

**UNICEF Executive Board**  
**Annual Session 2021**  
**Item 4 Draft UNICEF Strategic Plan 2022-2025**  
**National Statement by Germany**

*Check against delivery*

---

- Colleagues, I want to begin by congratulating UNICEF on what we think is a very ambitious, forward-looking and comprehensive draft of the new Strategic Plan.
- UNICEF is seeking to uphold and strengthen its position as an outstanding global advocate for children and youth, a convener for actors on child rights and a high-quality implementer of programmes in the full range of contexts worldwide.
- Germany fully supports UNICEF's ambition to focus on catalysing lasting positive change, including stronger emphasis on system strengthening approaches, and on realizing real impact for children across the most pressing challenges of our time.
- To succeed, UNICEF should not only set ambitious outcome targets. *HOW* UNICEF goes about meeting these targets is crucial. The complexity of challenges requires highly integrated multisectoral programming across result and goal areas. The new Plan must reflect and facilitate this. Joint programmes should be considered to address multi-dimensional needs, wherever feasible. UNICEF is leading through its strategic partnerships with sister agencies and through ambitious joint programmes of concrete,

hands-on collaboration in several countries. The Plan and its Results Framework need to reflect, further encourage and monitor a truly collaborative approach. In addition, focusing on quality is essential. It is quality of services and the sustainability of interventions, both in terms of climate and environment and in terms of local ownership and operation, that translate into impact.

- With UNICEF's planned – and welcome – shift towards focusing on higher-level results in its Strategic Plan, we see the need for correspondingly strong accountability. This requires intensified efforts in outcome monitoring, an evaluation function with sufficient funds, including for impact and outcome evaluation, and strong control functions able to fully implement their mandate, such as on audit.
- Putting greater emphasis on driving change and achieving outcomes, not only outputs, should nonetheless not cloud the attribution of UNICEF's specific contribution to such success. We see a number of strong indicators on the output level of the results framework. We do, however, see the risk of an attribution gap for other indicators. Where possible, we encourage UNICEF to make the link to its work explicit. Furthermore, we see a strong responsibility to design sound CPDs that allow for country-level attribution while aligning with the UNSDCF's and UNICEF's Strategic Plan.

- Lastly, we welcome UNICEF's cross-cutting programmes. We would encourage, however, their concrete reflection in the result area output indicators wherever possible. Goal area 4 indicators with links to peace and climate, for example, are good practices.
- To conclude, let me again emphasize that we believe UNICEF has a crucial role to play in helping the global community address the existential challenges we face now and in the years to come. This Strategic Plan promises to ensure that UNICEF does just that.