic countries sleeping under an insecticide-treated net				Geography	SDG+ database
7. Universal health coverage index for reproductive, maternal, newborn and child-health interventions (SDG 3.8.1)				Geography, high-burden	SDG+ database
8. Percentage of surviving infants who received (a) first dose and (b) three doses of diphtheria, tetanus and pertussis (DTP) vaccine				Geography, high-burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
9. Percentage of surviving infants who received first dose of the measles-containing vaccine				High-burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
10. Interruption of wild polio transmission					Global Polio Eradication Initiative
11. Number of countries that are verified/validated as having eliminated maternal and neonatal tetanus				Geography	Global Maternal and Neonatal Tetanus Elimination Programme (WHO/UNICEF)

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
12. Percentage of children aged 24 to 59 months receiving early stimulation and responsive care from their parents or caregivers				Geography	SDG+ database
13. Proportion of women aged 15 to 19 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (SDG 5.6.1)				Geography	SDG+ database
14. Percentage of adolescents who report symptoms of depression and/or anxiety reporting contact with health professional or counsellor for mental-health care				Age, sex, geography, humanitarian contexts	Measurement of Mental Health Among Adolescents at the Population Level
15. Percentage of children and adolescents living with HIV who receive antiretroviral therapy				Age, geography	Joint United Nations Programme on HIV/AIDS (UNAIDS) estimates (Global AIDS Monitoring)
16. Percentage of HIV-positive women who received antiretroviral therapy during pregnancy and/or at labour and delivery				Geography	UNAIDS estimates (Global AIDS Monitoring)
17. Percentage of infants under 6 months of age who are exclusively breastfed				Geography, sex, wealth status	SDG+ database
18. Percentage of children aged 6 to 23 months who are fed a minimum diverse diet				Geography, sex, wealth status	SDG+ database
19. Percentage of young children who benefit from vitamin A supplements twice yearly				Geography	Country offices
20. Percentage of pregnant women who benefit from gender-responsive programmes for the prevention of anaemia				Geography	SDG+ database
21. Percentage of population consuming at least one cereal fortified with iron and folic acid				Geography	Country offices
22. Percentage of children under 5 years of age with severe wasting and other forms of severe acute malnutrition who are admitted for treatment				Geography, humanitarian contexts, sex	Country offices
23. Percentage of children under 5 years of age with severe wasting and other forms of severe acute malnutrition who are admitted for treatment and recover				Geography, humanitarian contexts, sex	Country offices

2. Result area-level (output) indicators

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

Ending preventable deaths and strengthening primary health care

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

Output indicators	Baseline	2022	2023	2024	Target 2025	Disaggregation categories	Means of verification
1. Number of live births delivered in health facilities through UNICEF-supported programmes						High-burden, humanitarian contexts	Country offices
2. Number of children benefitting from UNICEF-supported integrated management of childhood illnesses services (integrated community case management and/or integrated management of neonatal and childhood illness)						High-burden, humanitarian contexts	Country offices
3. Number of health workers receiving the skills and support for delivering essential maternal, newborn and child-health services						High-burden, humanitarian contexts	Country offices
4. Number of countries in which UNICEF has strengthened systems for primary health care						Geography	Country offices
5. Number of countries in which UNICEF supported a timely response to outbreaks or other public health emergencies						Geography	Country offices

Immunization services as part of primary health-care

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

Output indicators	Baseline	2022	2023	2024	Target 2025	Disaggregation categories	Means of verification
1. Number of children vaccinated against measles						Humanitarian contexts	Country offices
2. Number of countries that introduced one or more of the following vaccines: human papillomavirus vaccine, hepatitis B vaccine, measles-containing vaccine second-dose, pneumococcal conjugate vaccine and/or rotavirus vaccine							WHO/UNICEF Estimates of National Immunization Coverage
3. Number of countries with a national-level stock-out of DTP or measles vaccine for at least one month						High-burden, humanitarian contexts	WHO/UNICEF Estimates of National Immunization Coverage

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
4. Number of countries in which UNICEF supported effective vaccine management						High-burden, humanitarian contexts	Global EVM database (WHO /UNICEF)
5. Number of countries in which UNICEF supported the effective roll-out of COVID-19 vaccines						Geography	Country offices
6. Number of countries implementing strategies to address under-vaccination						High-burden, humanitarian contexts	WHO/UNICEF estimates of national immunization coverage
7. Proportion of polio-endemic and outbreak countries with over 90 per cent campaign awareness in most recent vaccination campaign							Country offices

Fast-track the end of HIV/AIDS

Result area 3: Children, including adolescents, and pregnant and breastfeeding mothers, have access to interventions that fast-track the end of HIV/AIDS, in development and humanitarian contexts.

1. Number of countries implementing a comprehensive package of interventions for paediatric HIV treatment as part of primary health care						Geography	Country offices
2. Number of countries integrating and rolling out innovative HIV diagnostic platforms in primary health care						Geography	Country offices
3. Number of countries with at least dual mother-to-child transmission of HIV and syphilis elimination policies and services						Geography	Country offices
4. Number of countries in which UNICEF is supporting combination HIV-prevention interventions, including pre-exposure prophylaxis, targeting adolescent girls and young women and/or adolescent and young key populations						Geography	Country offices

Child and adolescent health and development

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

1. Number of countries that have integrated early childhood development in primary health care						Geography	Country offices
2. Number of countries integrating adolescent health priorities, including sexual and reproductive health, in						Geography	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	*2023*	*2024*			
primary health-care services or through school and digital platforms							
3. Number of countries integrating the prevention and management of (a) non-communicable diseases and (b) injuries, as part of primary health care with UNICEF support						Geography	Country offices
4. Number of countries: (a) Addressing environmental health risks in primary health care (b) Strengthening climate-resilient and environmentally sustainable health-care facilities, with UNICEF support						Geography	Country offices
5. Availability of comparable data on non-communicable diseases, disability, injuries, mental health and children's environmental health							UNICEF global monitoring
6. Number of children with disabilities reached by assistive technology, inclusive products and digital innovations through UNICEF-supported programmes						Geography	UNICEF Supply Division

Mental health and psychosocial well-being

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

1. Number of countries integrating mental-health services in primary health care, including through school and digital platforms						Geography	Country offices
2. Number of countries implementing multisectoral approaches to caregiver mental health						Geography	Country offices
3. Number of countries with a plan or strategy for child and/or adolescent mental health						Geography	WHO policy survey

Nutrition in early childhood

Result area 6: Children are protected from malnutrition in early childhood − stunting and wasting, micronutrient deficiencies, and overweight and obesity − in development and humanitarian contexts.

1. Number of children under 5 years of age who benefit from programmes for the prevention of stunting, wasting, micronutrient deficiencies and/or overweight and obesity.						Geography, humanitarian contexts	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
2. Number of countries with a nutrition policy or strategy to prevent undernutrition and micronutrient deficiencies in children under 5 years of age						Geography	Country offices
3. Number of countries with strategies and programmes to improve diet diversity among children aged 6 to 23 months						Geography	Country offices
4. Number of countries with a national policy for the protection, promotion and support of optimal child nutrition, including legislation to protect children from harmful promotion/marketing of breastmilk substitutes and/or foods and beverages						Geography	Country offices
Nutrition of adolescents and women							
Result area 7: Adolescent girls and women benefit from gender-responsive diets, services and practices for the prevention of anaemia and poor nutrition, in development and humanitarian contexts.							
1. Number of children 5 to 19 years who benefit from gender-responsive programmes for the prevention of anaemia and all forms of malnutrition						Geography, sex, humanitarian contexts	Country offices
2. Number of countries with programmes to prevent overweight and obesity in school-age children and adolescents						Geography	Country offices
3. Number of countries with gender-responsive programmes to prevent anaemia in adolescent girls and boys through school- and community-based approaches						Geography	Country offices
4. Number of countries implementing integrated anaemia prevention and nutrition counselling in their pregnancy care programmes for women						Geography	Country offices
Early detection and treatment of malnutrition							
Result area 8: Children benefit from timely and quality supplies and services for the early detection and treatment of wasting and other forms of life-threatening malnutrition, in development and humanitarian contexts.							
1. Number of children under 5 years of age who benefit from services for the early detection and treatment of severe wasting and other forms of severe acute malnutrition						Geography, humanitarian contexts	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
2. Number of countries that provide services for the early detection and treatment of children with severe wasting as a regular service for children						Geography	Country offices
3. Number of countries that have adopted simplified approaches for the early detection and treatment of child wasting						Geography	Country offices

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

1.   Goal Area-level (outcome) indicators

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
1. Percentage of countries with gender disparity in education				Humanitarian contexts (sex embedded in the indicator)	SDG+ Database
2. Adjusted net attendance rate of children from the poorest quintile in primary and lower and upper secondary education (SDGs 4.1 and 4.5) and attendance rate in early childhood education of children from the poorest quintile (SDG 4.2)				Humanitarian contexts (sex and wealth status embedded in the indicator)	SDG+ Database
3. Gross enrolment ratio in pre-primary education				Humanitarian contexts, sex	SDG+ Database
4. Out-of-school rate for girls and boys of primary and lower secondary school age				Geography (urban/rural), humanitarian contexts, sex	SDG+ Database
5. Percentage of countries in which the percentage of national education expenditure reaching the most marginalized is above 15 per cent				Geography	UNICEF Database
6. Percentage of countries with more than 60 per cent of children reaching the minimum level of proficiency in reading and mathematics				Geography	SDG+ Database

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
7. Percentage of adolescents not in employment, education or training				Age, geography, humanitarian contexts, sex	SDG+ Database
8. Remote learning readiness index				Geography	UNICEF Database

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
Access to quality learning opportunities							
Result area 1: Equitable and inclusive access to learning opportunities, including in humanitarian and fragile contexts							
1. Percentage of countries with inclusive and gender-equitable system for access to learning opportunities						Humanitarian contexts, by dimension[1]	Country offices
2. Percentage of countries with a resilient education system that can respond to humanitarian crises						Humanitarian contexts, by dimension[2]	Country offices
3. Percentage of countries implementing evidence-based education sector plans/strategies addressing learning poverty and inequities and mainstreaming the Sustainable Development Goal indicators						Humanitarian contexts, by dimension[3]	Country offices
4. Number of out-of-school children and adolescents who accessed education through UNICEF-supported programmes						Geography, humanitarian contexts, level of education, sex	Country offices

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

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

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

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

Learning, skills, participation and engagement

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

Output indicators	Baseline	2022	2023	2024	Target 2025	Disaggregation categories	Means of verification
1. Percentage of countries with effective teacher development system						Humanitarian contexts, by dimension[4]	Country offices
2. Percentage of countries with effective learning assessment system						Humanitarian contexts, by dimension[5]	Country offices
3. Percentage of countries with effective student and community participation within the education system						Humanitarian contexts, by dimension[6]	Country offices
4. Percentage of countries with effective system for digital learning solutions						By dimension[7]	Country offices
5. Percentage of countries with gender-responsive systems for learning and skills development						By dimension[8]	Country offices
6. Percentage of countries institutionalizing holistic skills development to support learning, personal empowerment, environmental sustainability, active citizenship and/or employability and entrepreneurship						By dimension[9]	Country offices
7. Percentage of countries institutionalizing measures for children's and adolescents' participation and civic engagement						By dimension[10]	Country offices
8. Number of children provided with individual learning materials						Geography, humanitarian contexts	Country offices

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[4] Dimensions include teacher development and teaching.

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

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

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

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

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

[10] Dimensions include child and adolescent empowerment, participation and civic engagement.

| Output indicators | Baseline | Milestones | | | Target 2025 | Disaggregation categories | Means of verification |
		2022	2023	2024			
9. Number of children who accessed education through digital platforms						Disability, geography, sex	Country offices
10. Number of school management committees whose capacity was developed						Geography	Country offices
11. Number of adolescents and young people who participate in or lead civic engagement initiatives						Age, sex, geography, humanitarian contexts	Country offices

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

1. Goal Area-level (outcome) indicators

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
1. Percentage of girls and boys aged 15 to 17 years who have ever experienced any sexual violence and sought help from a professional				Disability, humanitarian contexts, sex	UNICEF Database
2. Percentage of mothers (or primary caregivers) who think that physical punishment is necessary to raise/educate children				Geography	UNICEF Database
3. Proportion of girls and boys aged 15 to 19 years who consider a husband to be justified in hitting or beating his wife for at least one of the specified reasons				Sex	UNICEF Database
4. Percentage of students aged 13 to 15 years who reported being bullied on 1 or more days in the past 30 days				Sex	UNICEF Database
5. Percentage of children subject to a diversion order or a non-custodial measure				Age, intervention type, sex	Country offices
6. Proportion of children in family-based care of the total number of children in all forms of formal alternative care				Age, disability, sex, migration status, humanitarian contexts	Country offices
7. Number of countries that have interoperability between the health system and civil registration system to facilitate birth registration				Geography	Country offices

	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
8. Percentage of countries tracking services and referral information related to mental health and psychosocial support services for children and adolescents						Geography, humanitarian contexts	Country offices
9. Percentage of girls, boys, women and men aged 15 to 49 years who believe that female genital mutilation should be eliminated						Age, sex	SDG+ Database

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
Protection from violence, abuse and exploitation							
Result area 1: Children, including those affected by humanitarian crises, are protected from violence, exploitation, abuse and neglect.							
1. Number of countries with legislative and policy framework to: (a) End the corporal punishment of children (b) End child sexual exploitation and abuse (including technology enabled) (c) Eliminate the worst forms of child labour						Geography	Country offices
2. Number of mothers, fathers and caregivers reached through parenting programmes						Sex, intervention type	Country offices
3. Number of children who have experienced violence, exploitation, abuse and neglect reached by health, social work or justice/law enforcement services						Age, migration status, disability, humanitarian contexts, intervention type, sex	Country offices
4. Percentage of countries experiencing conflict having a system in place to document, analyse and use data about grave child-rights violations/other serious rights violations for prevention and response						Geography	Country offices
5. Percentage of UNICEF-targeted girls and boys who have exited an armed force or group and who have been provided with protection or reintegration support						Age, sex, migration status	Country offices
6. Percentage of UNICEF-targeted girls and boys in areas affected by landmines and other explosive weapons provided with relevant prevention and survivor-assistance interventions						Age, disability, humanitarian contexts, intervention type, sex	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
7. Percentage of UNICEF-targeted women, girls and boys in humanitarian situations provided with risk mitigation, prevention and response interventions to address gender-based violence through UNICEF-supported programmes						Age, disability, humanitarian contexts, intervention type, sex	Country offices
8. Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations						Age, sex	Country offices
Promotion of care, mental health and psychosocial well-being and justice							
Result area 2: Children, including those affected by humanitarian crises, benefit from the promotion of care, mental health and psychosocial well-being and justice.							
1. Number of countries with specialized justice-for-children systems						Geography	Country offices
2. Number of countries that have policies, programmes and mechanisms for prevention of family separation and promotion of family-based alternative care, in line with the 2009 Guidelines for the Alternative Care of Children						Geography	Country offices
3. Number of countries that have mature child-protection systems						Geography	Country offices
4. Number of countries with a quality-assurance system in place for social service work						Geography	Country offices
5. Number of countries that have in place a free and universal birth-registration service within civil registration and vital statistics, in accordance with international standards and best practices						Geography	Country offices
6. Percentage of UNICEF-targeted unaccompanied and separated girls and boys registered for support who received alternative care and/or reunification services						Age, migration status, disability, humanitarian contexts, sex, recruitment status/children associated with armed groups and forces	Country offices
7. Number of UNICEF-targeted children, adolescents, parents and caregivers provided with community-based mental health and psychosocial support services						Age, migration status, disability, intervention	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
						type humanitarian contexts, sex	
8. Percentage of UNICEF-targeted girls and boys in humanitarian settings who have received individual case management						Age, migration status, disability, intervention type, sex	Country offices
Prevention of harmful practices							
Result area 3: Children, including those affected by humanitarian crises, benefit from the prevention of harmful practices.							
1. Number of girls and women who receive prevention and protection services on female genital mutilation						Age, disability, humanitarian contexts, intervention type	Country offices
2. Number of people engaged through community platforms in reflective dialogue towards eliminating discriminatory social and gender norms and harmful practices that affect girls and women						Humanitarian contexts, sex	Country offices
3. Number of adolescent girls receiving prevention and care interventions to address child marriage						Age, disability, humanitarian contexts, intervention type	Country offices
4. Number of countries implementing evidence-based, costed and funded action plans or strategies with monitoring and evaluation frameworks to end child marriage						Geography	Country offices

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

1. Goal Area-level (outcome) indicators

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
1. Proportion of population using: (a) basic drinking water services (b) basic sanitation services (c) basic hygiene services				Geography, humanitarian contexts	WHO/UNICEF JMP global database

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
2. Proportion of schools with: (a) basic drinking water services (b) basic sanitation services (c) basic hygiene services				Geography, humanitarian contexts, school level	WHO/UNICEF JMP global database
3. Proportion of health care facilities with: (a) basic water services (b) basic sanitation services (c) basic hygiene services (d) basic waste-management services (e) basic environmental cleaning services				Geography, humanitarian contexts, facility type	WHO/UNICEF JMP global database
4. Proportion of women and girls aged 15 to 49 years who menstruated in the last 12 months using appropriate menstrual hygiene materials during their last period				Geography, age, humanitarian contexts	WHO/UNICEF JMP global database
5. Proportion of population living in areas of high or extremely high water vulnerability				Geography	WHO/UNICEF JMP global database and World Resources Institute
6. Number of countries reducing the funding gap to reach national WASH targets				Geography	UN-Water Global Analysis and Assessment of Sanitation and Drinking-Water
7. Ratio of access to WASH services across the richest and poorest quintiles for: (a) basic sanitation (b) basic water (c) basic hygiene				Geography	WHO/UNICEF JMP global database
8. Number of countries developing, financing and implementing child-sensitive climate policies and programmes				Geography	United Nations Framework Convention on Climate Change monitoring protocols
9. Number of countries with child-sensitive disaster risk and recovery policies, strategies, plans at national, subnational and/or sectoral level				Geography	Sendai Framework monitoring protocols

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
Safe and equitable water, sanitation and hygiene services and practices							
Result area 1: Sustained access to and use of safe water, sanitation and hygiene practices for all children and adolescents, particularly the most disadvantaged and those living in humanitarian and fragile contexts.							
1. Number of people reached with durable solutions in development and humanitarian contexts with at least basic sanitation services						Disability, geography (region, urban/rural), service type (with climate-resilient sanitation services), sex	Country offices
2. Number of people reached with durable solutions in development and humanitarian contexts with at least basic water that is safe and available when needed						Disability, geography (region, urban/rural), service type/level (with climate-resilient sanitation services, previous and new service level), sex, humanitarian contexts	Country offices
3. Number of people reached with at least basic hygiene services						Disability, geography (region, urban/rural), humanitarian contexts, sex	Country offices
4. Number of schools reached with basic WASH services						Geography (region, urban/rural), humanitarian contexts, service type (climate-resilient services)	Country offices
5. Number of health-care facilities reached with basic WASH services						Geography (region, urban/rural),	Country offices

| Output indicators | Baseline | Milestones | | | Target 2025 | Disaggregation categories | Means of verification |
		2022	2023	2024			
						humanitarian contexts, service type (climate-resilient services)	
6. Number of women and adolescent girls reached whose menstrual health and hygiene needs are addressed through UNICEF-supported programmes						Disability, geography (region), humanitarian contexts	Country offices
7. Number of people in humanitarian contexts reached with appropriate drinking water services						Disability, geography (region, urban/rural), sex	Country offices
8. Number of people in humanitarian contexts reached with appropriate sanitation services						Disability, geography (region, urban/rural), sex	Country offices
Water, sanitation and hygiene systems and empower communities							
Result area 2: Strengthened and resourced water, sanitation and hygiene systems and empowered communities for gender-equal, inclusive, affordable and sustainable services to meet the rights of all children and adolescents, particularly the most disadvantaged and those living in humanitarian and fragile contexts.							
1. Number of countries that have prepared and implemented a costed and inclusive national WASH financing strategy, with UNICEF support						Household water, household sanitation, household hygiene, WASH in schools, WASH in health-care facilities	Country offices
2. Number of countries with increased annual sector expenditures from different funding and financing sources resulting from UNICEF support						Source of funding/financing, household water, household sanitation, household hygiene, WASH in schools, WASH in health-care facilities	Country offices
3. Number of countries with national monitoring systems incorporating sustainability in previous two years, with UNICEF support						Household water, household sanitation, household hygiene,	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
						WASH in schools, WASH in health-care facilities	
4. Number of countries that have developed a climate rationale for the impact of climate change and water insecurity on WASH services based on a comprehensive risk analysis						Geography	Country offices
5. Number of countries implementing/developed a participatory humanitarian, development and peace building approach (triple nexus) on WASH services based on a comprehensive risk analysis						Geography	Country offices

Climate change, disaster risks and environmental degradation

Result area 3: Increased and enhanced child-sensitive programmes to address climate change, disaster risks and environmental degradation that meet the rights of all children and adolescents, particularly the most disadvantaged and those in humanitarian and fragile contexts.

1. Number of countries implementing child-sensitive programmes that enhance the climate and disaster resilience of children, reduce environmental degradation and promote low-carbon development and environmental sustainability, with UNICEF support						Geography	Country offices
2. Number of countries engaging children, adolescents and young people in action and advocacy to address climate change, unsustainable energy use and/or environmental degradation, with UNICEF support						Age, geography, sex	Country offices
3. Number of countries in which UNICEF supported the updating of government frameworks for preparedness and/or early/anticipatory action to be child-sensitive at the national and local levels						Geography, type of hazard	Country offices

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

1. Goal Area-level (outcome) indicators

Outcome indicators	Baseline	Milestones (2025)	Goals target	Disaggregation categories	Means of verification
1. Number of countries in which measurement, analysis or policy advice has led to policies and programmes to reduce child poverty				Geography	Country offices
2. Proportion of total government spending on essential services (education, health and social protection) (SDG 1.a.2)				Geography	SDG+ Database
3. Pro-poor public spending (SDG 1.b.1)				Geography	SDG+ Database
4. Proportion of child population covered by social protection floors/systems (SDG 1.3.1)				Geography	SDG+ Database
5. Number of countries taking action to support care work, through family-friendly policies				Geography	Country offices

2. Result area-level (output) indicators

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
Reducing child poverty							
Result area 1: Increased commitment to eliminating child poverty as part of national poverty, socioeconomic and sectoral strategies and policies							
1. Number of countries with nationally owned routine measurement and reporting on child poverty						Geography	Country offices
2. Number of countries in which UNICEF has helped to strengthen social sector budgets (including social protection) for greater and better investments in children, including in humanitarian and fragile contexts						Geography	Country offices
3. Number of countries, including in humanitarian and fragile contexts, in which UNICEF has enhanced national and local governance capacities for poverty reduction at the local level						Geography (region, urban/rural), national/local level	Country offices

Output indicators	Baseline	Milestones			Target 2025	Disaggregation categories	Means of verification
		2022	2023	2024			
Access to inclusive social protection							
Result area 2: Expanded coverage and strengthened inclusive, gender-transformative and shock-responsive social-protection systems, including in humanitarian and fragile contexts							
1. Number of countries with moderately strong or strong social-protection systems						Geography, migration status	Country offices
2. Number of countries with gender-responsive or gender-transformative social-protection programmes with UNICEF support						Geography	Country offices
3. Number of countries with disability-inclusive social-protection programmes with UNICEF support						Geography	Country offices
4. Number of countries with social-protection systems, including cash-transfer capacities that are able to effectively and rapidly respond to humanitarian crises						Geography	Country offices
5. Number of children reached by cash transfers through UNICEF-supported programmes, including in humanitarian contexts						Age, children living below the national poverty line, disability, humanitarian contexts	Country offices

IV. Change strategies (HOW)

H1. Advocacy and communications

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
1. Number of countries that took advocacy action that triggered policy change related to the UNICEF Global Advocacy Priorities: (a) Tackle the learning crisis (b) Vaccine affordability, availability and equity (c) Mental health of children and young people, and to bring an end to neglect, abuse and childhood traumas						

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
(d) Increase access to clean water, and address environmental degradation and climate change						
2. Number of children, adolescents and youth engaged in (a) Advocacy (campaigns, events, Youth Advocates, World Children's Day) (b) Communication (content and media features, youth reporters, user-generated content) (c) Platforms (U-Report, networks)						
3. Number of UNICEF digital supporters						

H2.   Community engagement, social and behaviour change

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
1. Percentage of country offices that meet organizational benchmarks related to community engagement, social and behaviour change programming						
2. Number of countries supported to institutionalize community engagement mechanisms for participatory planning, monitoring, feedback and social accountability						
3. Number of countries that meet organizational benchmarks to reduce stigmatization and discrimination						
4. Number of countries supported to strengthen systems for adolescents' and young people's participation and civic engagement						
5. Number of countries with peacebuilding/social cohesion/violence-prevention plans and processes that are child- and youth-sensitive						
6. Percentage of countries with at-scale capacity-development programmes for front-line workers that focus on: (a) gender equality (b) disability inclusion						
7. Number of countries that meet organizational benchmarks for integrated parenting support programmes that promote children's and adolescents' optimal development						

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
8. Number of countries supported to institutionalize local governance mechanisms for participatory planning, monitoring, feedback and social accountability by communities						
9. Percentage of countries with at-scale programmes addressing gender discriminatory roles and practices among children						

H3. Data, research, evaluation and knowledge management

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
1. Percentage of 37 child-focused Sustainable Development Goals indicators reported in past three years with at least one disaggregation (where applicable) in alignment with international standards for Sustainable Development Goal reporting						
2. Number of country offices implementing action plans to support Governments to improve the availability and quality of child-related Sustainable Development Goal indicators						
3. Number of country offices meeting organizational benchmarks for UNICEF-brokered knowledge and learning initiatives						
4. Number of countries in which UNICEF-supported policymaking or budgeting is informed by data, research, and evaluation						
5. Percentage of significant country programme components evaluated by the end of their cycle						
6. Number of joint or independent system-wide evaluations in which UNICEF engaged (funding compact)						
7. Number of UNICEF corporate evaluations available on the United Nations Evaluation Group website (funding compact)						

H4.   Digital transformation

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
1. Percentage of staff who have completed the mandatory learning programme for improving digital skills and safety						
2. Number of new individual donors acquired via digital channels						
3. Proportion of country offices that meet organizational benchmarks for engagement with Governments on (a) digital systems strengthening (b) child rights in digital environments						

H5.   Gender-transformative programming

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
1. Percentage of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women minimum standards met or exceeded						
2. Percentage of offices meeting organizational standards for UNICEF Gender Action Plan implementation						
3. Percentage of country programme documents approved in the reporting year that meet or exceed the standard of excellence on gender equality						
4. Percentage of expenditure on programming with a focus on gender equality (a) total (b) humanitarian						
5. Percentage of country offices that have implemented a minimum set of gender-based violence risk-mitigation actions						

H6.   Innovation

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
1. Proportion of UNICEF global innovation portfolios with at least one innovation that has attained multi-country scale and reach of more than 1 million people						
2. Proportion of UNICEF global innovation portfolios that have secured the minimum investment threshold to support innovations						

H7.   Partnerships and engagement: public and private

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
1. Number of children reached through engagement and partnerships with business						
2. Number of countries in which businesses have integrated child-rights approaches into their business activities or investments through engagement with UNICEF						
3. Number of people who volunteer for the cause of children						
4. Number of countries in which UNICEF contributed to new or revised policies or regulations addressing business practices impacting children's rights						
5. Number of countries in which UNICEF mobilized business innovation or core assets for children at scale						
6. Number of countries with business engagement integrated into the design of at least one of the thematic programme areas						
7. Number of countries in which national and external partners are prioritizing child rights, including by allocating development assistance, through engagement with UNICEF						
8. Percentage of country offices engaged in joint programmes that scale up key results for children						

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
9. Percentage of development-related expenditures on joint activities (funding compact)						

H8. Risk-informed humanitarian and development nexus programming

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
1. Percentage of countries in which UNICEF contributed to the articulation of humanitarian-development-peace nexus priorities through engagement in common country assessment and United Nations Sustainable Development Cooperation Framework processes						
2. Percentage of country offices that meet organizational benchmarks on: (a) Preparedness (b) Risk-informed programming (c) Conflict-sensitive programming and contributions to social cohesion and peace (d) Accountability to affected populations						
3. Percentage of humanitarian funding provided to local and national actors						
4. Percentage of countries in which UNICEF-led cluster/sector coordination mechanisms meet satisfactory performance for established functions: (a) Nutrition (b) Education (c) WASH (d) Child protection (area of responsibility)						
5. Percentage of countries providing disability-inclusive humanitarian programmes and services						

H9. Systems strengthening to leave no one behind

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
1. Percentage of country offices that support national human-rights institutions						
2. Percentage of country offices that support the implementation of recommendations issued by the Committee on the Rights of the Child						
3. Number of countries with a national supply-chain strategy that addresses barriers to access to essential health, nutrition and WASH commodities						
4. Percentage of country offices that have an evidence-based sector-specific systems-strengthening strategy						
5. Number of countries supported on epidemic preparedness (National Health Security)						
6. Number of countries with improved and child-sensitive urban policies, spatial-planning standards and programmes that address the unique structural barriers to child well-being in urban settings, with a special focus on those living in slums and informal settlements						
7. Number of countries supported by UNICEF with improved systems for the provision of assistive technology for children with disabilities.						
8. Number of countries supported by UNICEF that have identified and financed gender-transformative child rights policies and programmes						

V. ENABLERS

E1. Accelerated resource mobilization

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
1. Total income (regular resources (RR), other resources-regular (ORR), other resources-emergency (ORE)) from: (a) public sector (b) private sector						

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
2. Thematic income as a percentage of total OR from (funding compact): (a) public sector (b) private sector						
3. Percentage of total income from: (a) Organization for Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) Governments (b) non-OECD-DAC Governments (c) international financial institutions (d) United Nations partnerships and joint programmes (funding compact) (e) innovative financing arrangements						
4. Percentage of UNICEF non-core resources received from inter-agency pooled funds (funding compact)						
5. Core (RR) contributions from member states as a percentage of the total from the public sector (funding compact)						
6. Funding gaps in the UNICEF Strategic Plan financing framework (funding compact)						

E2.   Agile and responsive business model

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	*2023*	*2024*		
1. Number of functional divisions incorporating the principle of mutual recognition in their policy frameworks						
2. Reduction of workload at the country-office level through the implementation of automation and/or business process simplifications						
3. Number of staff trained on agile programme delivery and management						
4. Percentage of UNICEF Offices in United Nations common premises (funding compact)						
5. Percentage of UNICEF offices that are disability inclusive and accessible						

E3.   Decentralized and empowered internal governance and oversight

| Indicators | Baseline | Milestones | | | Target 2025 | Means of verification |
		2022	2023	2024		
1. Percentage of offices performing fraud risk assessment						
2. Number of internal audit recommendations outstanding for more than 18 months						
3. Number of external audit recommendations outstanding for more than 18 months						
4. Percentage of offices that meet organizational benchmarks for addressing safeguarding risks						
5. Percentage of country offices that have a system in place to prevent and respond to sexual exploitation and abuse						
6. Percentage of country offices applying environmental, disability-inclusive and social standards in UNICEF programmes in line with UNICEF/United Nations standards						
7. Percentage reduction in carbon footprint						
8. Proportion of countries meeting the requirements of risk-responsive programme monitoring and assurance						
9. Score in the International Aid Transparency Initiative aid transparency index (funding compact)						

E4.   Dynamic and inclusive people and culture

| Indicators | Baseline | Milestones | | | Target 2025 | Means of verification |
		2022	2023	2024		
1. Percentage of female staff by level (General Service/National Officer/International Professional (IP))						
2. Percentage of IP staff from programme countries						
3. Employee Engagement Index (a) female (b) male						

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
4. Percentage of offices that meet organizational benchmarks related to psychological safety and trust						
5. Leadership training: percentage of Global Management Team, representatives and deputy representatives (programme and operations) trained on gender equality, anti-racism and disability inclusion as well as on forms of discrimination, including biases and microaggressions						
6. Percentage of staff who agree with the statement "I believe women and men are given the same opportunities for career advancement in this organization"						

E5. Strategic internal communication and staff engagement

Indicators	Baseline	Milestones			Target 2025	Means of verification
		2022	2023	2024		
1. Percentage of offices that meet organizational benchmarks related to transparent and well-communicated decision-making						
2. Number of offices that roll out initiatives and campaigns to improve staff behaviours aligned with the core values of UNICEF						
3. Percentage of staff who report a user-friendly experience in the UNICEF holistic digital communications/workplace environment						