Item 4 UNICEF Strategic Plan 2014-2017

President,

I am delivering this statement on behalf of Denmark, Finland, Iceland, Sweden and my own country Norway.

We are grateful to the Executive Director and his team for their hard work and for the extensive and inclusive consultations with member states that have resulted in the draft Strategic Plan we are discussing today. The draft contains many good elements and proposals which we support.

We are pleased by UNICEF’s reassurance that the comments made and discussions held after this draft was made ready in April will be taken into account in the final draft. We believe there is still room for key improvements to ensure that the plan provides the kind of strategic direction to the entire organization that will enable UNICEF to perform even better in the years to come.

President,
In continuing improving the strategic plan, we would encourage UNICEF

✓ First, to explicitly define and explain how the equity approach can be a tool to support the human rights-based approach and the universal mandate. We would welcome a clearer guidance on how interventions for disadvantaged and excluded children will be balanced with the responsibilities of UNICEF to advocate for the rights of every child and to assist duty bearers in developing policies and systems that benefit all children. In this regard, we would also welcome guidance on how UNICEF will support countries in implementing the recommendations of the Treaty Bodies. As UNICEF is member of UNDG’s human rights mainstreaming mechanism, we also encourage UNICEF to consult this mechanism in the continued work with the results framework.

✓ Second, to make a clear distinction between the two important tasks vested in UNICEF, notably the global role in advocacy, research and monitoring of
children’s situation on the one hand, and the role as development and humanitarian actor at country level on the other.

✓ Third, to include a clear guidance on how gender equality and girl’s and women’s empowerment will be mainstreamed.

✓ Fourth, to present a theory for change for each outcome area with a systematic description of how UNICEF, including through collaboration with UN entities and other actors, will contribute to results. The newly posted working paper is a good start - but more systematic use might be made of UNICEF’s excellent partnership strategy. We urge UNICEF also to include a comprehensive analysis of risks for not achieving results, including in complex development situations.

✓ Fifth, to explain how the multi-sectorial approach will be operationalized.

✓ Sixth, to elaborate on how UNICEF intends to strengthen the link between humanitarian action and development. In this regard, we think it could be useful also to include an analysis of UNICEF’s role and value added as a humanitarian actor. When it comes to the results framework, we appreciate that humanitarian action is integrated in the overall framework.

We would like to add that we are also keen to see a better balance between the seven outcomes. While fully appreciating the work of UNICEF in all these core areas, we continue to emphasize the importance of child protection and education as crucial areas in promoting the rights of the child.

President,
Turning to the draft results framework, we appreciate the progress made but believe that further improvements are necessary in order to ensure that the framework becomes a tool for result-based management, and can form the basis for systematic and aggregated results reporting. We further believe that there is still room for improving the logic between the different levels of the results chains, and to improve and simplify goal formulations and indicators. Baselines and targets also need to be defined.

We encourage UNICEF to make full use of the expertise within UNICEF, as well as drawing upon the advice provided by the Peer Review Group on Results Based Management in the finalization of the results framework.

Finally, on the integrated budget: We appreciate the informal briefing that was organized on Monday. We were pleased to learn that the draft integrated budget will
include core and non-core resources from different sources, including private fund raising, as well as cost recovery incomes and their use. In the finalization of the draft Integrated Budget, we would encourage UNICEF

✓ To split the budget line under the cluster *Independent corporate oversight and assurance* into two budget lines, one for the evaluation office and one for internal audit and investigation.

✓ To provide necessary information on how financial resources will be spent, in order to better the Executive Board’s insight and ability to provide guidance to UNICEF.

We look forward to receiving the first draft of the Integrated Budget and to further consultations following the Annual session.

President,

To conclude, we encourage UNICEF to continue to receive, use and absorb suggestions and comments to the strategic plan, the results framework and the integrated budget.

Our active involvement and strong engagement in this process is due to one thing only; we share a common goal with UNICEF to contribute to the realization of the rights of the child.

Thank you.