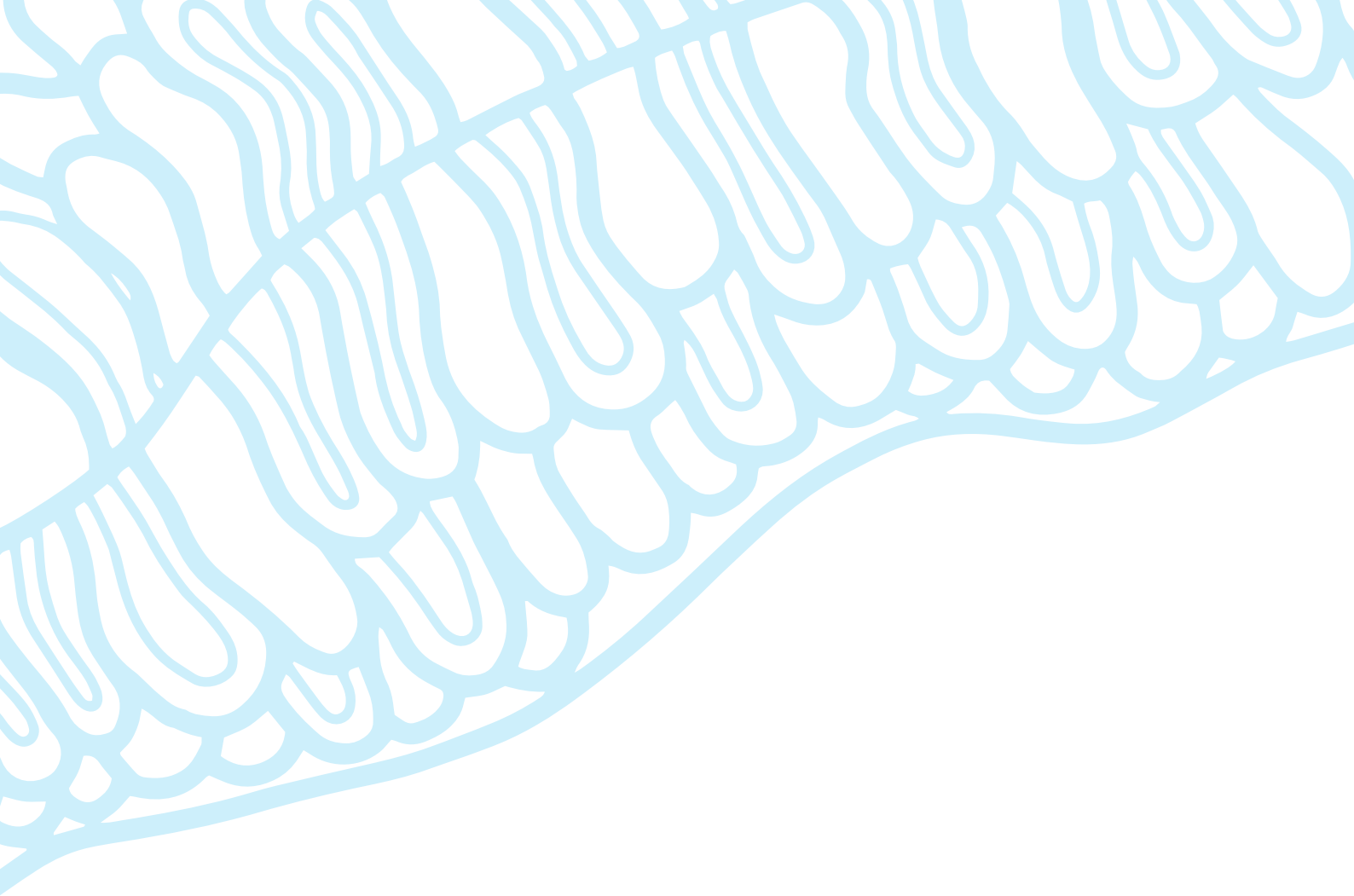


2030 Strategy

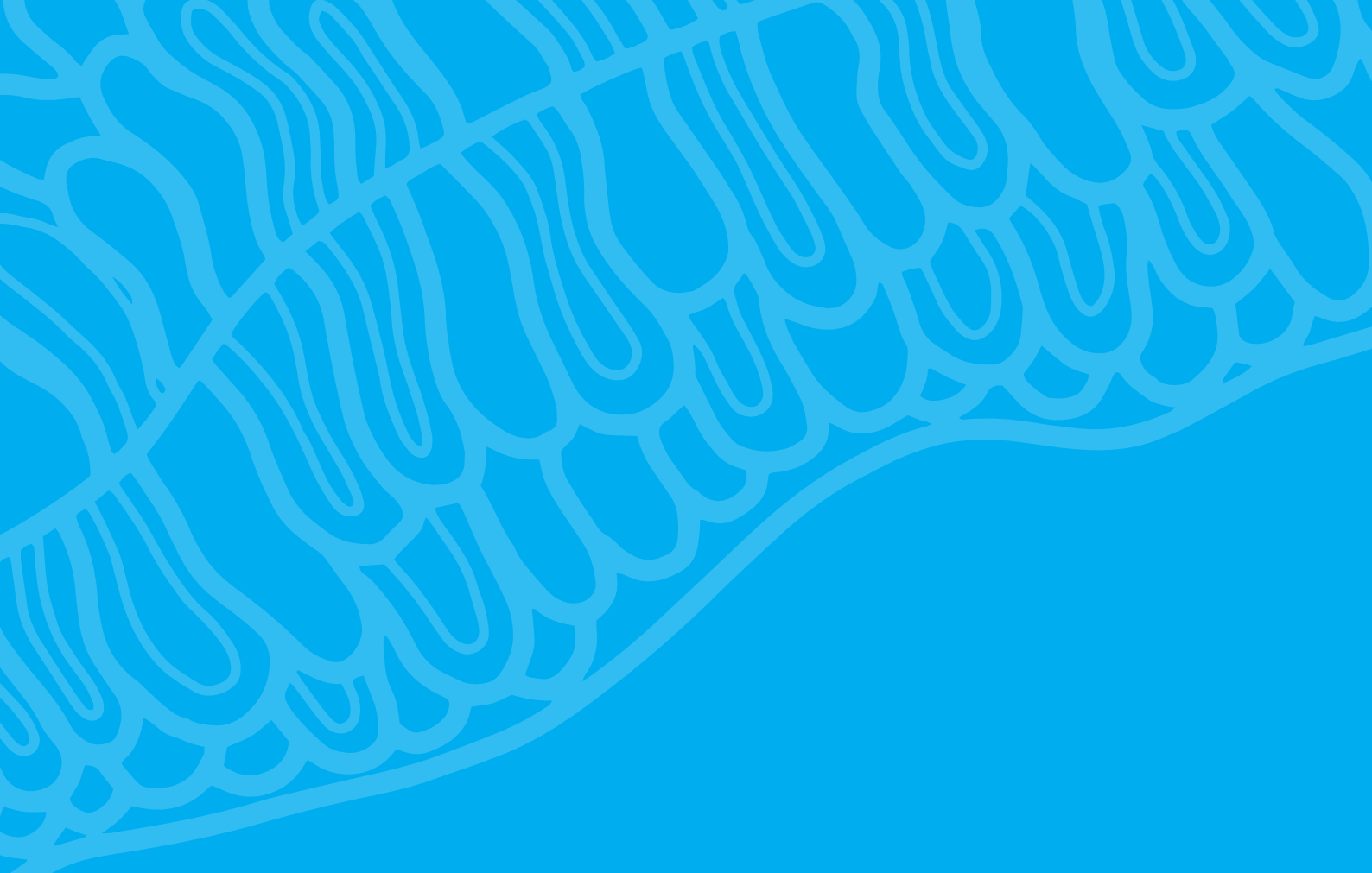
UNSTOPPABLE TOGETHER



ACKNOWLEDGEMENT

UNICEF Australia acknowledges the Traditional Custodians of the land and communities in which we and our partners work throughout Australia, and their connection to their lands, waters, and communities.

We pay respect to Aboriginal and Torres Strait Islander peoples and cultures, and to Elders past, present, and emerging.



As one, we are a force.
Together, we're unstoppable.

The collective efforts
of UNICEF Australia
have changed the lives
of millions of children today.

Tomorrow we're going even further.
And we won't stop until every child
has the chance to thrive.

Unstoppable together.

SITUATION FOR CHILDREN

The world children are growing up in is changing faster than ever, as overlapping crises test the systems meant to keep them safe. In this moment of upheaval, a new generation is rising, using their voice and creativity to drive change.

Children today are growing up as overlapping crises reshape childhood itself. Conflict, climate shocks, displacement and economic instability are eroding hard-won progress and placing immense strain on the systems meant to protect them.

Globally, one in six children live in conflict zones, and nearly half face extreme climate risks.

In our **region**, many children are being left behind, including in neighbouring countries Papua New Guinea and Timor-Leste, where children face critical development challenges and lack the opportunities they need to thrive.

Yet despite these pressures, young people are leading change. They are organising, advocating for climate action, equality and human rights, and driving movements that are reshaping their futures.

In Australia, strong systems help many children thrive, but stark inequities remain. Discrimination remains common, mental distress is rising and cost-of-living pressures, digital risks and climate anxiety are adding new layers of strain.

Too many young people continue to experience violence at home, with lifelong consequences, and suicide remains the leading cause of death for young Australians.

Despite this, young people continue to show leadership and resilience, contributing to solutions in their communities.

As needs grow and systems struggle to keep pace, UNICEF's role is more important than at any time in its 80 year history.

***Unstoppable Together* sets out how UNICEF Australia will meet this moment, elevate young voices and mobilise action for children here in Australia, across our region, and around the world.**

OUR RESPONSE

Our approach in Australia, the region, and around the world.

UNICEF is building on 80 years of experience across more than 190 countries to tackle emerging challenges and support the next generation of young leaders.

In the coming years, UNICEF will continue to strengthen health, learning and protection systems, build greater climate resilience, and sharpen our focus on adolescent girls and communities most in need, while harnessing innovative and digital solutions to deliver impact at scale.

UNICEF Australia enters this strategic period with strong foundations and real momentum.

We have built a credible presence at home, strengthened partnerships including with governments, grown our supporter base, mobilised resources for emergencies, deepened our regional engagement, and invested in our people and systems.

We also play an active role in UNICEF's global work as the leading organisation for children affected by humanitarian crises and emergencies.

Through the *Unstoppable Together 2030 Strategy*, we will build on this momentum to maximise impact for children.

We will galvanise Australian support, strengthen our relationships across the region, and act boldly for children at home, particularly those most at risk.

Guided by our core values, we will work alongside partners and raising young voices, we will rally individuals, organisations and governments to take action that improves the lives of children.



2030 Strategy

UNSTOPPABLE TOGETHER



OUR VISION

A better world for children
and young people,
no matter what.



OUR PURPOSE

To improve the lives of children,
especially the most vulnerable
and disadvantaged.

2030 OUTCOMES

- ✓ Children are increasingly healthy, safe from harm, and the impacts of climate change.
- ✓ We are relentless in emergencies, Australia's go to organisation for children in crisis.
- ✓ 1 million Australians take action with UNICEF, as annual revenue grows toward \$100 million with 100,000 active donors.
- ✓ We are a leading organisation where purpose driven talent aspire to work.
- ✓ We are respected as an innovative leader driving excellence within the global UNICEF system.

OUR STRATEGIC PRIORITIES



ALIGNING FOR IMPACT

Align our efforts across Australia
and the region and focus our
programs in the areas where we
can have the greatest impact.



UNLOCKING NEW FUNDING

Expand and diversify funding
by growing high-value partners,
pioneering new revenue streams,
and building resilience.



ACTIVATING AUSTRALIA

Build a connected ecosystem
of people and organisations
acting for children and young
people with UNICEF Australia.



ALLIANCES FOR GOOD

Convene strategic alliances and
multi-year, multi-dimensional
partnerships to bring diverse
actors together to amplify impact.



THRIVING PEOPLE AND TEAMS

Build an agile, adaptive skilled
based workforce – where
intelligent technology
multiplies our impact.

STRATEGIC PRIORITY 1

ALIGNING FOR IMPACT

We will make tough choices to sharpen our focus, align our domestic and regional priorities so we can achieve disproportionate impact for children and equip young people to shape their future.

OUTCOMES

By 2030, children are increasingly healthy, safe from harm, and safe from the worst impacts of climate change.

By 2030, UNICEF is Australia's leading advocate for children, and go-to organisation for children in emergencies.

>> **Align international and Australian priorities** to unlock synergies that strengthen both.

>> **Focus our efforts across four thematic priorities** where we have greatest impact in our work to protect and promote the rights of children, as Australia's leading advocate for children and recognised regional leader.

- **Children are increasingly safe from harm, including violence, abuse, exploitation and online risks.** We will strengthen child protection systems, build community awareness, and champion digital safety and wellbeing.
- **Children are increasingly safe from the impacts of climate change and supported as changemakers.** We will build on our climate leadership to accelerate adoption of climate-smart social services for children across the region, ensure young voices and evidence influence Australia's climate decisions, and mobilise youth leadership.
- **Children have a healthy start to life and experience improved physical and mental wellbeing in adolescence.** We will tackle key threats to their health and wellbeing—ensuring safe birth, immunisation, and good nutrition in early life, and strengthening adolescents' physical health, mental resilience, and access to quality support.
- **Children's needs are prioritised in emergencies.** We will continue to galvanise increasing support for children impacted by emergencies worldwide; step up our engagement on disaster preparedness and response in Australia; and elevate support for children's needs in disasters and complex humanitarian emergencies in our region.

>> **Integrate four key impact accelerators throughout our programs**

- **Elevating the voices of children and young people** to enable them to shape their futures.
- **Tackling inequality** by prioritising children most at risk of being left behind, while addressing discrimination and harmful social norms to support gender equality, disability inclusion, and advancing outcomes for First Nations children.
- **Harnessing intelligent technology and AI for good** to expand reach, increase efficiency, and deepen impact in a rapidly changing world.
- **Fostering Australia / regional collaboration** by proactively enabling exchange of knowledge and expertise, and leveraging partnerships and networks.

STRATEGIC PRIORITY 2

UNLOCKING NEW FUNDING

We will expand and diversify how we fund our impact—scaling growth in high-value partnerships, pioneering new revenue streams, and establishing sustained and reliable funding.

OUTCOMES

By 2030, we deliver sustained growth towards \$100 million income annually with 100,000 active donors, generating a balance of core, thematic and emergency funding.

By 2030, we have successfully launched and scaled at least one new revenue generation initiative.

>> Elevate our presence in major giving

We will grow high value partnerships and long-term, strategic funding that fuels our impact for children. We will build our capability on a national scale to increase our engagement with the supporters able to make the greatest financial impact and leverage our brand and our ability to build alliances to be known as a partner of choice by philanthropists, foundations and private sector alike.

>> Innovate to create new revenue opportunities

We will establish new and non-traditional activities to diversify and build income sustainability and we will actively pursue opportunities to shape the strategic environment we operate in.

>> Excel in our established capabilities and continue to grow our brand and funding

We will continuously strengthen our brand and be known as the trusted children's charity, respond rapidly in emergencies to attract new donors, make strategic future-focused choices that build and scale profitability in predictable income streams and leverage new technologies and AI to develop a more resilient financial model.

>> Strengthen our financial systems and models

We will build a resilient, future ready funding base with diversified funding sources that support progress towards greater financial independence, and invests in internal capability, particularly deep technical literacy, to harness AI and data driven growth.

STRATEGIC PRIORITY 3

ACTIVATING AUSTRALIA

*We will mobilise
Australians to create a
nationwide movement of
supporters who amplify
our vision, connect with
our brand, and act for
children.*

OUTCOMES

**By 2030, over
1 million Australians
have acted for children
and in support of UNICEF.**

>> Amplify our message, strengthen our brand and inspire a new generation of supporters

We will mobilise a trusted network of influencers, ambassadors, and advocates to authentically amplify UNICEF's work and build cultural relevance. By engaging young voices that connect with diverse communities we will deepen trust, strengthen our brand, and cultivate the next generation of supporters.

>> Mobilise Australians to act for children

We will build networks of individuals who act with UNICEF for children through campaigning, fundraising and community led initiatives. This includes expanding our existing mass participation events across multiple states while driving new flagship moments that rally nationwide participation.

>> Education and youth partnerships

We will broaden our work with schools, universities and youth groups, building on existing frameworks that support children and young people to learn, advocate and take action. We aim to maximise participation in programs that are not limited by geographical or socio-economic barriers. Our focus will expand to universities and youth-led organisations, further empowering young people to become change makers alongside UNICEF.

>> Build volunteering opportunities

Over the next five years we will establish innovative ways to harness the collective power of volunteers, focusing opportunities that engage the staff of our corporate and organisational partners. We will extend partnership beyond financial funding creating shared social impact, and provide new ways for employees to connect with UNICEF.

STRATEGIC PRIORITY 4

ALLIANCES FOR GOOD

We will convene strategic alliances and multi-dimensional partnerships, bringing together diverse actors to amplify our impact priorities at scale.

OUTCOMES

By 2030, we will deliver greater impact through two high-value, cross-sector alliances in our priority impact areas.

>> Purposeful multi-year, multi-dimensional partnership model

We will evolve towards a more complex partnership model which achieves multiple aims. We will seek opportunities to play the role of broker and convenor, linking experts to issues, and bringing together multiple stakeholders to jointly accelerate change towards shared strategic outcomes.

>> Recognised convening role

We will grow and strengthen our role as trusted convenor, deepening our relationships with the Australian government and expanding engagement to state-level decision-makers while also convening private sector and civil society partners around shared priorities. We will strengthen our role across and within the sector working alongside peer organisations to amplify collective impact. We will ensure young people have a seat at the table and are supported to participate meaningfully.

>> Broker large-scale alliances

We will bring together diverse allies across multiple industries to co-create shared value propositions and opportunities for collaboration. We will strive to build at least two high impact multi-partner alliances that will deliver funding, advocacy outcomes and program results aligned with strategic impact priorities.

>> Strengthen our regional influence

We will leverage our distinct role as an Australian organisation within the global UNICEF system forging connections which link Australia and our region, recognising that influence crosses borders and Australia operates within an interconnected regional context. We will facilitate increased connectivity between our Australian and regional partners, advancing advocacy and influence to drive outcomes for children.

THRIVING PEOPLE AND TEAMS

We will be future ready – agile, human-led, and powered by intelligent technology – where continuous learning strengthens our collective capability, and innovation drives greater impact.

OUTCOMES

By 2030, UNICEF Australia is a leading organisation where purpose-driven talent aspires to work.

By 2030, we have built an agile, adaptive skilled based workforce – where intelligent technology multiplies our impact.

>> Future ready model for lasting change

We will be agile and flexible, where skills drive opportunity and collective capability fuels our ability to adapt. Our people and systems will work seamlessly together - 'swiftly' matching the right expertise to the right challenge, driving innovation, efficiency and stronger delivery of strategic goals.

>> AI as a force multiplier

We will embed intelligent technologies across UA's operations to unlock efficiency, insight and innovation. Human judgement, creativity and critical reasoning remain the core of decision-making, ensuring technology amplifies rather than replaces our impact.

>> Empowered People

Acting with trust, accountability and autonomy, guided by clear boundaries rather than constrained process and compliance heavy systems. We will unlock unnecessary complexity so people can use their skills, judgement and collaborate more readily, to focus on the outcomes that matter most.

>> Scaling smart

We will have the right skills and people in position in the right location to deliver on our priorities – strengthening both local action and national impact.

>> Foster a workplace where people aspire to work

We will build on our strong wellbeing foundations to create a flexible, supportive and future-focused culture, bolstered by great leadership and benefits that help our people to thrive.

2030 Strategy

UNSTOPPABLE TOGETHER

*We will continue to be guided by our core values
as we bring this strategy to life.*



CHILD FOCUS



ACCOUNTABILITY



INTEGRITY



INNOVATION



COLLABORATION



TRUST

2030 Strategy

UNSTOPPABLE **TOGETHER**