

**UNICEF Executive Board
First Regular Session 2021
Item 8 / Evaluation of UNICEF Strategic Plan 2018- 2021, and
management response**

Statement by Germany

Check against delivery

To begin with, we would like to align ourselves with the joint statement delivered by Norway. We would like to make a few brief additional comments.

Firstly, we welcome management's agreement with the evaluation's recommendation of putting greater emphasis on change strategies and enablers, including their respective monitoring. To achieve transformative and sustainable results at large scale, putting policy advice, advocacy and systems strengthening front and centre is crucial. The new Strategic Plan should reflect and facilitate this prioritization.

Secondly, private sector engagement is receiving increasing attention in UNICEF's work. We call on UNICEF to heed the evaluation's calls and ensure the new Plan provides a clear framework for such engagement and adequate guidance for country teams. Provisions in the new Plan must ensure that such engagement is not detrimental to UNICEF's core work with governments, especially by ensuring adequate capacities of country teams and through transparent monitoring, including for holding cooperating businesses accountable.

Thirdly, we want to emphasize Norway's comments on the need to continue UNICEF's highly laudable efforts in strengthening its work across the humanitarian-development-peace nexus. The evaluation rightly points out that in-depth and comprehensive analysis is key and should also reflect longer term analysis of climate risks. Furthering the HDP nexus should include addressing the evaluation's as well as the latest humanitarian review's finding that silos in structure, processes and funding continue to prevent more coherent approaches in the field. Furthermore, the evaluation as well as the review highlight the need for continuing efforts of internal capacity strengthening on a number of aspects, including to ensure that humanitarian principles remain integral to UNICEF's work particularly in situations in which a government is both party to a conflict and UNICEF's partner in long-term development programs.

Fourth, the evaluation contains helpful insights on the need to further multi-sectoral programming and facilitate highly integrated engagement with other UN partners. Working across issues and organisations requires a continued shift of organisational culture and structure. UNICEF has been making great progress in implementing the reform and should reflect its achievements in the new Plan. In line with the evaluation, the new Plan should also aim to further reduce internal silos to better

facilitate multi-sectoral programming. This should include indicators that monitor and facilitate multi-sectoral and joint programming at country level. Shifting towards mainstreaming such approaches is time and resource intensive. HQ and country teams must therefore be encouraged and enabled to expand multi-sectoral, multi-actor work.

To conclude, we want to thank the evaluation office for such an insightful document and UNICEF management for their very positive management response. We would like to propose that such an evaluation be institutionalized for future strategic plan drafting processes.

Thank you.