

Division of Policy and Practice (DPP)

2010 Annual Report

1. Executive Summary

In this first year of the 2010-2011 Biennium, the Division of Policy and Practice was able to field an almost fully-staffed team. There were significant vacancies only in the Statistics and Monitoring Section, where the requisite high-calibre international skills are particularly difficult to obtain. Towards the end of the year, a major turnover began to be experienced in the Social and Economic Policy Unit, due to a coincidence of individual staff transitions. A major recruitment effort will be made to restore this Unit to full strength in early 2011.

In addition to the stable core budget, the Division continued to depend on a significant level of discretionary and donor funding for key functions, especially in Statistics and Monitoring, and for the Adolescent Development and Participation Unit (in Gender, Rights and Civic Engagement). Uncertainty of discretionary funding for the former, and the conclusion of generous Swedish Government support to the latter, creates major challenges for 2012.

The topmost priority for Policy and Practice in 2009-2010 has been leading the organizational response to the even-handed but critical Evaluation of UNICEF's performance in Gender Mainstreaming and Gender Equality, which was delivered in 2009. DPP led the functioning of an inter-divisional and cross-regional Gender Task Force; the finalization of a new Gender Policy; and the putting in place of UNICEF's Gender Priority Action Plan. The effort by HQ and Regional Offices to bring UNICEF much closer to "gender excellence" has been a strong one during this period. It needs to be maintained and taken further, and 2011 will be a test of this: valuable discretionary funds from the Executive Office have now been fully utilized and we will need to make smart and vigilant efforts to turn "mainstreaming for Gender Equality results" into a truly sustained achievement. A dynamic and effective partnership with the newly-born UN Women will be one of the keys to success.

2010 also saw the continuation of UNICEF's efforts, with substantial DPP leadership in conjunction with Regional Offices, the Innocenti Research Centre and external partners, to analyse and promote effective national responses to the impact on children of the global economic recession. A wide range of working papers and advocacy materials were released, using DPP staff time as the main resource; continued support was provided to country and regional offices for their advocacy with Governments and other partners on public spending priorities and for dialogue, in a number of cases, with the International Monetary Fund; and our promotion of child-sensitive Social Protection programmes, including Cash Transfers, continued to rise in profile and importance, as an increasingly well-validated response to both short term economic recession and to structural forms of child poverty. Here again, we have worked very closely with partners, including the ILO, the World Bank and Save the Children.

As part of the intensification in 2010 of UNICEF's focus on the rights of the most deprived and vulnerable children, and building on DPP's existing work and capacities, the team gave extensive technical and analytical support to the Office of the Executive Director and other Divisions, particularly Programme Division, as part of the Equity initiative led by the Executive Director. DPP provided support, advice and inputs, particularly from a gender, child rights, policy, data and programme planning perspective, in the development of: the Equity Tracker; UNICEF's Questions and Answers on the Equity Approach; the launch of

Gender and Equity markers in the Programme Manager System (ProMS) and subsequently Vision; the design of Country Offices' strategic reflections on Equity; and the development and launch of Progress for Children and Narrowing the Gaps, two flagship publications that analyse data disparities in progress towards the Millennium Development Goals (MDGs) and cost-effective strategies that put the most deprived groups "first". DPP's leadership in promoting multiple-indicator household surveys (MICS) in over 40 developing countries has been very important in widening the data base for this analysis, and for international monitoring of the MDGs.

Starting in the later part of 2010, and going forward into 2011, DPP began a number of further initiatives in support of the organization's Equity Focus, including:

- additional disaggregated analysis of the *ChildInfo* data base to understand disparities better;
- adjustment and strengthening of Programme Guidance with a focus on equity-oriented situation analysis, planning and results monitoring;
- refocusing and building on existing Information and Knowledge initiatives, and the draft "Knowledge for Children" framework, to identify and spread UNICEF experiences and available internal and external lessons about "what works in practice" for reaching the very poor;
- looking at innovative ways for Social Protection programmes and measures such as cash transfers to benefit the poorest; and
- ramping up DPP efforts to support and stimulate the Organization in addressing the rights and situations of other groups that tend to suffer major deprivations, in addition to girls: namely, children with Disabilities, who have long been unduly neglected; and children of indigenous and minority populations. The particular vulnerabilities as well as potentials of older children (adolescents) will also require effective attention.

Lastly, efforts continued in 2010, but with limited success due to lack of secured and funded capacity, to address two of the most critical "reach issues" affecting children worldwide: growing urbanization coupled with urban deprivation; and climate instability and the vulnerabilities affecting so many of the poorest children and families linked to environmental degradation and uncertainty. Stocktaking analysis on UNICEF's urban programmes and draft guidance on programming in situations of climate instability and disaster risk were produced; but this is only a beginning. DPP, working closely with IRC – and UNICEF as a whole - needs to find creative and effective ways to take this work forward, and to overcome the lack of core capacities in these areas.

This Introduction highlights just a few of the many achievements of the Policy and Practice team in 2010. Many others are detailed in the Report that follows. I wish to thank all members of Policy and Practice for their dedication, contributions and constant support!

Richard Morgan
Director

2. Key Divisional Targets and Strategies

DPP focuses on promoting an improved understanding, monitoring and analysis of the situation of girls, boys and adolescents, of women and of highly disadvantaged groups; and on supporting partners in meeting their obligations for the fulfillment of the rights of these groups. The division provides knowledge and leadership on child-centered social and economic policies, laws, budgets and also shares good development practice and promotes effective programming procedures for the pursuit of children's rights. The Division promotes and strengthens the adoption and implementation of UNICEF's foundation strategies of human rights-based and gendered cooperation, and supporting more effective strategic planning and resource allocation and programming, including with other members of the UN family. This support is based primarily on validated knowledge and rights-based development practice acquired from the experience of UNICEF and its national, local and international partners in the field. It works with partners to expand, maintain and disseminate national, regional and global evidence bases for tracking and analyzing progress towards international development targets and standards related to children and women. It uses this evidence for: strategic advocacy to influence international and national decision-making; promoting rights-based communication for empowerment of families and the participation of children and young people as holders of rights; to build alliances on behalf of children; as well as to guide UNICEF's cooperation for the progressive fulfillment of children's and women's rights.

Specific targets include:

1. Strengthen data collection, analysis and dissemination as well as the evidence base at country, regional and global level for monitoring progress and trends on child related indicators across all focus areas and provide timely analysis and quality assurance through various inter-agency and partnership mechanisms for informed decisions on scaled up response for achieving child related goals, including the relevant MDGs.
2. Lead in the design, implementation and advocacy for policies, guidance and planning tools that advance the realisation of human rights and gender equality in the regular and emergency cooperation of UNICEF and of international partners through: (i) human rights based approach to programming; (ii) gender equality mainstreaming; (iii) communication for behaviour change and social transformation; and (iv) civic engagement and participation of children and adolescents.
3. Lead the design and implementation of knowledge management frameworks, products and tools, and strengthen and enhance UNICEF efforts in advocacy, policy, programmes for children's rights at global, regional and country levels.
4. Policy and Practice development, support and guidance enhanced through leadership and support to the organization in the implementation of MTSP focus area on "Policy Advocacy and Partnership for Children's Rights" with a particular focus on Social and Economic Policy and Policy Advocacy and ensuring community contributions to policy development.
5. Lead the development and dissemination of guidance on programme policies and procedures (framework, tools, standards and practices) and support including performance analysis, training and sharing of best practices and strengthen application of performance management system including results based planning and management.

6. Policy and Practice, through its Management Team, will ensure a highly motivated, efficient group through best use of its existing staff, attracting and retaining new talent, while encouraging and nurturing creativity and entrepreneurship, promote an enabling and protective environment for all staff that is built on trust and recognition.

3. Analysis of Strategies and Results

3.1 Data collection, analysis and dissemination

DPP provided support to national governments, the United Nations and other partners on data collection, through Multiple Indicator Cluster Surveys (MICS), data analysis and data dissemination to strengthen the evidence based planning and monitoring of the situation of children and women.

Data Collection

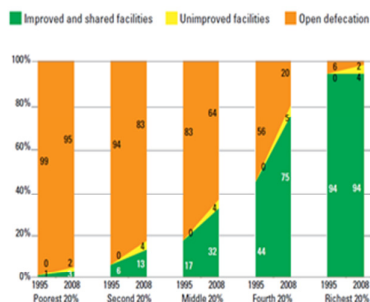
UNICEF supported countries to collect data on the situation of children and women through the (MICS) programme. Altogether, nearly 200 MICS surveys in approximately 100 countries have been implemented since the initiation of this programme. In 2010 support was provided to over 20 countries to implement the survey. MICS fourth round tools were finalised with new indicators on child protection; five regional workshops were organized to support the capacity development of more than 370 participants from 80 countries; and nearly 30 countries have undertaken MICS4 for collecting and analysing information on the situation of children and women with an emphasis on equity strategy. The unstable funding environment continued to pose challenges to further support data collection.

Data Compilation and Analysis

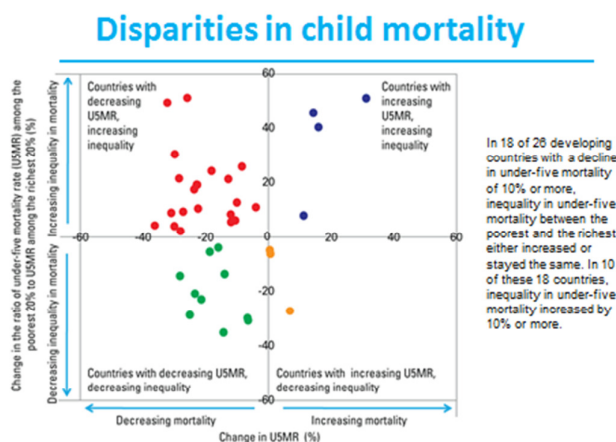
UNICEF updated and maintained global databases across all MTSP focus areas through the assessment of data compiled using CRING (Country Report on Indicators for the Goals). Development work on CRINGInfo – to become a more efficient and transparent tool using DevInfo technology – was completed in 2010 and will be launched early 2011.

India: 166 million people gained access to improved sanitation since 1995, but little progress has been made in the poorest households

Trends in the use of sanitation facilities, by household wealth quintile



Source: NFHS 1992-93, 1998-99, 2005-06



Data from national household surveys and other sources were analysed in 2010 with an emphasis on equity issues and was presented in various publications, including in UNICEF's Flagship Publication the *State of the World's Children and Progress for Children: Achieving the MDGs with Equity*. Substantive contributions were also provided to key Inter-agency reports including the Secretary



General's MDG Progress report, where UNICEF is the lead agency reporting on the health-related MDGs. UNICEF also contributed to the *Countdown to 2015: Decade Report (2000-2010)*.

In addition, UNICEF published data driven sector-specific reports which provide analysis to programmers and policy makers on the current situation of key interventions that impact children and women. These reports include:

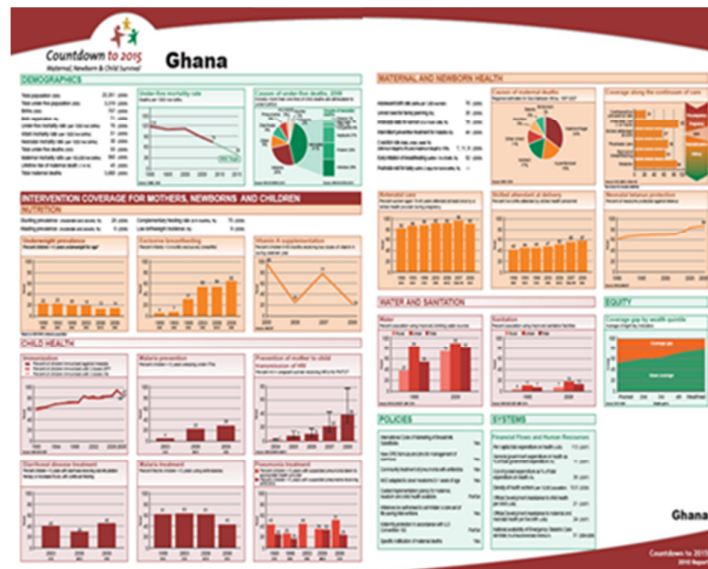
- Levels and Trends in Child Mortality, 1990-2009
- Trends in Maternal Mortality, 1990 - 2008
- Children and AIDS: Fifth Stocktaking and Universal Access Reports
- Malaria and Children: Progress in Intervention Coverage
- Progress in Water and Sanitation 2010
- Child Disciplinary Practices at Home
- Immunization Summary 2010



Some of the key published articles in 2010, which are listed below, included analysis of child mortality, HIV/AIDS and parental disciplinary practices.

- Levels & Trends in Child Mortality: 1990-2009, September 2010
- Who is the vulnerable child? Using survey data to identify children at risk in an era of HIV and AIDS. *AIDS Care*, Vol. 22, No. 9, 2010: 1066-1085, September 2010. Award winning paper
- What will it take to achieve virtual elimination of mother-to-child transmission of HIV? An assessment of current progress and future need. *Sexually Transmitted Infections*, 2010: 86 (Suppl 2): ii48 - ii55.
- Under five mortality due to HIV: regional levels and 1990-2009 trends. *Sexually Transmitted Infections*, 2010: 86 (Suppl 2): ii56 - ii61
- Parental disciplinary practices in a range of low and middle-income countries: results from the Multiple Indicator Cluster Survey, published in *World Perspective on Child Abuse*, ISPCAN, Aurora, 2010.

Statistical country profiles were published in 2010 and provided a snapshot of a county's progress towards specific target/goals. In 2010 the following profiles were updated with new data: Maternal, Newborn and Child Health; Nutrition; MDG; and Countdown.



Methodological Work

DPP leads and/or plays an active role in a series of interagency MDG monitoring groups that harmonize monitoring work across partners, develop new methodologies, standard indicators and monitoring tools, building statistical capacity at country level and develop joint estimates. These groups include participants from research institutes and UN organizations and are critical to advancing the work on statistics for children and women.

- Interagency Group on Child Mortality Estimation - IGME (UNICEF, WHO, WB, UNPD)
- Maternal Mortality Estimation Group (UNICEF, WHO, UNFPA, WB)
- Malaria MERG (UNICEF, WHO, WB, CDC, others)
- HIV/AIDS MERG (UNICEF, UNAIDS, WHO, others)
- Water/Sanitation: JMP for Water and Sanitation (UNICEF, WHO)
- Immunization Interagency Estimation Group (UNICEF, WHO)
- Child Protection MERG – started in 2010 and chaired by UNICEF and Save the Children
- Child Mortality by Cause (CHERG)
- MDG Interagency and Experts Group (IAEG)
- Child Survival: Countdown to 2015

Data Dissemination

The latest data on statistics for children and women are updated and maintained on www.childinfo.org. This UNICEF website provides information on: MICS and MICS Reports, overview of trends and current status, disparity databases, country statistical profiles, and specific data driven reports.

About 200 data related activities globally and in 38 countries took place in 2010. Over 1,000 professionals were trained to support the efforts of establishing national repositories of human development data and its contribution to data standardization. Some of the key adaptations include enhancing child mortality estimation information (CMEInfo) in coordination with inter-agency group, CensusInfo to support the dissemination of census results, GenderInfo, pilot testing of Maternal Mortality Info (MMEInfo) and enhancing MICS

Compiler. UNICEF is currently partnering with UNDOCO and other partners to draft a long-term strategy for the sustainability and wider inter-agency use of DevInfo.

Capacity Building

A series of workshops and seminars were held in 2010 to build capacity of government officials and UN staff in the areas of data collection, analysis and dissemination. Notable amongst them are MICS workshops on surveys methodology and data processing; child mortality workshops (ESARO, MENA); maternal mortality workshops (Sub-Saharan Africa); HIV/AIDS workshops; immunization technical support; water and sanitation workshops; UN Statistics Division workshops on MDG Monitoring; and Regional Commission workshops.

In addition, the development and distribution of guidance and information notes to UNICEF staff on data related issues were received with appreciation and addressed some of the data related concerns in the field.

3.2 Advance the realization of human rights and gender equality:

Leadership in designing, implementing and advocating for the realization of human rights and gender equality remained a focus in 2010. This included the development of a human-rights based approach (HRBAP) to programming competency framework for UNICEF staff. The competency framework identifies eight categories of staff and the level of HRBAP knowledge required for these categories, as well as tools with which to test this knowledge. UNICEF also engaged with human rights treaty bodies and special procedures to ensure integration of child rights issues in the key human rights agenda. Continued support was also provided to Country Offices in their submissions to both the Committee on the Rights of the Child (CRC) and the Human Rights Council under the Universal Periodic Review (UPR) process.

In an effort to guide the on-going efforts to address gender mainstreaming and equality, a Policy on Gender Equality and the Empowerment of Girls and Women was launched in May 2010, with its accompanying Strategic Priority Action Plan for Gender Equality 2010-2012 (SPAP). The SPAP was adopted by the Gender Equality Task Force, which comprises senior staff from headquarters and regional offices and regularly monitors progress against the benchmarks. The SPAP lays out eight areas of change: accountability and strategic framework; capacity and knowledge; leadership, influence and advocacy; programming; “doing what we advocate”; partnership; financial resources; and communications. Building on lessons learned, it provides a set of benchmarks and identifies lead entities for the implementation of each priority action. UNICEF developed a Gender Equality Marker (GEM), to become effective as of first January 2011, to track resource allocations and expenditures from programme funds towards gender equality results. A consultation on status of mainstreaming gender in UNICEF was held in Istanbul in 2010, which included participation from country offices, regional offices and headquarters, and took stock of the achievements and constraints to date and development recommendations for the way forward. To encourage a more systematic approach to gender reviews of country programmes and more effective recommendations, a “minimum package” for gender reviews is under development. UNICEF began developing guidance on promoting gender equality through sectoral programmes. Guidance for focus areas 1 and 3 of the MTSP will be completed by the end of 2010, and for the remaining areas by early 2011. Guidance is also being developed on engaging men and boys for the promotion of gender equality.

Some specific achievements in 2010 included:

- Production of child and adolescent-friendly versions of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) for a global child and adolescent audience, both indigenous and non-indigenous;
- Participation in the third session of the UN Forum on Minority Issues to share the outcomes of stock-taking of UNICEF's policy and practice in the promotion of the rights of minority children and women;
- Published a paper entitled *Reservations to CEDAW: an Analysis for UNICEF*, to provide guidance and recommendations for supporting the withdrawal of reservations to CEDAW.
- Development of an e-learning course on *Gender Equality UN Coherence & You*, a collaborative work of UNICEF, UNFPA, UN Women and UNDP for launch in early 2011. The course will provide foundational knowledge and skills on gender equality and illustrate entry points for strengthening programming and demonstrate that the two UN priorities of gender equality and UN coherence mutually reinforce each other;
- Completed a Child Rights Toolkit which illustrates how child rights are incorporated in all aspects of development cooperation including a new module on Governance and Child Rights. Reference groups were established around each component with wide-ranging membership of key strategic external and internal partners. A capacity-building strategy has been developed, in consultation with the EU, to guide the roll-out of the Toolkit, which will consist of self-learning and direct learning/workshops targeting staff from the EU, UNICEF and other bilateral and multilateral actors and government counterparts;
- Developed a paper entitled *Beijing + 15: Bringing Girls into Focus* on the occasion of the 15th anniversary of the adoption of the Beijing Declaration and Platform for Action;
- As a co-leader of a UNDG Action Learning initiative on joint programming for gender equality for the United Nations Development Group Task Force on Gender Equality, contributed to strengthen knowledge and action on holistic and replicable joint UN programming on gender equality and women's empowerment;
- Acted as the Secretariat to the Inter-Divisional Working Group on Disabilities and developed draft guidelines on UNICEF's work on persons with disabilities. UNICEF also participated in the Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities (CRPD), contributing to the completion of a Guidance Note for UN Country Teams on including the rights of persons with disabilities in United Nations programming at country level. In order to strengthen UNICEF staff's sensitization to, and capacities and involvement in disability issues, an introductory training programme was prepared on the rights of persons with disabilities, which will be used in early 2011;
- The Human Rights Cluster and Child Protection collaborated with OHCHR, UNFPA to support the CRC and the CEDAW Committee to draft a joint General Comment on Harmful Practices;
- A learning package on Legislative Reforms for children's rights was developed with the primary aim of reinforcing capacities to adequately support State parties to establish legal frameworks that effectively protect children and women rights and the use of international/regional human rights instruments as vehicles to support these efforts in various sectoral areas, including constitutional reforms.

With the recognition that achievement of results is dependent on large-scale and sustained behaviour change and social transformation, Communication for Development (C4D) aims to help individuals at all levels and in all roles, as well as communities, to change norms and practices. Thirty case studies of good practices, lessons learned and innovations in C4D were compiled and disseminated. A Community of Practice (CoP) of C4D experts and facilitators to achieve greater collaboration and coherence in the application of C4D methods and approaches was also

established. In 2010, C4D approaches were used within sectoral programmes to support national governments to empower individuals to understand and adopt practices – such as breastfeeding, oral rehydration, prevention of HIV and influenza transmission, and hand-washing with soap – that will save and improve the lives of children. Correspondingly, community perspectives have been brought to the attention of duty-bearers for policy reform and better programme implementation.

In 2010, children and young people were actively involved in global advocacy events and campaigns to promote children’s rights and meaningful participation in decision-making. Children and young people’s views and opinions have been gathered through several youth opinion polls. Participatory surveys have also been conducted in many countries on knowledge, attitudes and practices, covering youth civic engagement, attitudes towards political and social participation, and media utilization to better inform public policies. Youth parliaments and direct involvement in media have further increased the role of children and adolescents and their participation.

Some of the key achievements in promoting civic engagement and participation of children and adolescents included:

- A Joint UN Statement of Accelerating Efforts to Advance the Rights of Adolescent Girls was signed by six agencies;
- Facilitated planning and organization of the international conference “*Adolescent Girls: Cornerstone of Society*”. The conference brought together over 200 key stakeholders from academia, development organisations, the private sector, policy makers and UN officials.
- Produced a Handbook on involvement of children in advocacy “*Children as Advocates*”. This Handbook is a practical tool for UNICEF Staff and partners in promoting and strengthening meaningful child and young people’s participation in global, regional and country level advocacy;
- Partnered with DOC-Youth Section on the Voices of Youth reconstruction. VOY will be positioned as the leading online global platform that will promote UNICEF vision of success at connecting and empowering children and young people from both developing and industrialized countries;
- Launched The Climate Ambassador Programme at the Children’s Climate Forum, with an aim to empower children and young people to initiate local climate action.

3.3 Social and economic policy, policy advocacy and knowledge management:

Global Initiative on Child Poverty and Disparities

DPP leads the Global Initiative on Child Poverty and Disparities where UNICEF is promoting a critical shift in international development thinking and practice towards the issue of equity for children and protection for the most vulnerable through nationally owned analyses, high profile policy partnerships and exchange of lessons learnt. In 2010 an additional six countries have joined this UNICEF Initiative, raising the total number of countries covered to 52. Out of the 18 country reports produced and published so far under the initiative, 13 were submitted in 2010 (Djibouti, Egypt, Jamaica, Kyrgyzstan, Mexico, Niger, Philippines, Tanzania, Thailand, Ukraine, Nicaragua and Indian Ocean Islands). In 2010, a Child Poverty Portal was developed using the DevInfo software which includes a ‘clickable’ map and child poverty country profiles for 36 countries. Several “Child Poverty Insights” were also produced.

The impact of this Global Initiative is evident in many countries. The findings have provided useful input into development plans and influenced policy priorities (see the annual reports of Cameroon, DRC, Senegal, Tanzania, Morocco for examples). The Child Poverty Network, UNICEF's second largest knowledge network with over 1,000 members from 150 countries, includes UN agencies, academia, national statistics offices, governments, research institutes, NGOs and other organizations and has been effective in facilitating discussions, and providing technical information updates on policies promoting equity.

Social Budgeting and crisis response – a Recovery for All

The 'Recovery for All' initiative was developed and launched to support UNICEF offices and development partners in their efforts to assist governments in ensuring that economic recovery policies are pro-poor and socially inclusive. A major review of macroeconomic policies, entitled 'Prioritizing Expenditures for a Recovery for All', was completed which analysed the potential risks for children and poor households in 126 countries at a time when global economic recovery is fragile and uneven.

Policy and Practice also supported UNICEF's social budgeting engagement in 95 countries. In 2010, Policy and Practice co-hosted with the Fordham University a Policy Research Forum on Social Budgeting during the Crisis in February 2010 with participation by researchers from the World Bank, IMF, the International Budget Project, UNDP, UNESCO and academic partners. It also created an international database on innovations/innovators in child-friendly budgets in partnership with a consortium of social budgeting initiatives, and supported the "4th International Policy Conference on the African Child" focusing on "Budgeting for Children" in partnership with Regional and Country Offices. To support field colleagues with technical issues, a Social Policy Expert Roster with 300 experts' profiles (both individual and institutional) was developed.

The Recovery for All e-discussion was launched in early 2010. This global network is the largest UNICEF-led knowledge network composed of 1,549 members including academics, UN and other multilateral organizations professionals, government members. Contributors have included Paul Krugman, Princeton University; Sir Richard Jolly and Jose Antonio Ocampo, former UN Under-Secretary General, among many others.

Social Protection

UNICEF currently supports 124 social protection programmes in 76 countries. Technical support was provided by DPP to expand and strengthen national social protection programmes which benefit children. UNICEF raised the visibility of the effectiveness of social protection programmes in international fora through presentations at the International Poverty Conference in Beijing, the China-ASEAN Workshop on Policies for Social Assistance and developed a Social Protection Costing Tool for country programmes jointly with ILO. Policy and Practice also advocated for increasing child-sensitivity of social protection through publications and presentations, reaching a wide range of government counterparts, UN and development partners, and civil society. This included a Briefing Note on "Social Protection: Accelerating the MDGs with Equity" prepared for the MDG summit, Social ADB regional training, World Bank staff training, ILO-run trainings for national government staff.

Through a joint project with the Save the Children UK and the University of North Carolina, UNICEF is supporting policy makers and researchers in Africa to better understand the impacts of cash transfers for children and how to improve programme design. UNICEF has

played a leadership role in strengthening social protection as part of UNAIDS strategy; collaborated with the Institute for Development Studies to document good social protection practice in Kenya, Mongolia, and Zambia; supported the Inter-Parliamentarian Union to organize a workshop for African parliamentarians on social protection response for children in the context of HIV/AIDS.

During 2010 a draft internal Social Protection Programme Guidance Note has been developed in close consultation with DPP, PD, country and regional offices. In addition, systematic support was provided on social protection to other divisions and sections – Education, Child Protection, HIV/AIDS, Nutrition, Health, EMOPS, and backstopping of regional advisors support to country offices.

Migration

UNICEF supports work on international migration in 61 countries. UNICEF is a member and incoming chair of the Global Migration Group (GMG). During 2010, UNICEF worked with UNDP and other partners and provided inputs which were reflected in the high-level policy documents namely Report of the Secretary General for the UN General Assembly on the Protection of Migrants, and the Outcome Recommendations to the Member States of the Practitioners Symposium.

In 2010 UNICEF made substantial inputs in flagship publications on international migration. It contributed to the *Handbook on Mainstreaming Migration into Development Planning*, which was launched at the 2010 Global Forum on Migration and Development (GFMD) in Puerto Vallarta, Mexico and provided 3 country case studies in the IOM flagship publication 2010 World Migration Report focusing on capacity development.

Technical support and guidance was provided to UNICEF field offices working on migration policy issues, including human rights, legislative reform, social protection, migration statistics and survey methodology. A draft policy and programme guidance handbook aimed at supporting UNICEF field offices in planning and developing initiatives on children and migration has also been produced.

In 2010, using DevInfo technology, DPP launched MigrantInfo (www.MigrantInfo.org), an online database containing data on indicators related to global migration which allows users to generate tables, graphs and maps using the latest available estimates of the international migrant stock, disaggregated by age and gender.

Collaboration with IMF, the World Bank and the European Commission

UNICEF Policy and Practice, together with GMA, engaged the IMF in a closer collaboration to support mutual interests in ensuring that economic adjustment policies do not have adverse impacts on vulnerable children and their families. Eleven pilot countries were initially selected to participate in the collaborative partnership, and a host of other UNICEF COs have since in closer collaboration with the IMF.

Collaboration with the World Bank on Social Protection was deepened further in 2010 through consultative meetings and mutual sharing of draft organizational frameworks and guidance strategies on social protection. In several countries UNICEF now acts as a de facto caretaker/focal point for World Bank social protection programmes.

As part of the Child Rights Toolkit project, a toolkit for incorporating child rights in poverty reduction strategies, national development plans, and sector action plans was developed. Similarly a toolkit on Social Budgeting was also developed. In addition, six policy research initiatives/studies reviewing and building on the evidence base in social budget work and underpinning the EC Toolkit as well as UNICEF's country office policy work and technical assistance was completed and submitted to peer-reviewed professional economic journals.

Social and economic analysis

Five key economic working papers were prepared covering the issues of global economic crisis and its impact on children; migration, development and children; policies to reduce income inequality in Latin America; better public finance policies for women and children; and prioritizing expenditures for children and women to ensure an equitable recovery for all. In addition to the working papers, four working briefs were also produced. These are shorter versions of the working papers that give a broad overview of key issues. The impact of food and financial crises were the key topics covered in working briefs. Other topics covered included the imperative of protecting the salaries of frontline teachers and health workers, and child-sensitive social protection as catalyst for achieving the MDGs with equity. Eight *Child Poverty Insights* were also published in 2010, and translated into French and Spanish. These pieces, presented in the form of questions and answers, provide the perspectives on key topics of prominent authors from leading institutions/academia.

UNICEF website was a key focus of 2010 activities to enhance dissemination of social and economic policy analysis. Web updates were provided on topics related to economic and social policy, together with an editorial calendar and monthly external newsletters; actively tracked monthly web traffic statistics and built a base of Twitter followers; and actively encouraged partners (and other UNICEF sub-sites/portals) to link to our site. The functionality of the Social Policy and Economic Analysis website remains limited, however, due to overall constraints on web development within DOC.

Policy advocacy

In partnership with other UNICEF divisions, notably PFP, the Advocacy Toolkit was published, which will have a strong impact on UNICEF's advocacy by field offices, headquarters and National Committees in the coming years. This major undertaking provides tools and detailed assistance formulating and assessing successful advocacy strategies.

Knowledge Management (KM)

An advanced draft of the KM Strategic Framework has been produced and recently distributed to members of the Global Management Team for their review. A paper on the current status of KM has been drafted for presentation to the February 2011 Executive Board. A draft framework for measurement of knowledge management has been produced. Performance management standards for knowledge management in country offices have been developed and integrated into COARs and the organizations performance monitoring system.

More than 25 communities on a variety of topics now exist with a total of more 2,100 members. A global workshop on community leadership took place during 2010. Over 3,300 UNICEF staff now has a "social profile" on intranet. The 'In Practice' database now contains over 900 examples of innovations, lessons learned and good practice. Three thematic newsletters have been (MDGs scaling up, C4D and Equity). A second *Field Notes*

publication was produced on Education in post-crisis transition which included case studies from DRC, Nepal and South Sudan. An organizational taxonomy has been produced to ensure the consistent description of UNICEF knowledge and facilitate easy access and retrieval.

To improve outreach to the field and the ability to share experiences, provide virtual training and respond quickly to queries from the field, a series of global webinars on Knowledge Management were conducted on topics including use of research database subscriptions; social media; and lessons learned. 108 Selective Dissemination of Information Research Digests were produced in 2010 which are sent to over 2500 UNICEF staff members. A UNICEF History site was also successfully launched during 2010 on [unicef.org](http://www.unicef.org/about/history/index.html) (<http://www.unicef.org/about/history/index.html>).

3.4 Programme Guidance, Results based planning and management

The focus of enhancing support and the overall quality of country programmes, monitoring and reporting on results at all levels continued in 2010. The review of the programme policies and procedures completed during the year benefited from close collaboration with other Divisions, regional and country offices. The more dynamic, web-enabled Programme Policy and Procedure e-Manual has been revised and will be launch in early 2011, along with revised training materials and renewed emphasis on capacity-building support. With high turn-over rate of staff, particularly in fragile countries which manage significantly levels of programme resources, enhancing support to planning and monitoring programme results will be a key priority in 2011. This will include rolling-out the review training package on UNICEF's programme policies and procedures, in partnership with regional and country offices.

DPP led the development of the Equity Marker, which was introduced for use by all Country Offices starting January 2011 to track resources committed to and spent on programme component results (PCRs) with a focus on equity. As a secondary objective, the Equity Marker is expected to sensitize and encourage self-assessment by offices about equity-focussed programming and the extent to which programmes are reaching excluded and deprived children. All Programme Component Results (PCRs) entered in ProMS 9.1, irrespective of the year of the Country Programme Cycle, will be rated against a four-level scale that measures the extent to which the PCR contributes to equity-focus: principal, significant, marginal or none. DPP contributed significantly to the development of the comprehensive Question and Answer on the Equity Refocus, which is intended to provide guidance on taking forward the approach in 2011 for country offices.

Programme guidance was strengthened in key areas during 2010 including in outlining the UNICEF's approach to capacity development, which was based on consultations with country and regional offices, other UN agencies and interacting with the UNICEF Executive Board through a presentation and discussion at an informal meeting. The support provided by UNICEF to national capacity development is broadening to become more system-wide rather than focusing narrowly on human resource development. As indicated in a 2010 Note to the UNICEF Executive Board, "The approach of UNICEF to capacity development" (E/ICEF/2010/CRP.20), a desk review of the approach in 2009 had found that support had often focused on strengthening specific individual capacities (such as the skills of service providers) rather than on promoting systemic changes and strengthening institutions. Additional support is being provided to enable high-quality and participatory analysis of capacity gaps and to develop an effective, comprehensive approach relevant to each context. UNICEF offices are now

reporting on the approach to capacity development taken in each country programme, using identified “good programming practices” as a reference. Strengthening the capacity of leaders for promoting development results and the rights of the most vulnerable children and women will continue to be prioritized. UNICEF will buttress both communication and social mobilization efforts, which are central to developing the capacities of individuals. Programme guidance was also drafted on Disaster Risk Reduction, in consultation with EMOPS, PD, Regional and country office colleagues. UNICEF is uniquely placed to strengthen its programming on DRR given its presence and programming before, during and after disasters its focus on building partnerships with government and civil society from the national to the community level. UNICEF should promote and help ensure adequate and specific focus on the rights and vulnerabilities of girls, boys, adolescents and women. In line with emergency risk informed programming and building on the mainstreaming of emergency preparedness and response all UNICEF Focus Areas in the framework of the MTSP provide an opportunity to prepare for, prevent and mitigate disaster risk.

Performance management and review processes were strengthened during the year, although this will continue as a key priority in 2011. The structure of the Country Office Annual Report (COAR) was revised and is now accessible through a web-enabled platform. This will facilitate the analysis of performance and lessons learned, particularly related to the implementation of equity focused programme strategies and results achieved in the focus areas of the strategic plan. As per new guidelines, country offices assess and report on their performance in the application of programme strategies, normative programme principles, achievement of results in programme areas and also effectiveness in operations and management. This initiative will be enhanced by outlining clear ‘benchmarks’ for programme strategies, normative principles and also management and operations which will enable greater analysis of performance of the organization at all levels. DPP contributed significantly to the development and review of the content of the Equity Tracker, which was a useful tool introduced in 2010 to review country-level analysis and actions taken to take forward the refocus on equity.

To simplify and streamline results structure and focus of country programmes, the Revised Programme Structure was introduced in partnership with the Change Management Office in 2010. Building on the experience of piloting the initiative in 28 country offices in 2010, guidance was issued to establish that the revised programme structure in all COs from the start of 2011. This will enable greater clarity in the focus of programmes, and also facilitate improved programme monitoring and results-reporting. The challenge of providing measureable results within the context of working in partnership with others and contributing to national policy and programmes, and also within the diverse contexts in which UNICEF works, continues. With greater emphasis on outlining key performance benchmarks, standardizing output indicators where possible and most importantly, putting greater emphasis on evaluating the country programme results and performance, the performance management system will be strengthened in 2011.

Some specific, notable achievements in 2010 included the following:

- Various results-based reports were developed in 2010, including the In-Depth Review of the MTSP, Executive Director’s Annual Report 2010, ECOSOC Annual Report and the Secretary General’s report of follow-up to WFFC.
- Significant contribution was made to the development of Vision, including serving as the focal point for the programme planning and coding structure. DPP has also been centrally involved in the development of technical guidance.

- The programme information coding structure – which meets organization’s reporting and accountability requirements – was revised during the year to facilitate performance-based reporting. This includes programme and information database codes, humanitarian codes, markers for tracking investments and focus of programmes in gender and equity.
- Drafting of guidance on South-south cooperation was completed in 2010 based on consultations with regional and country offices and other related divisions. The engagement of UNICEF in South-South cooperation has steadily increased. The comparative advantages of the organization in this area include its ability to convene partners on issues related to children, its global reach and country presence, and its technical expertise. UNICEF programmes involving South-South cooperation also promote the exchange of learning and the sharing of knowledge, including the dissemination of lessons learned and good practices.
- DPP facilitated a reviewing of UNICEF’s programming in Urban areas in partnership with other key Divisions and developed recommendations to enhance support to the poorest children based on best practices. It is increasingly recognized that the urban child is of growing and urgent importance to UNICEF across the world due to the increasing rate of urbanization, and also due to the disadvantaged status of children living in poor urban areas. Focusing on this issue will accelerate progress towards the MDGs, and also is central to the work of the organization in addressing other key issues including related to the environment, participation of young people, protection, and the accountability of local governance. Noting the cross-cutting nature of these issues, an integrated approach is required – and also establishing partnerships with a wide range of stakeholders – in order to effectively achieve results in this area.
- The guidance for the development of new CPDs was issued in 2010 and emphasized the importance of addressing context-specific equity issues within each country programme, and simplified the articulation of programme strategies and normative principles.
- Significant contribution was provided to UN coherence initiatives at global level, including leadership roles in the UN-wide Working Group on Programming Issues and also the UNDAF Programming Network. The Director of DPP also served as the Chair of the MDG Task Team of UNDG, which included the preparation of Thematic Papers on the MDGs to provide Member States examples of good practices, lessons learned, challenges and opportunities in achieving the MDGs.
- Revision of the standard training materials on UNICEF’s programme policies and procedures, which were piloted in one regional-level training and will be rolled-out in all regions during 2011.

4. Management and Operations

Management Team and Staff Meetings

Continued efforts were made to strengthen management, budgets and work plans, internal coordination, planning and consultation and staff learning practices based on the findings from the 2009 Global Staff Survey. The DPP management team, comprised of the Associate Directors, Section Chiefs and Staff Association representatives, met nine times to monitor progress in the workplan and adopt necessary adjustments as required. Eight All DPP Staff meetings were held, which facilitated communication within the broader team and encouraged a shared perspective and common set of priorities. Management also took steps to increase accountability and transparency by discussing management and programme issues in all DPP staff meetings. During 2010, the Programme Support Unit (PSU) continued to

generate management dashboard reports which highlighted many management areas including staffing, contracting, finance and travel. These dashboard reports facilitated the decision making process of the division in achieving the planned results.

Organized by the DPP Learning Committee, a GS staff consultation took place on 11-12 November. Fourteen (14) GS colleagues participated in two half-day brainstorming sessions with an external facilitator. The group came up with several innovative ideas in the form of 'quick wins', 'business opportunities' and 'special efforts' to improve workflow in DPP and empower GS staff. The final proposals were presented to the November meeting of the DPP Management Team. GS staff continue to work in small teams on creating a webpage and system for orienting new (and existing) staff and updating information on administrative processes, and on creating training and development opportunities for GS staff.

Financial Information

Expenditures for the 11 month periods ending 30 November 2010 and 2009 were \$ 18.0 Million and \$ 18.4 Million respectively. We expect the full year expenditure in 2010 to be similar to the 2009 level of \$ 23.2 Million.

A major constraining issue across three of the four Sections was the lack of stable and longer term predictable funding. This affected the Sections in the following ways:

Statistics and Monitoring Section (SMS): SMS and especially MICS activities require sustained and predictable funding. The high number of OR funded posts and the low level of OR funds received, limits the ability to recruit. In 2010, funds for MICS4 were received late which hindered the effective implementation of support to country and regional activities.

Gender, Rights and Civic Engagement (GRACE): Using funds from the Allocation for the Gender Evaluation follow-up, a considerable range of activities were completed (see earlier description). However, this allocation has now expired, and funding for mainstreaming gender will be a key challenge in 2011. A fundraising proposal to support the implementation of the Gender Action Plan was developed with PARMO, but no funds have been secured yet. Furthermore, insufficient OR funds also restricted the ability of ADAP to recruit staff which may reduce their leadership role in key issues affecting young people and adolescents.

Policy Advocacy and Knowledge Management (PAKM): Budgetary constraints became a critical issue in 2010. The current climate of overall reductions in aid allocations is challenging for UNICEF's policy and partnership engagement. The benefits from these engagements typically come after several years and attribution of results is less straight-forward than for more direct interventions. Furthermore, there is an increasing interest across UNICEF to develop communities of practice; however, there is insufficient capacity to be able to respond to this demand. In summary, funding for policy advocacy and knowledge management remains uncertain and unpredictable. Resources available in 2010 were reduced from earlier levels and the prospects for 2011 are more uncertain. Consequently, a number of activities were scaled back or deferred.

Staffing

The gender balance for posts L/P-5 and up has slightly improved from 61% Male / 39% Female in 2009 to 59% Male / 41% Female in 2010. The same improvement is noted with the geographic representation of staff where the ratio of Programme/Non-Programme countries has increased from 37%/67% in 2009 to 43%/57% in 2010. Further improvements are anticipated in 2011.

A support package was needed from RR to cover 8 out of 19 currently funded OR positions; 20 OR positions remain unfunded. Out of 43 vacant positions, only 11 are addressed through temporary assistance contracts.

The level of posts for M&E Officers and MICS coordinators is generally low. Some of the more qualified staff leave for better opportunities with other organizations. Also, there is a lack of skilled staff in field offices to adequately monitor the situation of children and women. This limits the level and quality of data collection, analysis and dissemination.

In addition, retaining high quality staff for social and economic policy analysis with strong analytical skills and economic policy backgrounds is difficult, due to staff mobility, competition from other agencies as well as uneven priority given to economic and social policy issues within UNICEF.

Limited senior staff in GRaCE due to high turnover affected the level of technical support and guidance to the implementation of cross-cutting strategies. The year was marked by major changes in human resources capacity within the C4D unit.

The continued lack of C4D capacity in six of the seven Regional Offices necessitated direct country-level support more than had been foreseen. Although some of these regional offices are recruiting for positions in 2011 (albeit temporary, or focussed on a single thematic issue), the demand for support and guidance from the C4D Unit in DPP has grown exponentially as C4D is being increasingly institutionalized as an MTSP cross-cutting strategy.

Contracting

The number of contracts in 2010 was much lower than in 2009, at 116 versus 176 in 2009, which is a result of further prioritising work in key areas. The frequency of single sourcing was similar to 2009 at 43% of all contracts. Justifications were required to all single source contracts but efforts will be continued to reduce the incidence, with all units adopting competitive practices for sourcing services. In addition, the number of Requests for Proposal (RFPs) and advertisements for individual consultancies is growing. In 2011, DPP plans to take further actions in order to achieve higher levels of competitive awards.

Performance Evaluation

The introduction of the e-PAS has not yet shown improvement in the compliance by staff and supervisors with performance reviews. While it is too early to report on completion rate, current statistics show that only 61% of the professional staff have completed phase 1 and only 31% phase 2. More follow-up by management is needed to ensure that staff and supervisors complete the e-PAS requirements in a timely manner.

Lastly – we are genuinely in need of more office space.

5. Innovations and Lessons Learned

Title: Real Time Monitoring of the Most Vulnerable, Phase 1	
Related Links: http://www.unglobalpulse.org/	
Contact Person: Gaspar Fajth gfajth@unicef.org	
Abstract	The purpose of the first phase of the Real Time Monitoring of the Most Vulnerable (RTMMV) Project is to help systematize and strengthen initiatives on collecting high frequency data focusing on the most vulnerable children, women and disadvantaged populations in support of UNICEF's equity approach. The RTMMV project aims at assessing, supporting and scaling up of existing innovations - including community-based monitoring initiatives, sentinel site surveys and other quantitative or qualitative data collection efforts - around administrative systems, national or local programmes to produce high frequency data on social vulnerability.
Issue/ Background:	Ongoing work at UNICEF aims to generate experience on how real-time social monitoring systems could bridge information gaps. UNICEF has already established contacts and initial collaboration with other organizations (e.g. UNDP, UNIFEM, WFP, the World Bank), as well as government and civil society partners in a significant number of countries as well as globally through the UN Global Pulse and the DFID supported Rapid Impact and Vulnerability Analysis Fund. The RTMMV project has been established as part of UNICEF's broader contributions in this area.
Strategy and Implementation	<p>It is expected that the Project will produce a baseline assessment by focusing on at least eight country initiatives on real-time monitoring experience in areas, such as: nutrition, maternal and child health, education, child protection and social protection. Not all initiatives under review are expected to take advantage of SMS and internet-based technologies and/or a participatory process; however, the assessment criteria employed will explore the value added of such technological innovations and consider efforts to bring in the voice of vulnerable populations. Further assessment criteria of the review will include: operational and/or advocacy value considering also concerns for statistical reliability, project cost and sustainability.</p> <p>The first phase of the RTMMV project is expected to provide concrete recommendations for on indicators, data collection methods, project sustainability, technology employed, dissemination and use of information including for country policy and programme purposes in the localities and countries explored. These outputs will be instrumental for UNICEF and its partners' engagement at a larger scale during the second phase of the Project.</p>
Progress and Results	A TOR for a major consultancy has been developed to carry out the multicounty assessment. The TOR has been peer reviewed within UNICEF and it has been advertised in November/December 2010. It is expected that the project will produce direct feedback to countries with innovative real time monitoring initiatives as well as a summary guidance report, which should help scaling up UNICEF's engagement. Key challenges lie in the tensions and trade-offs between focusing on: high frequency data and statistically reliable surveys; vulnerable populations and using advanced technologies; policy relevance and project/programme sustainability. Addressing these well, promises, nonetheless high returns in terms of policy and programme-relevant information.

Title: The UNICEF-ILO Social Protection Costing Tool	
Related Links: (http://www.unicef.org/socialpolicy/index_56917.html)	
Contact Person: Jennifer Yablonski (jyablonski@unicef.org), Amjad Rabi (arabi@unicef.org)	
Abstract	The UNICEF-ILO social protection costing tool allows costing different cash transfers (child benefits, birth grants, education stipend, disability benefits and others) and helps examining the affordability and sustainability of extending social protection coverage by providing concrete financial estimates, to allow a policy dialogue with governments.
Issue/Background	As part of UNICEF FA5 work on social protection, DPP has been developing tools and materials to support country offices and our government counterparts in strengthening child-sensitive social protection systems. One of the key issues remains costing and financing of social protection programmes. This tool filled an important technical gap. It allows costing of different social protection measures and helps examining the affordability and sustainability of increasing the scope and extent of social protection coverage by providing concrete quantitative figures over a 20 year period. The tool can be used to analyze both existing and planned social protection benefits.
Strategy and Implementation	Financing Social Protection has been an area of interest to several UN and international organizations. The first step in developing this tool was to survey similar work in order to avoid duplicity and ensure a clear added value. A key player in this area has been the ILO with already developed and used Social Protection tools. Careful review of existing tools provided evidence on several areas for potential improvement. For instance, the ILO's tools did not disaggregate by gender and were less focused on child sensitive interventions. The DPP reached out to the ILO Social Security Department and both agreed on the need for the proposed work and decided on joint branding of this tool. This provided us with an access to the ILO's resources, avoid duplicity, and achieving a greater impact when the project is completed. Several in-house meetings were held at different stages of this project to bring different perspectives. Furthermore, the tool went through a multiple check and balance reviews by experts from UNICEF and ILO.
Progress and Results	<p>The tool is now fully operational and is being currently used at many country offices. The set of interventions in the tool includes: Old-age Pension, Child Benefit, Disability Benefit, Orphan Benefit, Education Stipend, New Birth Lump-sum Benefit, Youth Labour Market Program, and Unemployment Program. A tutorial was created to explain each step and where and how to access data sources to feed the model with required data. Our partners at the ILO conducted training for South-East Asia region on how to use the tool to cost Social Protection Benefits.</p> <p>The first round of feedbacks has been very positive citing, for example, the interest of governments in such work, the good timing of this tool, the relevance of the proposed set of interventions, and the ease of using the tool.</p> <p>One of the main factors that enabled progress in this project was the collaborative work not only between UNICEF and the ILO, but also between UNICEF HQ and country offices. Another element was the NETI program, which brought in some new talents and perspectives.</p>
Innovation or Lesson Learned	There has been a number of important lessons learnt, this includes: First, the importance of partnerships and coordination with other UN organizations in

	implementing new initiatives. Second, the importance of collaboration between HQ and country offices both in terms of advancing common objectives.
Potential application	The tool was developed in a way that it ensures maximal transferability of skills. It allows informed users to move easily from the default-designed interventions to a wide range of simulation possibilities that can be more relevant to countries' needs. UNICEF HQ is willing to provide support in this regards to country offices.
Next Steps:	After allowing sufficient time for more feedbacks, UNICEF and the ILO aim to improve the tool for future use.

6. Studies, Surveys, Evaluations and Publications Completed in 2010

1. Advocacy Toolkit for UNICEF Staff;
2. Inclusive Crises, Exclusive Recoveries, and Policies to Prevent Double Whammy for the Poor;
3. Migration, Development and Children Left Behind;
4. Policies for reducing income inequality: Latin America during the last decade;
5. Prioritizing Expenditures for A Recovery for All;
6. Advancing the rights of children, women and poor families through better public finance policies;
7. Migration, Children and Human Rights : Challenges and Opportunities;
8. Two Years into the Crisis: Signs of Severe Coping Strategies that are Impacting on Children;
9. Assessing the Impacts of and Responses to the 1997-1998 Asian Financial Crisis through a Child Rights Lens;
10. The Impacts of the Economic Shocks on Children in Latin America;
11. Transition to a Market Economy and Children's Rights;
12. Including Children In Policy Responses To Economic Crises: Lessons From The Past And Policies For A Sustainable Future;
13. Kyrgyzstan in a Regional Perspective;
14. Two Years into the Crisis: Signs of Severe Coping Strategies that are Impacting on Children;
15. Protecting Salaries of Frontline Teachers and Health Workers;
16. Aftershocks from the Global Food Crisis;
17. Social Protection: Accelerating the MDGs with Equity;
18. Just Give Money to the Poor - and Children Will Benefit;
19. Can the MDGs provide a pathway to social justice?;
20. The challenge of intersecting inequalities Rethinking Poverty: Report on the World Social Situation 2010;
21. The Spirit Level: Why Greater Equality makes Societies Stronger;
22. The Plundered Planet and The Bottom Billion: Why the mismanagement of nature matters for the world's most vulnerable;
23. The Dynamics of Poverty;
24. Measuring policy effectiveness through impact evaluation;
25. Field Notes: Education in Conflict and Transition Contexts