

# Harnessing Knowledge to Achieve Results for Children

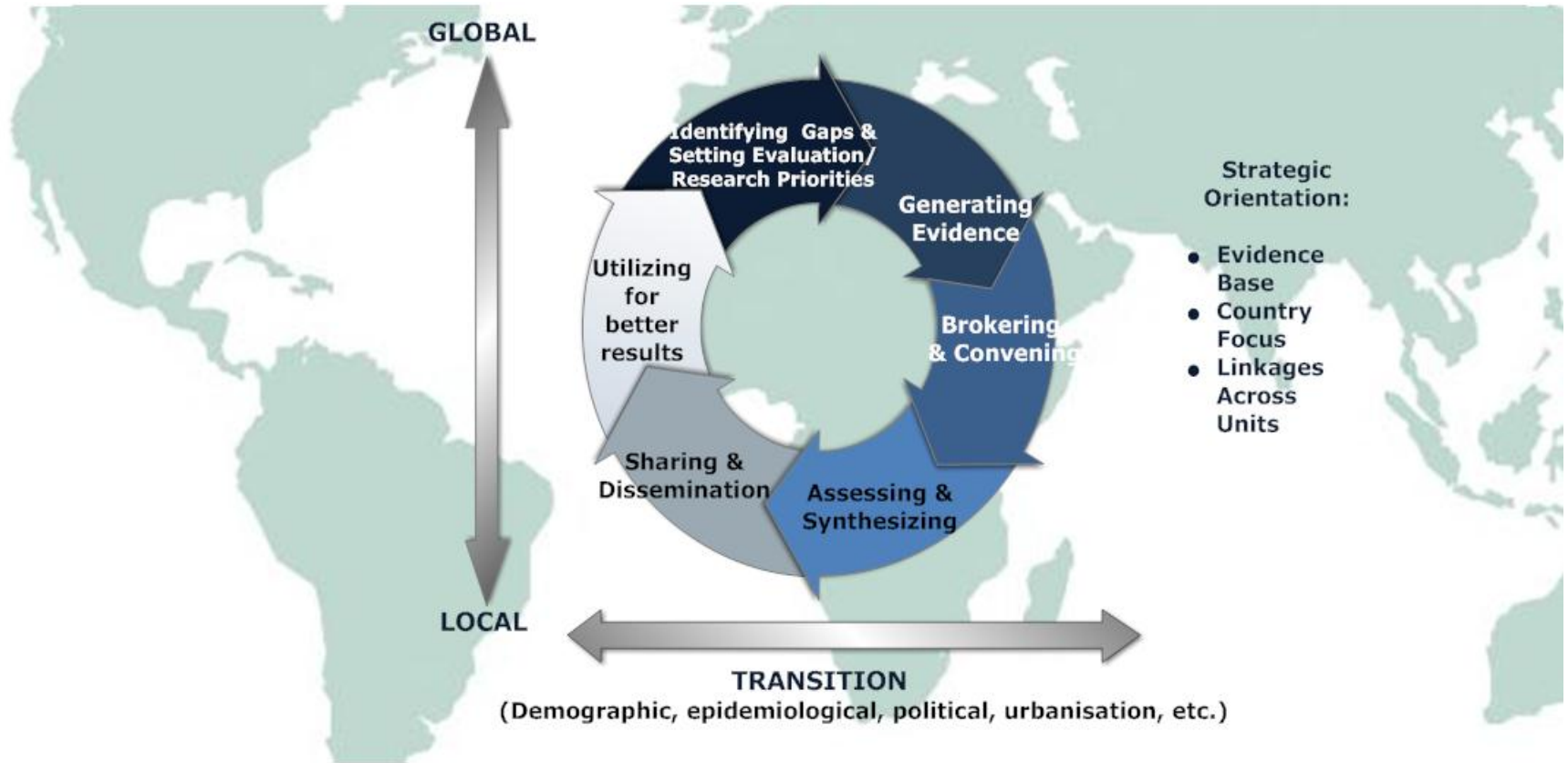
'Informal' dialogue with UNICEF Executive Board  
members Nov 30<sup>th</sup> 2011

Gordon Alexander, Director Office of Research  
November 28<sup>th</sup> 2011

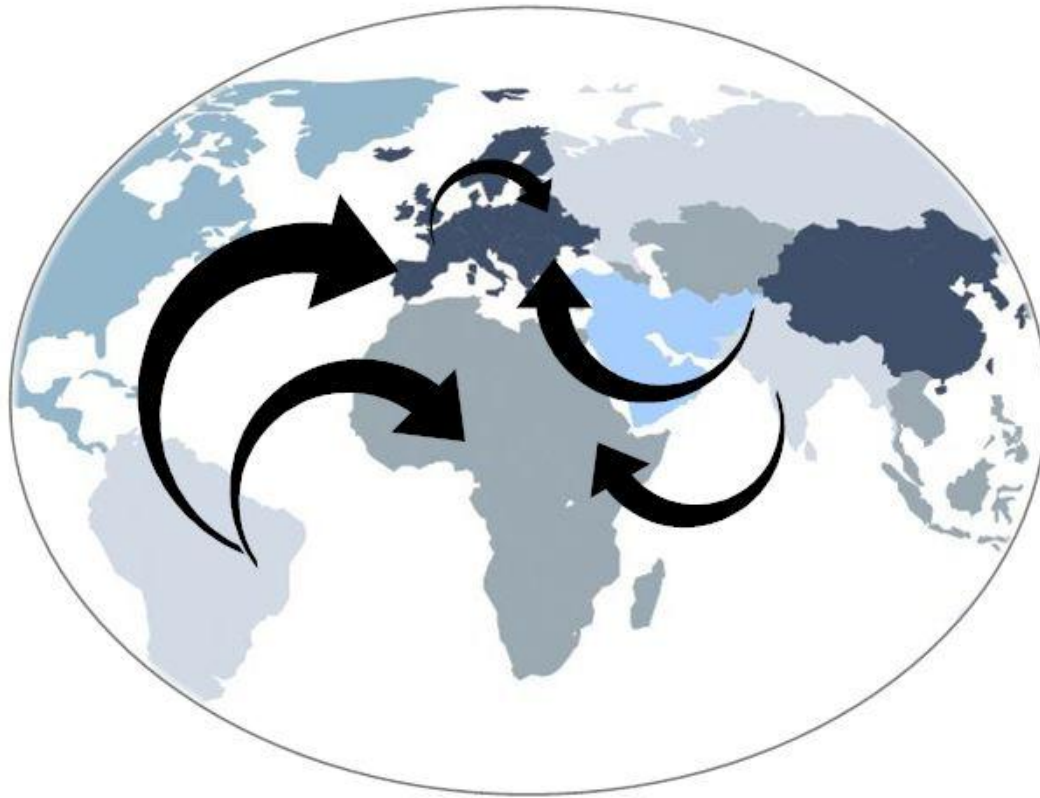
## 2 Goals

- Apply available knowledge to accelerate and improve results for children over the coming 2-3 years - *focus on achieving the MDGs with equity*
- Establish a UNICEF-wide capacity to stay on top of evolving knowledge

# A changing world



# New knowledge sources and destinations.....



# A unique comparative advantage

- Access to local and global knowledge
- Ability to gather evidence and apply knowledge
- Convening and ‘brokering power’
- Ability to focus on the whole child
- High credibility and legitimacy

# 3 Strategic Priorities

- Build the evidence base for results for children
- Put countries at the centre of knowledge gathering and use
- Strengthen linkages between knowledge functions, topics and levels of the organizations

# Strengthening the evidence base for results

- Modeling cost-effectiveness
- Greater focus on ‘systems’
- Better understanding of root causes of inequity
- Drawing on the ‘life-course’ framework

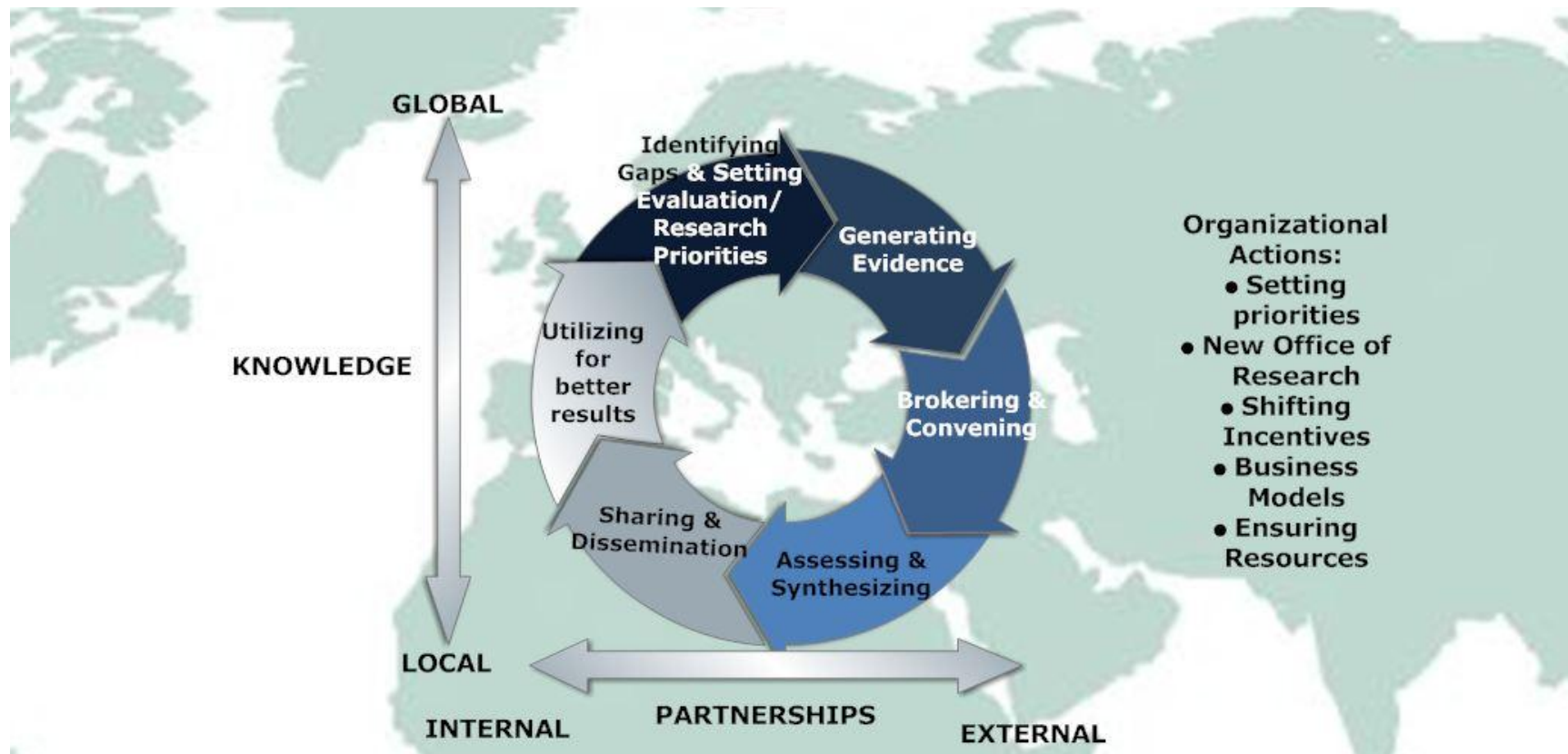
# Putting countries at the centre as a primary source and main end-users of knowledge

- Common monitoring framework – the ‘cup’
- Scaling up effective interventions (backed by implementation research)
- Strengthening research at country level
- An ‘observatory’ of trends in the situation of children

# Strengthening linkages between knowledge functions, themes and levels of the organization

- A 'strategic agenda for knowledge and research'
- Closer ties between Research and Evaluation
- Linkages between Programme, Policy, Research and Advocacy

# Making it happen: structures, processes and actions



# Setting priorities

- Global Management & Regional Management Team meetings
- A 'cross divisional' ideas group
- High-level Research Advisory Panel
- Focal points in ROs and COs

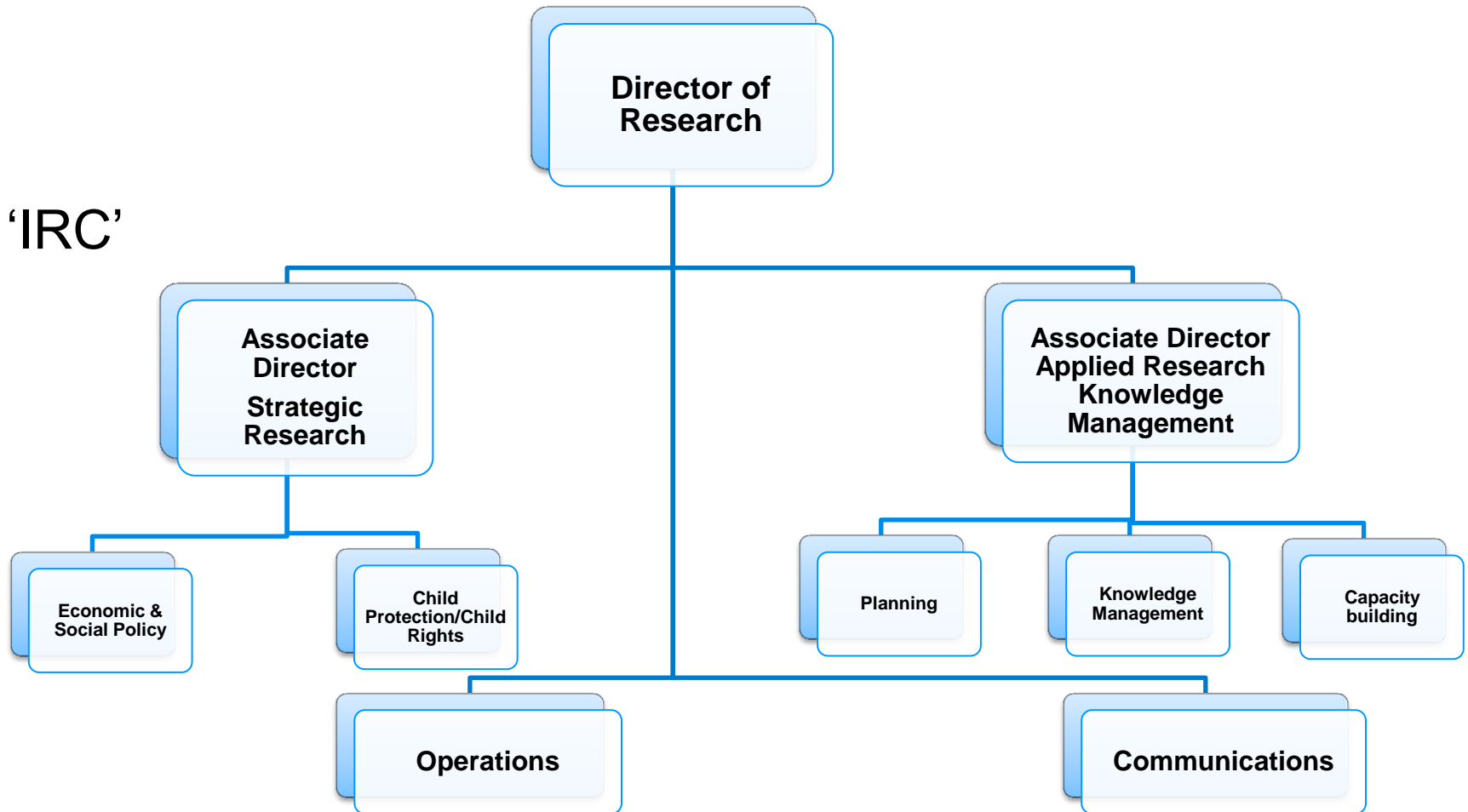
# The new Office of Research – as catalyst and standard setter

- Small group – sharp focus on priorities and leverage
- IRC continues as a ‘laboratory of ideas’, carrying out high quality ‘strategic’ research on children
- New quality assurance standards for research COs/ROs /HQs

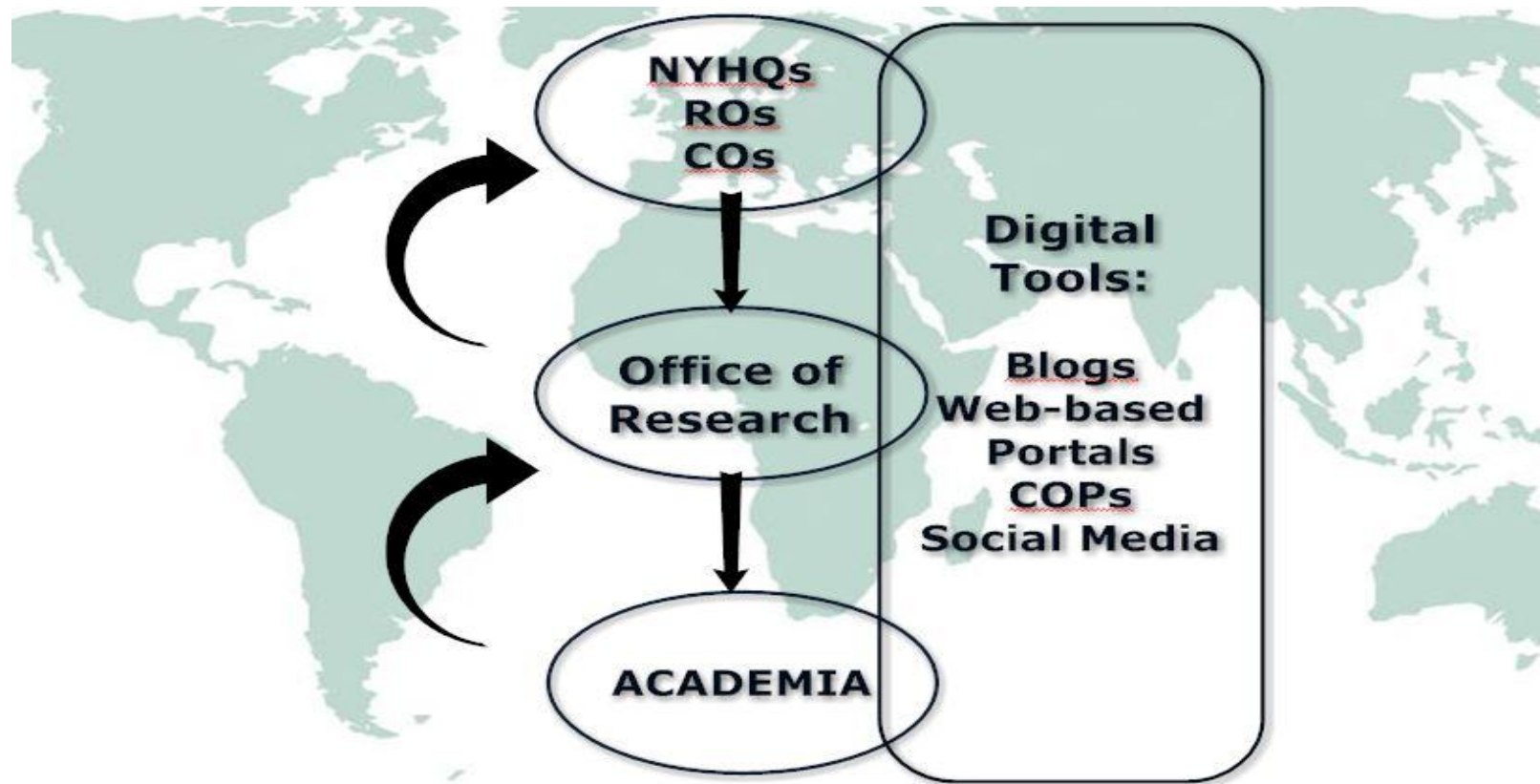
# But also a hub and centre of diffusion for the latest ideas and evidence

- Bridge new developments in policy and research in industrialised countries, LDCs and MICs
- A ‘one–stop-shop’ for consolidated evidence relevant to children
- Dedicated OoR site for web-based media and portals
- Analytical work and convening role to shape the future of UNICEF beyond 2015

# OoR's Structure



# Lastly, a bridge between research policy and practice



Changing the paradigm.  
 Recognizing research as central to the backbone of the country-level programming.

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Global thinkers and development specialists capture, analyse and disseminate critical research related to children.

Early Childhood Development no. 1/2011

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Captures and analyses innovative and stimulating research for children.

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**VIDEO**

**RESEARCH**

**VIDEO**

A woman feeds her toddler a slice of watermelon in Niamey, the capital.

A girl plays outside a shelter for young mothers in the city of Shumen, capital of Shumen Province.

Andriy, under 2, playing at the Bila Tserkva Baby Home where 60 other children from 0 to 2 (mostly abandoned) live.

**RESEARCH**

**VIDEO**

**RESEARCH**

Pre-school children smile at the UNICEF-supported Consol Homes Orphan Care in the village of Namitete, near Lilongwe, the capital.

Moradi Diamini, 21, smiles as she holds her daughter at the Harriet Shehzi Paediatric AIDS Clinic in the city of Soweto

Ramesh Kanwar, an anganwadi (community health) worker plays with Shivani, while a small boy plays behind them, at an anganwadi centre in Tonk District in Rajasthan State.

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# Resourcing

while recognising competing demands....

- An indicative target of expenditure for research
- Exploring an 'Innovation Fund' for programming and research
- Annual meeting with donors and National Committees to share insights into research on children

# Next steps

- Further dialogue to get ownership from all stakeholders
- A Plan of Action with targets, resources and timelines.
- Inputs into preparation of new MTSP