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Item 11 of the provisional agenda*

Management response to the evaluation report**Evaluation of the UNICEF Strategic Plan, 2022–2025***Summary*

The present document provides the management response to the evaluation of the UNICEF Strategic Plan, 2022–2025. The management response summarizes the actions that UNICEF will take to address the recommendations in the evaluation report.

The management response also summarizes the actions agreed upon across divisions and offices at global, regional and country levels.

Elements of a draft decision for consideration by the Executive Board are provided in section III.

* E/ICEF/2025/1.

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



I. Overview

1. The UNICEF Strategic Plan, 2022–2025 outlines the organization’s vision to uphold children’s rights and achieve significant results globally. Endorsed by the UNICEF Executive Board in 2021, this four-year plan serves as the first of two leading up to 2030, guiding UNICEF offices and programmes to promote children’s rights in line with the Convention on the Rights of the Child and the Core Commitments for Children in Humanitarian Action.

2. The Strategic Plan identifies five interconnected Goal Areas in which the organization aims to achieve long-term results (by 2030). Additionally, the Plan identifies gender and disability, climate action, peacebuilding, and resilience as cross-cutting programmes, aiming to orient UNICEF work in all contexts towards addressing fragility and the root causes of conflict, crisis and displacement while building capacity to prevent, prepare for and respond to emergencies.

3. The Strategic Plan outlines five organizational enablers and nine change strategies as critical levers to enhance results. These elements are represented in a high-level theory of change, illustrating how targeted interventions lead to medium-term changes at the country level, ultimately driving long-term impacts towards the Sustainable Development Goals and children’s rights.

4. The evaluation of the UNICEF Strategic Plan, 2022–2025 was conducted from June to November 2024 by an independent entity (Universalialia). It was coordinated by the UNICEF Evaluation Office in collaboration with key stakeholders, including the Division of Data, Analytics, Planning and Monitoring, the Programme Group and UNICEF regional offices, among others.

5. The evaluation should not be read as an assessment of UNICEF performance, as it does not attempt to link the Strategic Plan’s design or implementation to specific results. Instead, the evaluation attempted to assess the utility of the Strategic Plan in guiding the organization over the four years of its duration. UNICEF reports every year on performance and progress in implementing its Strategic Plan through the annual report of the Executive Director to the Executive Board and its annexes.

6. The evaluation of the current Strategic Plan complements a series of studies, analyses, assessments and evaluations conducted since January 2022 with the aim of improving the implementation of UNICEF strategies and programmes. These include the evaluation of the implementation of the UNICEF Gender Policy and Gender Action Plans, the baseline assessment of environmental and social safeguards, and the evaluation of UNICEF investments towards institutional strengthening for social and behaviour change, among others.

7. The evaluation findings and conclusions also corroborate the conclusions from the UNICEF Global Effectiveness Review process, which reflects an internal review to provide the UNICEF Global Management Team with an annual evidence-based platform for collective discussions on strategic alignment and programmatic effectiveness that are cycled through regional management teams and country management teams. The Global Effectiveness Review enables timely decision-making on agreed actions, including those related to strategic resourcing and staffing.

8. The Strategic Plan evaluation complements two significant analytical pieces that are key to developing the next Strategic Plan: the 2022 evaluability assessment and formative evaluation of the UNICEF positioning to achieve the UNICEF Strategic Plan, 2022–2025, and the assessment conducted during the 2023 midterm review process, which was presented to the Executive Board at the annual session of 2024.

9. The 2023 Strategic Plan midterm review is one of the most critical analytical documents for the development of the upcoming Plan. It concluded that while UNICEF has contributed to notable progress in all of the programmatic areas that it supports, the realization of child rights remains constrained and challenged. The 2023 midterm review emphasized that UNICEF must intensify its efforts in key areas such as child poverty reduction, education, health and climate resilience. Accelerated investment in national systems, coupled with enhanced global collaboration, is essential to reversing setbacks and driving systemic change. Additionally, UNICEF must refine its strategies to improve emergency response, foster partnerships, integrate new technologies, and strengthen its focus on systemic resilience, data-driven decision-making and collaborative approaches.

10. The conclusions and recommendations from the evaluation of the UNICEF Strategic Plan, 2022–2025 were shared and discussed in various forums, including the two committees that govern and steer the development of the next Strategic Plan: the Strategic Plan Coordination Committee and the Strategic Plan Steering Committee. The conclusions and recommendations resonated with most participants, who expressed appreciation for the analysis based on country office questionnaires, noting that the data could be further unpacked to guide discussions on the next Strategic Plan. The quantity and quality of evidence collected were deemed substantial and aligned with the evaluation's terms of reference.

11. Overall, UNICEF agrees with the main findings identified in the evaluation. The key findings indicate that while the UNICEF Strategic Plan provides a comprehensive framework for regional and country offices, it struggles to balance ambition with feasibility. Its lack of specific operational guidance in some areas creates challenges at the country level, affecting key priorities such as systems strengthening, gender equality and climate action due to varying organizational readiness. Progress is on track at the output level (15 of 18 targets on track), but progress towards outcomes remains behind the ambitions, indicating that more acceleration is needed. Monitoring systems are improving, but some challenges persist in reflecting the complexity of programmes with the available sources of national data. The impact from financing and partnership initiatives to alleviate the restrictive funding environment faced by UNICEF still needs to be fully captured.

12. UNICEF is committed to integrating the findings of this evaluation into the development of its next Strategic Plan, 2026–2029. UNICEF agrees with six of the seven recommendations in the evaluation and partially agrees with one recommendation. Elements of the proposed actions and next steps to address the recommendations are provided in section II.

II. Key evaluation recommendations and UNICEF management response

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage:</i> <i>Not started</i> <i>Under way</i> <i>Completed</i> <i>Cancelled</i>	<i>Supporting documents</i>
<p>Evaluation recommendation 1: Child rights should provide a more explicit overall framing for the next UNICEF Strategic Plan and a non-negotiable framework for decision-making during its design and implementation.</p> <p>Subrecommendations to UNICEF for the development of the next Strategic Plan include:</p> <ul style="list-style-type: none"> (a) Ensure that each Goal Area articulates an explicit focus on those groups of children who are most discriminated against, positions children as rights holders, and incorporates rights-based language alongside well-being aspects; (b) Emphasize that child rights underpin UNICEF work across all change strategies and cross-cutting programmes, and affirm that the fulfillment of children's rights is the shared responsibility of all staff; (c) Recognize the critical importance of meaningful participation and engagement of children and youth as their right, ensuring that this principle is upheld both in the development of the Strategic Plan and throughout all phases of programming across Goal A areas; and (d) Highlight the Convention on the Rights of the Child more prominently in any summary schematic of the Strategic Plan to underscore the leadership role of UNICEF in supporting an explicit child rights agenda. <p>Management response: Agree.</p>				
<p><u><i>Action to respond to subrecommendations (a) and (b):</i></u> The UNICEF Strategic Plan, 2026–2029 will incorporate a results framework to support UNICEF contributions to country targets based on their typology. The framework will align with child-focused Sustainable Development Goal targets, the “leave no one behind” agenda, and core commitments to children in humanitarian situations.</p>	<p>Division of Data, Analytics, Planning and Monitoring (DAPM) Programme Group (PG) Office of Emergency Programmes (EMOPS)</p>	June 2025		N/A
<p><u><i>Action to respond to subrecommendations (a) and (c):</i></u> As part of the Strategic Plan, 2026–2029 development, UNICEF will</p>	<p>DAPM PG EMOPS</p>	June 2025		N/A

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
involve children, young people and other United Nations agencies in joint consultations to ensure that their voices are heard and that their perspectives are considered in framing Strategic Plan results and strategies and leveraging the dual development and humanitarian mandates.				
<u>Action to respond to subrecommendations (a) and (d):</u> The UNICEF Strategic Plan, 2026–2029 will keep harnessing the monitoring of the implementation of the Committee on the Rights of the Child recommendations to support advocacy efforts and countries’ commitment to advancing the child rights agenda, particularly for children who face significant risks, deprivation and discrimination. Strategic Plan schematics will emphasize the Committee’s centrality to the UNICEF approach.	DAPM PG	June 2026		N/A
<p>Evaluation recommendation 2: UNICEF should strengthen the transformative impact of the Strategic Plan by increasing stakeholder engagement in its design, scaling up integrated programming approaches, and adequately supporting cross-cutting programmes and change strategies.</p> <p>Subrecommendations to UNICEF include:</p> <p>(a) Engage diverse stakeholders, particularly youth, National Committees for UNICEF and civil society, to enhance strategic planning and accountability processes;</p>				

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<p>(b) Build on successful cross-sectoral and multisectoral approaches to programming (including multisectoral systems strengthening), supported by metrics to measure outcomes; and</p> <p>(c) Prioritize cross-cutting programmes and change strategies based on their degree of integration and implementation reach, and invest in transformative, rights-based horizontal strategies with the strong potential to significantly impact programmes and the organization.</p> <p>Management response: Agree.</p>				
<u><i>Action to respond to subrecommendation (a):</i></u> Through different mechanisms, UNICEF will continue to engage with various stakeholders to develop, implement and monitor its programmatic approaches.	DAPM PG	June 2025		N/A
<u><i>Action to respond to subrecommendations (b) and (c):</i></u> The design for the UNICEF Strategic Plan, 2026–2029 will continue to foster multisectoral and cross-sectoral approaches (please see response to recommendation 4 on measurement of outcomes).	DAPM PG	June 2025		
<p>Evaluation recommendation 3: UNICEF should identify a focused set of priorities in the Strategic Plan, clarify the resources required to achieve these priorities, and expand resource mobilization and innovative financing to increase overall funding for children and secure more flexible funding to support the Strategic Plan.</p> <p>To accelerate and deepen systemic change in the current resource environment, subrecommendations to UNICEF include:</p> <p>(a) Focus efforts on a small set of global priorities that foster multisectoral integration and include clear gender targets (examples of strategic areas that foster integration include eliminating child poverty and early childhood development);</p> <p>(b) Cost what it would take to deliver on these priorities to make a compelling case for funding to Member States and to demonstrate the alignment of the financing with priorities;</p> <p>(c) Scale up proven private and public sector financing mechanisms to increase flexibility, promote sustainability, and address the imbalance between humanitarian and development funding in collaboration with resource partners;</p>				

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<p>(d) Make innovative financing a high organizational priority, including developing new partnerships and instruments to mobilize resources for children – national or international, from the public or private sector – beyond UNICEF direct funding streams, and secure funding for UNICEF itself;</p> <p>(e) Engage the Executive Board in exploring further innovative financing opportunities; and</p> <p>(f) Ensure that robust risk management systems are in place to mitigate potential challenges.</p> <p>Management response: Agree.</p>				
<u><i>Action to respond to subrecommendation (a):</i></u> The design for the UNICEF Strategic Plan, 2026–2029 will focus on few high-level results and will foster multisectoral and cross-sectoral approaches (<i>similar as action (b) in evaluation recommendation 2 above</i>).	DAPM PG	June 2025		
<u><i>Action to respond to subrecommendations (b) and (e):</i></u> The UNICEF Strategic Plan, 2026–2029 will explore different methodologies for costing identified priorities and results for children, demonstrating alignment between funding and the Strategic Plan's goals.	DAPM PG EMOPS Division of Financial and Administrative Management (DFAM) Public Partnerships Division (PPD) Private Fundraising and Partnerships Division (PFP)	September 2025		N/A
<u><i>Action to respond to subrecommendations (c) and (d):</i></u> UNICEF will build its staff capacity to engage with	PPD PFP PG	December 2025		

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
international financial institutions, multilateral funds such as the Green Climate Fund, Governments and the private sector in leveraging financing.				
<u><i>Action to respond to subrecommendations (d) and (e):</i></u> Headquarters, regional and country offices will coordinate their work to expand their engagement with public and private partners and develop innovative financing for children and practical financing approaches to support humanitarian and development programmes.	PPD PFP	December 2025		N/A
<u><i>Action to respond to subrecommendations (c), (d) and (e):</i></u> UNICEF will develop and implement a Resource Mobilization Strategy to guide fundraising efforts to support the Strategic Plan, 2026–2029 priorities and programmes.	PPD PFP DFAM DAPM	June 2026		N/A
<u><i>Action to respond to subrecommendations (e) and (f):</i></u> UNICEF will continue joint advocacy efforts within the United Nations system and with the Executive Board to improve funding quality and predictability and manage potential risks and	PPD PFP	December 2029		

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
challenges in resource mobilization.				
<p>Evaluation recommendation 4: UNICEF should advocate for a longer United Nations system-wide strategic planning cycle while strengthening adaptive implementation approaches across diverse country contexts.</p> <p>(a) UNICEF should consider strengthening adaptive planning by:</p> <ul style="list-style-type: none"> (i) Leading advocacy within the United Nations system for extended planning cycles, including exploring the feasibility of a five-year Strategic Plan covering the period up to 2030; (ii) Simplifying the results framework by reducing the total number of indicators; and (iii) Establishing a review process that allows for adaptation within a longer planning cycle, which can include evidence-informed annual reviews for real-time assessment alongside a midterm review framework to guide strategic decision-making and ensure alignment with changes in the global environment. <p>(b) UNICEF should continue to invest in efforts to establish differentiated implementation models by:</p> <ul style="list-style-type: none"> (i) Identifying indicative country typologies (humanitarian, transitional, middle-income, high-income) that can inform the organization's programmatic offer and strategy choices. <p>(c) UNICEF should strengthen accountability by:</p> <ul style="list-style-type: none"> (i) Developing clear metrics to measure implementation effectiveness across various contexts and differentiated approaches to evaluation; and (ii) Implementing balanced reporting mechanisms that uphold global coherence while enabling local relevance. <p>Management response: Agree.</p>				
<u><i>Action to respond to subrecommendation (a):</i></u> UNICEF will continue advocating within the United Nations system for longer planning cycles.	DAPM PPD OED	December 2029		N/A
<u><i>Action to respond to subrecommendations (a):</i></u> UNICEF will review the totality of indicators in the Strategic Plan results framework with the purpose of enhancing relevance, utility and	DAPM PG	December 2025		

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
data efficiency in managing for results at both global and country levels.				
<u><i>Action to respond to subrecommendations (a):</i></u> Use of monitoring data for adaptive programming will continue to be enhanced through the annual Global Effectiveness Review and other regional and country office mechanisms.	DAPM EMOPS PG	December 2025		
<u><i>Action to respond to subrecommendation (b):</i></u> UNICEF will adjust business and management functions to enable its operating model to adapt to changing and complex circumstances, enhance programme quality, increase the speed of delivery, and improve efficiency to maximize results for children.	DFAM DAPM PG EMOPS Division of People and Culture	December 2025		N/A
<u><i>Action to respond to subrecommendations (a) and (c):</i></u> UNICEF will strengthen its monitoring system to assess high-level targets and indicators across different contexts and countries. This will include a Strategic Plan dashboard and metrics displaying country-specific goals, targets, results, challenges and achievements, highlighting strategy	DAPM PG	December 2025		N/A

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
choice and programme performance.				
<u><i>Action to respond to subrecommendation (a), (b) and (c):</i></u> UNICEF will keep investing in increasing country, regional and global capacity on data collection, analysis and use. Existing mechanisms such as the Community of Monitors (Commons), the UNICEF Monitoring Technical Team and others will be strengthened to facilitate evidence-based programming, decision-making and management.	DAPM PG EMOPS Evaluation Office UNICEF Innocenti – Global Office of Research and Foresight	December 2029		
<p>Evaluation recommendation 5: UNICEF should use the next Strategic Plan to embed the humanitarian-development-peace nexus as a fundamental component of its operating model, rather than treating it as a separate programming approach.</p> <p>Subrecommendations for UNICEF to further strengthen the integration of humanitarian action into all components of the Strategic Plan include:</p> <p>(a) Establish coherence between peacebuilding, resilience and nexus principles in the Strategic Plan, including preparedness programming in development and fragile contexts, to ensure that they reinforce each other and avoid siloed approaches, emphasizing their practical interconnectedness to all staff;</p> <p>(b) Treat the nexus as a core operating principle and build organizational capacity by ensuring adequate standing capacity at headquarters and regional levels, and dedicated investment in training and learning, targeting all levels of the organization to bridge humanitarian and development efforts across all operational contexts effectively; and</p> <p>(c) Ensure a transparent and accountable framework for humanitarian action, with measurable results that underscore the commitment of UNICEF to make humanitarian action “everyone’s business”. This can include an enabler that addresses the accountability of leadership in all contexts to the nexus principles.</p> <p>Management response: Partially agree. The humanitarian-development-peace nexus is not a separate programming approach in the current Strategic Plan. Analysis done by DAPM/Strategic Planning and Corporate Analysis has shown an evolution of how humanitarian</p>				

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action has been portratited in the Strategic Plan, from a separate field of work, into an approach that embeds it into the Plan. The nexus is embedded in the current Strategic Plan results and strategies and in the results framework. Nonetheless, UNICEF recognizes the importance of making sure that the nexus is still at the centre of the upcoming Strategic Plan.				
<u><i>Action to respond to subrecommendation (i):</i></u> The Strategic Plan, 2026–2029 will promote risk-informed programming by enhancing staff capacity for humanitarian diplomacy with Governments to establish early warning systems, improve risk assessments, boost community engagement, protect development gains in emergencies, reduce children’s vulnerabilities to shocks, and strengthen conflict-sensitive programmes that support social cohesion and peace.	EMOPS DAPM PG	June 2026		N/A
<u><i>Action to respond to subrecommendations (i) and (ii):</i></u> The Strategic Plan, 2026–2029 will focus on strengthening collaboration with partners such as the United Nations, the International Organization for Migration, United Nations Development Programme, Office of the United Nations High Commissioner for Refugees, World Food Programme, World Health Organization, World Bank and Organisation for Economic Co-operation and Development. The	EMOPS DAPM PG DFAM	June 2025		N/A

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
Strategic Plan aims to incorporate a humanitarian, development, resilience and peace perspective into its analysis, informing the Strategic Plan overall theory of change and results framework.				
<u><i>Action to respond to subrecommendation (iii):</i></u> The new Strategic Plan will keep the humanitarian-development nexus as core of UNICEF approaches. Based on recent reviews and evaluations, including but not limited to integrating the Core Commitments for Children into humanitarian action and the recommendations of the Humanitarian Review process, related risk assessments and management issues will be reviewed.	EMOPS DAPM PG	March 2026		N/A

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
<p>Evaluation recommendation 6: The next Strategic Plan should position climate action as central to the UNICEF mandate and operations, supported by appropriate partnerships, organizational structures and resources.</p> <p>Subrecommendations include:</p> <p>(a) Position climate action either as a stand-alone goal or as an overarching priority while clarifying the UNICEF comparative advantage;</p> <p>(b) Strengthen UNICEF capacity on climate programming for children by consolidating and expanding partnerships with climate-focused organizations and deploying dedicated climate specialists in regional and country offices; capacity adjustments must also recognize the escalating humanitarian needs caused by climate change and the need to adapt humanitarian responses to the climate crisis; and</p> <p>(c) Use the Green Climate Fund's accreditation and other climate finance opportunities to secure funding for child-focused climate initiatives.</p> <p>Management response: Agree.</p>				
<p><u>Action to respond to subrecommendation (i):</u> UNICEF will consider elevating the impact of climate change on children as a stand-alone goal or as an overarching priority for the upcoming Strategic Plan.</p>	<p>DAPM PG DFAM EMOPS</p>	September 2025		N/A
<p><u>Action to respond to subrecommendation (ii):</u> UNICEF will leverage its Sustainability and Climate Change Action Plan as an evidence-based policy-driven tool aiming to contribute to countries' Nationally Determined Contributions, National Adaptation Plans, and other climate agreements and treaties.</p>	<p>PG DAPM DFAM EMOPS</p>	June 2026		N/A
<p><u>Action to respond to subrecommendation (ii):</u></p>	<p>DAPM</p>	December 2029		

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
UNICEF will establish and maintain a global database for monitoring children's exposure to climate and environmental risks (Children's Climate Risk Index 2.0) and work with partners to support national Governments, regional offices and country offices on the production and use of data and evidence related to climate action, environmental sustainability and disaster risk reduction.	PG EMOPS			
<u>Action to respond to subrecommendation (iii):</u> UNICEF will continue to scale up an innovative finance solution with the Today and Tomorrow initiative to establish a fully integrated climate and disaster risk reduction finance mechanism specifically designed for children.	PPD PFP EMOPS	December 2029		N/A
Evaluation recommendation 7: The next Strategic Plan should position UNICEF data, research, evaluation and knowledge assets as strategic drivers of change, supported by strengthened organizational capacity to generate insights and influence. Subrecommendations include: <ul style="list-style-type: none"> (a) Strategic generation and use of data: <ul style="list-style-type: none"> (i) Reach organizational commitment on the UNICEF role, positioning and funding regarding multiple indicator cluster surveys (MICS) and other knowledge assets; (ii) Maximize the use of existing data assets, such as MICS, while building on successful examples of data-informed programming; and (iii) Consider a more formalized data partnership with development partners, such as the World Bank, the United States Agency for International Development (which oversees the Demographic and Health Surveys Program), the United Nations Population Fund, the World Health Organization, the Food and Agriculture Organization of the United Nations, the United 				

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<p>Nations Educational, Scientific and Cultural Organization and the United Nations Human Settlements Programme, regarding the production and use of data on children.</p> <p>(b) Organizational capacity:</p> <p>(i) Strengthen data science and analytics capabilities, as well as capabilities for the strategic use of data for advocacy and influence, particularly in regional and country offices, and create mechanisms for leveraging country-level data expertise; and</p> <p>(ii) Create incentives and accountability mechanisms that encourage evidence-based organizational decision-making and knowledge-sharing.</p> <p>(c) Internal coherence and effectiveness:</p> <p>(i) Establish an agreement for joint work between the Division of Data, Analytics, Planning and Monitoring, the Evaluation Office and UNICEF Innocenti – Global Office of Research and Foresight to use their expertise to inform, monitor progress, and advise on adjustments to the overall theory of change or specific priorities of the Strategic Plan. Consider also refining data, research, evaluation and overall approach to evidence generation that supports the identification of gaps in the child rights agenda and enforcing the existing accountability framework.</p> <p>Management response: Agree.</p>				
<p><u><i>Action to respond to subrecommendations (i) and (ii):</i></u> In implementing the Strategic Plan, 2026–2029, UNICEF will enhance its planning, monitoring, data and analytics functions to strengthen capacities monitoring progress for children. This will include: (i) prioritizing child-centric surveys at the country level, supporting the new MICS business model, and securing-funding for MICS 7; (ii) enhancing partnerships for country-owned data systems through a Minimum Data Package for Children, Adolescents and Youth to support government reporting on child-related Sustainable</p>	<p>DAPM PG EMOPS Evaluation Office UNICEF Innocenti – Global Office of Research and Foresight</p>	December 2026		N/A

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
Development Goals; and (iii) utilizing the Africa Data Strategy to coordinate UNICEF data efforts with continental partners. These actions aim to improve the monitoring of high-impact results and measure UNICEF contributions to national development targets and results for children.				
<u><i>Action to respond to subrecommendations (i) and (ii):</i></u> UNICEF will co-chair the Global SDG Synthesis Coalition to promote a child-focused approach in achieving the Sustainable Development Goals. The Strategic Plan will also leverage research, data analytics and behavioural insights to improve the global evidence ecosystem.	Evaluation Office	By June 2026		
<u><i>Action to respond to subrecommendation (iii):</i></u> The UNICEF Strategic Plan aims to enhance the effectiveness of its evidence functions with the view to build collaborative approaches among divisions. It focuses on building collaborative approaches with national Governments and country offices to strengthen evaluation capacity, statistical systems and think tanks. Additionally, UNICEF will create a	Evaluation Office DAPM UNICEF Innocenti – Global Office of Research and Foresight	December 2026		N/A

<i>Action</i>	<i>Responsible section(s)</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents</i>
dynamic evidence gap map to consolidate evaluations and share actionable insights.				

III. Draft decision

The Executive Board

1. *Takes note* of the evaluation of the UNICEF Strategic Plan, 2022–2025, its summary ([E/ICEF/2025/3](#)), and its management response ([E/ICEF/2025/4](#));
 2. *Also takes note* of the evaluation of the UNICEF Gender Policy and Gender Action Plans, its summary ([E/ICEF/2025/5](#)) and its management response ([E/ICEF/2025/6](#)).
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