

**UNICEF Executive Board  
First Regular Session 2021  
Item 4 / Updated Road Map to the development of the UNICEF  
Strategic Plan 2022 - 2025**

**Statement by Germany**

*Check against delivery*

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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 UNICEF's clear ambition to focus on catalytic and transformative efforts. Putting this into practice and into the new Strategic Plan must include among, other things:

- designing the new Plan in a way that clearly facilitates partnership approaches based on mandates and comparative strengths
- it entails a welcome ambition to strengthen policy advice and advocacy work, including on addressing the trend of ever-increasing levels of inequalities identified in the Road Map
- and it needs the tools for multi-sectoral programming on catalytic thematic areas to reach the SDGs. Furthermore, the QCPR resolution provides UNICEF with clear and important mandates going forward.

Secondly, we expect UNICEF to put sustainability at the core of its work. This encompasses several aspects. UNICEF should apply a climate and environmental lens to its programming to ensure its work takes into account corresponding risks and helps children and their families address and mitigate the impact of the climate crisis. UNICEF should use its advisory and advocacy strength to support governments in protecting children and their wellbeing, including that of future generations, from ecological disaster. Importantly, UNICEF should ensure that its own programming and advisory work creates durable solutions, supporting sustainable and lasting financing and operating models at all levels. And UNICEF must drastically reduce its own environmental footprint wherever possible.

Thirdly, we welcome UNICEF's commitment to further elevate its humanitarian action as a central aspect of its work. The Mid-Term Review, the Strategic Plan's evaluation and the Humanitarian Review all provide relevant guidance. Acknowledging that relevant evaluations as well as the latest humanitarian review find persistently siloed approaches, we welcome steps to better link humanitarian action and development work in a way that safeguards and supports UNICEF's ability to provide principled humanitarian action. More comprehensive analysis is an important aspect and positioning fragility, as well as resilience, as a key analytical category can help. Better work in preventing and addressing crises will also require further investment in staff,

capacities and leadership, as made clear by the aforementioned three evaluative exercises.

Fourth, welcome UNICEF's ambition to focus more on outcomes and impact for children in its work and correspondingly the UNICEF Strategic Plan. We would like to comment that there is an important balance to be struck and conceptual link to be ensured. The plan and its result framework must provide programmatic guidance and a clear line of accountability between country office action and aggregated Strategic Plan results. A more outcome-oriented Strategic Plan should also place special emphasis on a more outcome-oriented evidence generation and learning agenda. Therefore we encourage UNICEF to develop a Strategic Plan and a Results Framework that paves the way towards the further improvement of evidence-generation at impact- and outcome-level.

Thank you.