Welcome to our first PaperSmart Executive Board meeting. Thank you all for your support as we work to cut publishing costs and direct more of our resources to the children who need them most.

I would like to focus my remarks to you today on a topic that is at the centre of all that we do at UNICEF. Partnerships -- and how, as changes in the development landscape accelerate, we should adjust them to produce ever better results for children in need.

But before that, I would like to share with you some key appointments and departures in our senior staff.

SaadHoury will retire at the end of October, concluding a long and illustrious career. Saad joined UNICEF in 1978 as a National Officer in Lebanon and served the organization in progressively more responsible leadership positions, including as Representative, Burkina Faso… Deputy Regional Director, Amman…Chief of Staff in New York…and Deputy Executive Director, Programmes. Since May 2011, Saad, serving as a Senior Advisor, has supported us on such key projects as analysing UNICEF’s role in Middle Income Countries and advising us on a range of critical issues for the Middle East and North Africa Region. We will miss him.
Jeffrey O’Malley will become Director of the Division of Policy and Strategy in early October. Jeff is joining us on secondment from UNDP where he has been Director of the HIV Group and HIV Practice. He will now lead us in the development of UNICEF’s new Medium Term Strategic Plan, among many other duties. In welcoming Jeff, let me also thank Rob Jenkins for his excellent interim leadership of DPS over the past half year. I have appointed Rob as the new Deputy Director of DPS.

Hamish Young will soon take up his appointment as the head of our new Field Support Unit. Hamish is presently Deputy Director of the Office of Internal Audit and Investigation, where he has done an outstanding job.

Mary Roodkowsky, who for the past five years has been our Principal Adviser, Ethics, will retire shortly. Mary has not only been a valued counsellor but has also helped put in place policies and systems to make UNICEF more accountable and transparent. Her accomplishments in Ethics top an outstanding career at UNICEF that has spanned 26 years.

Sadness at Mary’s departure is tempered by the news that Suomi Sakai will be stepping into Mary’s shoes as Principal Adviser, Ethics, as of December 1st. Until recently, Suomi was our Representative in Nigeria. She ably led the UNICEF team there through some challenging times, the most harrowing of which was the bombing at UN House in Abuja, just over a year ago, where we lost 11 UN colleagues, including two UNICEF staff. I was impressed and moved by Suomi’s leadership and the strength of character of our UNICEF team in Abuja during the difficult weeks and months that followed.

Please join me in congratulating Jeff, Hamish, and Suomi on their new roles, and in wishing Mary and Saad happy and healthy retirements.
Finally, you may remember that when I last spoke to you in June, I noted the departure of our then Directors of the Office of Internal Audit and Investigation and of the Public Sector Alliances and Resource Mobilization Office. We are advanced in our search for their replacements, and I hope to approve appointments very soon.

And so, to business…and the business of partnerships.

UNICEF has always worked through partnerships -- primarily, of course, with governments -- which are and must always be at the centre of our work. Partnerships are at the heart of how we deliver results for children. They are central to delivering programmes with equity… to increasing our use of cost-effective and efficient innovations … and to responding rapidly and effectively in emergencies.

But as the world --and the development landscape -- change and grow more complex, we are taking a new look at how our approach to our partnerships should evolve as well.

The Busan and Rio Plus 20 conferences were noteworthy in a number of respects. Perhaps most interesting was how they reflected those global changes. At both, we saw:
• the growing influence of the so-called “emerging economies” that have, in many respects, now “emerged”;
• the proper recognition that national priorities must be paramount;
• the increasing number and importance of international and national NGOs and faith based organizations, receiving and deserving a place at the bargaining table; and…
• the potential for the private sector to take an ever greater role in driving progress on development issues.

Indeed, the Rio+20 Secretariat, together with the UN Global Compact and the Sustainable Energy for All initiative, has received over 700 Rio+20 voluntary commitments. These commitments were made by governments, those in the UN system, international organisations, the private sector, and civil society. Collectively, these tangible commitments mobilised more than US $500 billion in actions towards sustainable development.

This changing landscape -- whose contours are not yet fully defined -- presents the UN, including UNICEF, with new opportunities to create and nurture broad, innovative coalitions supporting the drive to reach the various MDGs and the post 2015 sustainable development agenda.

This month, for example, the IKEA Foundation and UNICEF are marking ten years of partnering. IKEA’s steadfast commitment has benefitted over 74 million children in India and helped create a better future for them and their families.
This is the kind of partnership opportunity that was acknowledged by the Secretary General in his Five Year Action Plan. The specific Partnership Facility of the plan not only allows the UN to scale up its capacity to engage in multi-stakeholder partnerships, but also “to secure practical action in addressing the many challenges of sustainable development.” Bob Orr, Assistant Secretary-General for Policy Coordination and Strategic Planning, has been a strong leader in this effort.

The greater number and importance of civil society and private sector partners requires -- and the growing capacity of information and communication technologies allows -- us to move from more traditional, top-down, UN and donor dominated partnerships, to more inclusive, broadly based, bottom-up, movements. Roll Back Malaria has been an important example.

In fact, ICT and social media, which are transforming how UNICEF operates in the field, are beginning to transform our partnerships, as well.

Just think, for a moment, about how ICT can allow the members of movements to be informed about the activities of their fellow members and inspired by their successes and best practices…how ICT can allow supportive secretariats to coordinate activities in close to real time…how it can allow new members to join and participate in the movement through web sites…allow meetings to be held virtually, and thus more often and more cheaply, than through more formal, face-to-face conferences. And think about how ICT can allow the creation of interlocking, broad networks of members which can be the backbone of the movement, each a kind of virtual community.
Such broad movements can and must build broad support for governments’ development priorities and programmes at the country level.

This is the model of SUN -- Scaling Up Nutrition --which is built around a series of networks including donor…civil society…and private sector networks. The Lead Group offers guidance and is responsible to the Secretary General, but it is the networksthat are driving SUN -- with support from the Secretariat.

Each network brings together a particular set of agencies, coalitions, and individuals to share information, coordinate activities, and review progress. Network members mobilize their respective supporters at the global and national levels and the networks’ large and loosely defined memberships meet periodically through teleconferences, email exchanges, and webinars.

Already, in just two short years, the momentum -- virtual and real -- generated by the SUN movement has propelled under-nutrition from obscurity to near prominence on global agendas. In the last six months, world leaders have highlighted nutrition in settings such as the G8, G20, Rio, and the London Olympic Games -- with a commitment from the Brazilian government to do the same at the 2016 Olympics and Paralympics in Rio.

So far, leaders in 28 developing nations, home to one quarter of the world’s chronically undernourished children, have pledged to reduce under-nutrition in their countries. With the help of SUN coordination and support, these ‘early-risers’ are moving nutrition to the top of their national development plans…incorporating it into economic strategies…and building committed coalitions to drive change.
You will hear more about our nutrition programmes and our progress in SUN from Werner Schultink, our Associate Director for Nutrition in our session on Friday.

Modelled in parton the SUN Movement, the structure for A Promise Renewed -- a new global effort to accelerate action on maternal, new-born and child survival -- will consist of a series of intersecting networks operating globally and nationally, with logistical and technical support from a small secretariat and a global advisory group.

This is one of the most important initiatives in which UNICEF has participated in recent years.

Over the past 40 years, new vaccines, improved health care practices, investments in education and sanitation, as well as the dedication of governments, civil society and other partners, have contributed to reducing the number of child deaths by more than 50 per cent.

Still, millions of children -- most of them in Sub-Saharan Africa and South Asia -- die every year from largely preventable causes before reaching their fifth birthdays. In 2010, this translated to more than 50 children under five dying unnecessarily for every 1,000 live births.
To commemorate the tenth anniversary of the General Assembly resolution on a World Fit for Children and add impetus to the World Summit for Children of 1990 and the Millennium Declaration ten years later, last June, the Governments of Ethiopia, India, and the United States convened over 700 representatives from government, civil society and the private sector for the Child Survival Call to Action in Washington, D.C. Their response was overwhelming in offering support for A Promise Renewed, a commitment to work to help governments sharpen national plans for child survival…place greater attention on the most disadvantaged…monitor results…and, in doing so, strengthen mutual accountability.

Evidence presented at the Call to Action demonstrated that it is feasible to greatly narrow that grossest of inequities -- the gulf in child survival rates that persist between the poorest and richest nations. A modelling exercise showed that all countries, rich and poor, can accelerate progress towards the MDGs and, by 2035, every country can achieve a national rate of child mortality of 20 or fewer deaths per 1,000 live births.

Since the Call to Action, some 110 governments have renewed their promise to children by signing the Promise Renewed pledge to redouble efforts on child survival. 174 civil society organisations, 91 faith based organisations, and 290 faith leaders from 52 countries have signed their own pledges of support. For our part, UNICEF will form the movement’s Secretariat and work with governments -- and all our partners -- to monitor and accelerate progress.

The movement is designed to add further impetus to the Secretary-General’s Every Woman, Every Child initiative.
The Call to Action and A Promise Renewed are off to a great start…and we look forward to the launch of the inaugural edition of A Promise Renewed: a new global progress report on child survival. The report, which will be launched on Thursday, presents the latest estimates on child mortality and is cause for celebration, with the number of children dying before the age of five dropping to an all-time low. The report also provides a rich analysis of the causes and distribution of child mortality, and demonstrates how we can move toward the ultimate goal of ending preventable child deaths.

Through movements like SUN or A Promise Renewed the number of our partners will increase in arithmetic terms. And our influence in working for results for children can increase geometrically.

It is measurable results that matter. For children. And for our partnerships themselves. The success of any partnership -- as has been the case with GAVI, the Global Polio Elimination Initiative (GPEI) and the Global Fund to Fight AIDS, Tuberculosis and Malaria -- depends on the bonds forged by a clear common purpose and the achievement of measurable results.

This principle is critical for our partnerships within the UN—one of our most important collaborations. Our work with the other UN agencies, funds and programmes is central to accelerating results for the most vulnerable children and women. And to succeed, Deliver as One must be built around results. This is why I was so encouraged by the positive discussions we had at the last two Board meetings and at the ECOSOC in July when we discussed the upcoming QCPR and the importance of UN coherence to deliver results for children.
I am happy that, under the leadership of Helen Clark, and as a follow-up to the Tirana conference on Delivering as One, the UNDG is developing a set of Standard Operating Procedures to help country teams deliver results in a coherent, efficient and cost effective manner.

I’d like to share with you some of the key ideas and practical suggestions we are discussing with the UNDG to help our country teams deliver more coherently.

We must simplify and harmonise programming processes. The UNDAF, as a strategic document, should broadly guide our response to governments’ development priorities. At the same time, grouping agencies around their comparative advantage and capacity to deliver will accelerate results for those in need.

There is a need to simplify and harmonise business practices, especially in the areas of procurement, information and communication technology, finance, and human resources, appropriate to the business models of the concerned agencies.

And there is an urgent need to adopt common standards, practices and tools to plan and monitor results together.
I am pleased that MoRES, our approach to real time monitoring and bottlenecks that I have described to you before, has already been adopted by more than 20 country offices that are now successfully monitoring bottlenecks in deprived areas. And beyond UNICEF itself, as we discuss MoRES at the global level in the UNDG, at the country level the principles behind MoRES are being adapted and incorporated by government institutions including those in Egypt, Peru, Nicaragua, Benin, DRC, Uganda, Georgia, Moldova, Bangladesh, Nepal, and the Philippines. And in these and other countries, there is growing interest among multilateral institutions...bilateral development agencies...international NGOs...national civil society organizations...academic institutions...faith based organizations...and private corporations. And they are doing so not only as an improved approach to monitoring but, more importantly, as a means to achieve equitable results in programmes, policies, partnerships and innovations.

Different country offices and our partners are adopting MoRES with distinct purposes that depend on their country contexts. For example, some country offices (especially in Latin America and CEE/CIS) are mainly using MoRES to advocate for changes in policies; high-burden and fragile states are adopting MoRES to accelerate service delivery and strengthen systems; other country offices (such as Bangladesh and Lao PDR) are focusing on strengthening local management capacities and processes, while in other countries it is used to engage and empower communities to advocate for better policies as with the U-Report experience in Uganda.
We are now entering the next phase of mainstreaming MoRES across the organization beyond the initial group of 20 + country programmes. Already this year, most country offices will incorporate a comprehensive bottleneck/determinant analysis of their main intermediate results as part of their Annual Review process.

Building on a strategic consensus with UNDP, we are strengthening partnerships around MoRES within the UN and beyond at global, regional and country levels.

Within the UNDG, Helen Clark is leading a discussion of how to amend, adapt and, perhaps, adopt some version of MoRES as a UNDG-wide method of monitoring and accelerating results. As I have said before, UNICEF neither has nor wants a copyright on MoRES. We believe that, in some form, it can help bring the groupings of agencies and their partners beyond the UN, together in their drive for results.

While UNICEF and its UN partners work to support, as effectively as possible, government priorities within countries, we also have a great opportunity to help facilitate new partnerships among governments –witness the exciting growth in South-South cooperation. ICT can accelerate this still more, as more governments share successes and best practices virtually as well as through face-to-face meetings or on-the-ground technical assistance. We know that the UN and UNICEF can play a stronger role in facilitating South-South partnerships -- although, already, a growing number of our country offices are engaged.
South-South cooperation has already made a huge difference in the lives of many of the world’s most disadvantaged people -- notably through the spread of cash transfer programmes in various forms.

We hope that it will also, increasingly, be brought to bear in humanitarian emergencies and in building resilience to avoid or ameliorate future calamities.

Increasingly, support for humanitarian relief efforts is reaching beyond more traditional donors -- whose contributions remain, of course, vital. For example, we have seen increasing support from Turkey, the Organization of Islamic Countries, and several Gulf nations to Somalia, Afghanistan, and other countries.

And South-South cooperation is critical in building future resilience, even (or especially) in the midst of current emergencies -- both through sharing experiences and in the power of example. We see this as India… Indonesia… and South Africa are already sharing their expertise in resilience building.

Building resilience requires lining up our development investments with humanitarian efforts in order to achieve strengthened systems and preparedness. An example is how we invested in resilience through our support for development programmes of the government in Ethiopia.

Consider how such programmes paid off last year during the crisis in the Horn of Africa. From 2005 onwards, the government had expanded community based programmes targeting people affected by recurrent drought cycles. This included a Health Extension Programme, covering 97 per cent of food insecure districts, to treat communities for severe acute malnutrition, pneumonia, malaria and diarrheal diseases.
In the case of severe acute malnutrition, a condition that usually results in over 40 per cent mortality if left untreated, this systematic approach led to over 300,000 children being treated in 2011 with an average recovery rate of 84 per cent. These community based systems helped millions of Ethiopians weather the storm of 2011.

Similarly, over successive crises in 2008 and 2010, the government of Niger and its civil society partners greatly expanded community nutrition services to screen and treat malnutrition cases. As a result, this year, thousands more children received life-saving treatment than they otherwise would have.

If Ethiopia had not built this resilience, we can only imagine how many more thousands of children would have died.

If Niger had not done so, how many more parents would be mourning the loss of their little ones?

The recent crises in the Horn of Africa and the Sahel have also demonstrated that building resilience is not only about food security but also about basic social services…about WASH, protection, and education… about strengthening the capacity of communities to prepare for and recover from crises even as we strengthen families and individuals to do the same.
And what could be more important in building resilient communities than educating girls? Too often, girls are the first victims of humanitarian crises, the first to be pulled out of school to help at home. Yet, for all the reasons we know, investing in girls is an essential investment in the strength and resilience of their families, lifting households beyond the vulnerabilities of poverty. These benefits transmit throughout communities and nations -- and across generations. Because when girls go to school, they learn to speak up and speak out in their families and communities.

Resilient communities are also inclusive communities. It is hard to imagine anyone more vulnerable to conflicts, natural disasters and humanitarian emergencies than children with disabilities. As we help vulnerable societies build barriers against future calamities, we should not, in our schools or clinics, be building barriers -- physical, programmatic, or attitudinal -- against children with disabilities. And on Friday, I am pleased that UNICEF will reaffirm our commitment to children with disabilities when we help launch the Global Partnership for Disability, in which emergency planning will be one priority.

Whether in responding to crises or helping build resilience – preferably both at the same time when disaster strikes – UNICEF has no better partner than the Humanitarian Aid and Civil Protection department of the European Commission (ECHO). So I could not be more pleased that we are joined today by KristalinaGeorgieva, a practical humanitarian and tireless champion for resilience. She leads by taking action - demonstrated earlier this year when she convened a high level meeting on resilience and The Sahel. We will have the opportunity to hear from her shortly.

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A final note:

Of course, whether participating in partnerships in emergencies… in broad movements like SUN or A Promise Renewed… or with other UN agencies as we deliver as one… UNICEF will continue to work at being a better partner itself. To be ever more accountable for results and transparent in our processes. To be more nimble and efficient in strengthening existing partnerships and creating new ones with civil society and the private sector. To remember, always, that the primary purpose of UNICEF is not the protection of its own institutional position, but to achieve results for children through cooperation with all our partners -- and with this Board.

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