CONTENT

PART 1: Overview ................................................................................................................................................3
   Executive Summary /Highlights.........................................................................................................................3

PART 2: Analysis of Programme Strategies and Results: Development Effectiveness ........................................4
   2.1 Analysis of strategies and results: Development Effectiveness .................................................................4
   2.2 Lessons Learned – Development Effectiveness .........................................................................................6

PART 3: Analysis of Strategies and Results: Global and Regional Programme ................................................6
   3.1 GRP Analysis ............................................................................................................................................6
   3.2 Normative Principles .................................................................................................................................9
   3.3 Lessons Learned – Global and Regional Programme .............................................................................10

PART 4: Analysis of Organizational Effectiveness and Efficiency Results ......................................................11
   4.1 External Relations and Partnerships ........................................................................................................11
   4.2 Communications ......................................................................................................................................11
   4.3 Management and Operations ...................................................................................................................12
   4.4 Lessons Learned – Management and Operations ..................................................................................13
PART 1: OVERVIEW

EXECUTIVE SUMMARY / HIGHLIGHTS

The Data, Research and Policy (DRP) division was created in August 2014. The new Division seeks to produce and pull together evidence about children around the world, to identify and analyze emerging issues, and to shape UNICEF’s strategies, policies, and advocacy in response. The new Division was established as part of a UNICEF HQ re-organization process that was quickly and effectively agreed and implemented, compared to similar change processes in similar organizations. Nevertheless, it created some stress and a period of uncertainty for staff directly affected by the transition. Since DRP includes components that were previously in four different UNICEF Divisions and Offices (GMA, PD, DPS and OoR), establishing the new Division has been challenging in terms of both strategic vision and operational arrangements. DRP will address these management and programmatic issues in 2015, developing a strategic vision and compelling synergies across teams towards common results.

Massive uptake of UNICEF data-driven publications and 23 countries supported with updated data. The appetite for data on children grew in the run-up to the final reporting of the Millennial Development Goals (MDGs) and the new Sustainable Development Goals (SDGs). The 28 Multiple Indicators Cluster Surveys (MICS) implemented in 2014 were fairly distributed across all regions, including both low- and middle-income countries. Many data-driven publications released in 2014 were well received influencing the development discourse. Both UNICEF publications, Hidden in Plain Sight: A Statistical Analysis of Violence Against Children and Committing to Child Survival, A Promise Renewed 2014 had over 19,000 downloads from the UNICEF website alone. Data on violence was mentioned almost 18,000 times (potentially reaching 108 million people on social media around the world). A new website, data.unicef.org, was launched in 2014, giving public access to all data-driven materials produced and providing over 50 clear narratives illustrated with graphs, charts, and maps.

Significant policy impact and media coverage on child wellbeing in rich countries. The Report Card 12 series, The Impact of the Economic Crisis on Child Wellbeing in Rich Countries, was launched in Rome with significant media coverage in 2014. The report highlights that, with the impact of the recent economic crisis, around 76.5 million children live in poverty in the 41 most affluent countries. Equipped with evidence, UNICEF Slovenia successfully advocated with Parliamentarians to unanimously stop austerity measures and adopt a list of 22 specific recommendations to tackle child poverty and social exclusion.

UNICEF thought leadership on emerging issues in development, DRP played an important role advancing analysis and internal debate on emerging issues in development. DRP/D&A and DRP/PSN worked with each other and with UNICEF’s regional offices in Africa to prepare a data-driven policy publication Generation 2030 | Africa: Child demographics in Africa. The paper was formally presented to the African Union, sparking discussion on population dynamics and its impact across governments, UN, donors, and other stakeholders, including discussions by Permanent Representatives of the Africa Group in New York. The Chief of DRP/PPU represented UNICEF in Independent Expert Advisory Group on a Data Revolution for Sustainable Development and contributed significantly to that panel’s final report, ensuring significant attention to children’s issues. DRP/PPU also drafted a paper on Innovative Finance for Emergencies for the Executive Director, proposing an options menu for UNICEF interventions to address growing gap in humanitarian funding.

Policy development related to UNICEF in high income countries. Over the course of 2014, DRP consulted extensively within UNICEF and with Member States on if/how UNICEF could pursue country programmes
when countries transition from MIC to HIC status. The result was an Executive Board paper on “UNICEF Work with Countries Transitioning from Middle- to High-Income Status,” which will be presented at the Executive Board in February 2015. The paper proposes a rationale for ongoing country programming in such countries along with a formula for financing such work.

Corporate position development on, inter alia, “children and environmental sustainability” and “eliminating discrimination against parents and children based on sexual orientation and gender identity”. A draft strategy on children and environmental sustainability was developed, shared with the UNICEF Global Management Team, and further refined. While the strategy has not been finalized, a number of relevant follow-up actions are already underway, including enhanced support to country offices and preparation of UNICEF to become eligible for Green Climate Fund financing. Several formal position papers were produced, ensuring clarity and giving UNICEF a voice on critical issues such children and sexual orientation. However, drafting position papers is challenging, given the need to include the complexities of formulating organizational positions that can be applicable across country contexts, and the length of time for comments, review and final sign off.

PART 2: ANALYSIS OF PROGRAMME STRATEGIES AND RESULTS: DEVELOPMENT EFFECTIVENESS

2.1 ANALYSIS OF STRATEGIES AND RESULTS: DEVELOPMENT EFFECTIVENESS

Declaration signed by African ministers during the African Union Expert Consultation on Children and Social Protection. The Office of Research (OoR) - Innocenti participated and contributed to the event by providing a series of briefs on cash transfers in Sub-Saharan Africa; evidence from the Zambia child grant; and a review of the broad range of cash transfer impact on consumption, human capital, and productive activity in the region. The DPS Director represented UNICEF at the preparatory technical consultation in South Africa. Translating this renewed political commitment and momentum into effective programming at country level remains a challenging next step.

E-learning and strategy development tool, “Advocacy Wizard,” developed. The tool, still in test version, intends to allow country and regional offices to undertake detailed problem-solving, stakeholder mapping, planning, and monitoring and evaluation. DRP also provided direct policy advocacy training to three COs and conducted in-person strategy development sessions in Burundi, Cote d’Ivoire, and Nigeria. Strengthening UNICEF’s capacity for problem-solving oriented policy advocacy, especially as more countries graduate to middle income status, is critical. However, CO demand for advocacy guidance and technical support is greater than current response capacity at DRP and support is given on a case-by-case basis. The Division will explore the possibility of setting, in conjunction with Regional Offices (RO), a roster of regional-based experts that can be called on to facilitate country-level advocacy planning, based on the standardized policy advocacy approach DRP is currently developing. Furthermore, accountabilities for advocacy work across the organization need to be clarified.

All UNICEF research is now required to undergo a peer review (internal, external, or both). DRP, through the OoR-Innocenti, has developed and finalized Quality Assurance and Ethical Research procedures in view of increasing the quality of research efforts across the organization. Adequate internalization of these procedures into RO and CO work practices will be required to ensure their implementation. The “Best of UNICEF Research,” now in its third year, is leading by example. The 2014 exercise undertook an internal peer review of 65 submitted pieces of research, of which almost 20 per cent were published in academic journals or submitted as manuscripts at the time of the exercise; 12 were chosen for review by
an external panel of experts; and 12 were recognized for their potential for international impact or policy relevance at the country level.

The first comprehensive repository for research is now operational thanks to the joint development of a taxonomy of the Research and Evaluation database, which is now complete. 2015 will be the first year where all research will be uploaded directly through the annual reporting exercise. To further support improved quality and mainstream research efforts across the organization, OoR-Innocenti completed 13 methodological briefs; 4 instructional videos; and 3 workshops on impact evaluation. However, responding to high levels of demand with a small training budget remains difficult.

Establishment of a global network of longitudinal research with researchers from over 25 studies, following a UNICEF symposium on cohort and longitudinal studies operating in low- and middle-income countries in collaboration with Young Lives. The meeting explored how longitudinal research can better contribute to monitoring progress against the SDG targets, and raised the potential of a core dataset of an SDG cohort to respond to measurement needs of the next round of development goals.

Cohesive and improved quality of organization-wide planning, monitoring, and reporting efforts thanks to greater alignment between programme guidance/reporting and the new UNICEF Strategic Plan (SP) 2014-2017. To this end, DRP led the rollout of the Strategic Plan and its Results Matrix, together with different Theories of Change (ToC) at all levels of the organization. The Division conducted multiple review exercises (e.g. programme policies, procedures, Programme Information Database coding, Office/Regional Management Plans) and revised the Strategic Monitoring Questions structure in collaboration with the Field Results Group (FRG). To improve data quality, DRP refined and standardized SP output/outcome indicators in line with the Theory of Change to set a clear path towards achieving the results of the Strategic Plan. Streamlining CO reporting with global-level results indicators facilitates analysis of performance, equity-focused results, and lessons learned. On the other hand, strengthening performance monitoring comes with a price: reporting requirements have increased across the organization, creating additional demands on COs. A last minute decision from the UNICEF Executive Office led to a lightening of overall country reporting burden but also to a delay in issuing guidance and the use of an untested IT system.

Greater organization-wide transparency and public accountability. DRP contributed to the recently completed donor agreements with UNICEF’s largest donors; aligning agreements with the Strategic Plan 2014-2017. Further adjustments are expected in 2015, including the rollout of the revised coding structure to COs to better link results to resources. DRP has begun developing, in partnership with the Public Partnership Division (PPD), ‘cases for support’ and ToC-based resource materials to engage donors on higher-level results aligned to the Strategic Plan. DRP also produced the Executive Director’s Annual Report 2014 (EDAR) and the Secretary General’s follow-up to World Fit For Children report, both with more evidence-based reporting on results. Aligning country and global level results remained challenging in 2014, and will be addressed in 2015 by using the results framework of the Strategic Plan.

Strengthening engagement on environmental sustainability and increasing access to climate funding. In 2014, a record number of 118 COs reported working on environmental sustainability, including climate change issues. While reporting has improved thanks to updated guidance and benchmarks on the normative principle of environmental sustainability, further capacity building needs to be undertaken. A number of COs were able to access some climate specific funding via the 7 percent set-aside funding and DRP supported UNICEF Mali to access the Mali National Climate Fund. To request accreditation and access the Green Climate Fund (US$10.2 billion in pledges) requires, UNICEF must first have in place policy and
procedures on environmental and social standards. In 2015, DRP plans to address this in cooperation with other relevant divisions.

Clarifying the role of UNICEF in high income countries. In 2014, DRP drafted a policy paper on “UNICEF work with Countries transitioning from Middle- to High-Income Status,” which will be presented at the Executive Board in February 2015 (E/ICEF/2015/P/L.6 New York: 18 December 2015). Drafted in consultation internally and with Member States, the paper not only emphasizes the universality of UNICEF’s mandate, but also highlights the potential value added of programming in High-Income Countries (HICs). Operating in HICs is not a given, however. It is subject to three pre-conditions, which maintains the prioritization of funding towards Less Developed Countries (LDCs) and compliance with Official Development Assistance (ODA) requisites. If approved, the policy paper opens the door for discussing effective business models for operating in HICs and a much needed revision of the formula for allocation of UNICEF’s regular resources across countries, which will be pursued in 2015.

2.2 Lessons Learned — Development Effectiveness

The policy development process related to UNICEF work in high income countries, while relatively successful in the end, had a number of significant shortcomings. A great deal of time was spent on developing scenarios and trying to build consensus among UNICEF senior staff, at the expense of earlier and wider consultation with Member States and with UNICEF staff around the world. Over the course of the process, internal leadership on the issue was clarified (with the overall effort being led by the DED Partnerships working with Director DRP) but that only happened after several different sets of actors were asked to contribute thought pieces and to make suggestions. By the time Member States were consulted, UNICEF was proposing a very specific proposed policy, rather than proposing broad principles and asking Member States to contribute to developing scenarios for moving forward.

The process would have benefited in particular by (a) establishing clear internal leadership/responsibility from the beginning; (b) investing in at least two or three “workshops” with senior staff stakeholders for detailed discussion and debate, rather than proceeding through briefer meetings and email exchanges; and (c) earlier engagement of Member States.

PART 3: Analysis of Strategies and Results: Global and Regional Programme

3.1 GRP Analysis

Global MDG monitoring advanced, including through MICS (household surveys) in 23 countries, including support to 11 final MDG reports. These surveys generated critical disaggregated data to track progress towards national goals and targets and to inform the final MDG assessment and the generation of post-2015 baseline data. Survey implementation was fairly distributed across all regions, cutting across income typologies (e.g. in 2014, MICS was implemented in one high- and three upper middle- income countries). The growth in demand for more recent and updated data and analysis led to a more than usual number of MICS surveys in 2014, over-stretching the response capacity of the Division. To ensure knowledge exchange across implementing agencies, DRP conducted six regional MICS workshops on various themes: survey design; data interpretation; and further analysis and dissemination (238 participants/55 countries). Through direct field visits, DRP also provided technical support for estimation methods; testing of data collection tools; and monitoring (18 countries). The Division also participated in 8 regional workshops/meetings to strengthen capacity development for monitoring, using different data sources, mainly in the areas of immunization and L3 MoRES related work for HIV/AIDS (> 70 countries).
In addition, DRP provided over 50 distinct long-distance support for the revision of survey tools; development of statistical brochures; and further analyses to all regional offices, plus one National Committee (30 countries in total). Devinfo 7 support was also provided (30 countries) and now over 170 databases are available in a central repository.

**Evidence on child poverty under a universal rights agenda.** Multiple Overlapping Deprivation Analysis (MODA) has been successfully completed in nearly 50 countries. Cross-country analysis revealed that over 60 percent or about 2 out of 3 children are multi-dimensionally poor in Sub-Saharan African (SSA). However, child poverty cuts across all countries. With the impact of the recent economic crisis, around 76.5 million children live in poverty in the 41 most affluent countries, as highlighted by Report Card 12, *The Impact of the Economic Crisis on Child Wellbeing in Rich Countries*, launched in Rome with significant media coverage in 2014. This evidence was used by UNICEF Slovenia to successfully advocate the halting of austerity measures and the adoption of 22 recommendations to tackle child poverty and social exclusion.

**Influencing the development discourse through data analysis.** In addition to 12 data-driven reports (5 interagency; 7 UNICEF); 18 statistical snapshots/brochures; 6 web applications; 3 videos; 17 journal articles, DRP contributed to one of the most downloaded reports at the UN: the Secretary General’s *MDG Progress Report*. These reports included high quality evidence that influenced development discussions. For example, both UNICEF publications, *Hidden in Plain Sight: A Statistical Analysis of Violence Against Children and Committing to Child Survival, A Promise Renewed 2014*, had over 19,000 downloads from the UNICEF website. Data on violence from the report was mentioned almost 18,000 times (potentially reaching 108 million people on social media around the world). Data on child mortality was also widely used by the development community, including by high-profile individuals (e.g. Bill and Melinda Gates, Rajiv Shah, Seth Berkley, etc). Results on data mortality were presented at the US Congress to high level staff who control budget allocations to child survival development programmes around the world. Another example is the UNICEF publication, *Generation 2030 | Africa: Child demographics in Africa*, which was presented to the African Union. This sparked discussion on population dynamics and its impact across governments, UN, donors, and other stakeholders, including discussions by Permanent Representatives of the Africa Group in New York.

**Redirection of global partnerships with religious actors to support Ebola response in Liberia.** DRP successfully convened UNICEF’s global partnership with Religions for Peace towards strengthening cooperation between religious communities and child protection actors to enhance protection for children affected by humanitarian crises, in particular in response to the Ebola pandemic in Liberia. It also finalized a new Action Plan for 2015-17 for the partnership, which includes a new focus on protection of children made vulnerable by the Ebola outbreak in both Liberia and Sierra Leone.

**Making the data revolution work for children.** In mid-August 2014, the UN Secretary General (SG) called for concrete recommendations on ‘bringing about the data revolution in sustainable development” and created an Independent Expert Advisory Group on a Data Revolution for Sustainable Development. The Head of DRP’s PPU unit represented UNICEF in the Group. DRP initiated and coordinated the internal policy debate on the data revolution to position UNICEF in the SG’s Advisory Group on the Data Revolution for Sustainable Development. With the establishment of a coordination group, the Division also contributed to greater data comparison, alignment, and increased complementarity between MICS and other major household surveys (e.g. USAID-supported Demographic Health Survey - DHS - and the World Bank’s Living Standard Measurement Studies - LSMS). Given the scope of this issue, coordination
of the data revolution debate cuts across many sectors, making coordinating efforts/initiatives difficult. In 2015, the Division will set up an inter-divisional Reference Group to help lead the way on this issue.

**Positioning children in the Post-2015 agenda.** Supporting the groundwork for the SDGs monitoring architecture involved multiple behind-the-scenes negotiations and technical meetings. DRP participated in several inter-agency groups by providing technical inputs on indicators and targets to influence the SDG Open Working Group discussions on goals, targets and indicators. It also led the development of new methods and indicators for enhanced and expanded monitoring of the situation of children in the post-2015 era. It also supported regions and countries in setting post-2015 child mortality targets and developing roadmaps (e.g. support provided to the South Asia Regional Office in developing the neonatal mortality target for 2017). The Division underestimated the amount of time/efforts needed to provide comprehensive inputs to issues such as post-2015 agenda, which ended up consuming much of staff time.

**Enhanced knowledge exchange systems and tools available.** With the establishment of a dedicated Knowledge Exchange (KE) Unit, DRP conducted an initial mapping/interview with 18 divisions at HQ level to determine the scope and objectives of KE work at UNICEF. Based on the concluding report, the Division began prototyping a new KE platform (based on SharePoint and Yammer) with several thematic groups, and is designing a KE toolbox to capture tacit and explicit knowledge. DRP reactivated the KM/KE community on Yammer with new guiding and instructional materials; developed ICON pages for the Strategic Plan 2014-2017 and KE, including content and visual identity; and designed an online staff profiles system in collaboration with the Informational Technology Solutions and Services Division (ITSS) for testing in early 2015. In spite of progress, lack of clarity over KE roles and responsibilities across UNICEF offices creates confusion, gaps, and potential duplication of efforts.

**Research groundwork conducted on drivers of violence; determinants of adolescent wellbeing; and birth registration.** The first phase of the multi-country study on the drivers of violence against children attracted interest from nine additional countries, with many now undertaking multilevel analyses of relevant existing data sets, qualitative and quantitative literature reviews, and interventions mapping. This year also marked the inception of the multi-million dollar programme on structural determinants on adolescent wellbeing, with a new agreement signed with the UK Department for International Development (DfID). A multi-country research initiative aims to look at decision making in the public sector, and impact on the implementation of policies directly relevant to birth registration, with field work in Ghana and Peru.

**Corporate position development on four themes:** resilience and children; rights to water and sanitation; investment cases for rural sanitation; and eliminating discrimination against parents and children based on sexual orientation and gender identity. The first position paper was developed through particularly extensive consultation, including through DRP participation in relevant UNICEF workshops in Kathmandu (on resilience) and Istanbul (on strengthening humanitarian action). The second and third position papers contributed to international and regional recognition that water and sanitation are child rights issues. The third has been instrumental in giving UNICEF a voice on this critical issue, and to support others in combatting discrimination on any grounds. Drafting position papers is challenging, however, given the need to include the complexities of formulating organizational positions that can be applicable across country contexts, and the length of time for comments, review and final sign off.

**Africa Engagement Framework.** DRP worked with UNICEF planning teams from both regional offices in Africa to develop a new regional engagement framework that takes into account both the changing world
of influence in Africa and the new and multi-stakeholder landscape of the SDGs. The framework was presented to both Regional Management Team meetings and cleared by the Office of the Executive Director (OED) in late 2014. Country offices in the region are now beginning to take up and implement various aspects of the framework and DRP is continuing to support this process. Inter-divisional and inter-regional collaboration on key divisional reports and analyses offers a promising opportunity to tap into new and exciting areas of expertise.

**Keeping abreast on emerging issues in development**, DRP drafted a paper on *Innovative Finance for Emergencies* for the Executive Director, proposing an options menu for UNICEF interventions to address growing gap in humanitarian funding. DRP also explored foresight tools and options for use by COs (e.g. scenario planning in Malaysia) to better capture trends and emerging issues at country level. The Division also undertook initial thinking on how complexity theory, coalitions with non-state actors, and the data revolution could change internal development practices.

**Pledges from Parliamentarians from 10 countries to address stunting and malnutrition in Asia**, following a regional workshop organized in collaboration with the Inter-Parliamentary Union (IPU) in Laos. The workshop sought to strengthen the role of parliaments in scaling up nutrition and fostering economic development as a result. It concluded with pledges to pursue legislation, shape budgets, and leverage their oversight powers accordingly.

**Breaking new grounds in data generation and monitoring.** To fill data gaps in critical areas of child well-being and development, DRP included several new modules in MICS surveys, leading to many countries generating information on several topics for the first time (e.g. water quality; dietary diversity; emergency caesarean; and children left behind). In addition, the Division expanded into new areas of monitoring to have a fuller picture of child wellbeing (e.g. care-seeking for fever; malaria diagnostics; demographics; post natal care; minimum acceptable diet; minimum diet diversity and minimum meal frequency; disabilities; traditional harmful practices; exploratory work on non-communicable diseases on children; etc.). Finally, improvements in methodological work in 2014 included: neonatal mortality rates; trend estimates on child mortality by wealth quintile; child malnutrition; childhood pneumonia treatment indicators; new indicators and methods for measuring safe management of excreta along the sanitation chain; new module on measuring coverage of social protection programmes and pilot tested for eventual inclusion in MICS and other HH surveys.

**New agreements in place with new vendors moving towards an open-source version of DevInfo.** These new vendors bring expertise in data visualization, data science, and software engineering to help further develop DevInfo. In addition, the UN Development Group endorsed a new ‘expert roster’ on DevInfo. The first batch of 15 UN staff members were certified as experts during a workshop held together with the UN Systems Staff College in March 2014.

### 3.2 Normative Principles

**UNICEF Environmental Sustainability (ES) Strategy developed, pending OED approval.** The strategy is the result of growing recognition and acknowledgement that, to secure improved results for children’s health and wellbeing, ES needs to be incorporated into programming and organization-wide operations.

**For the first time, UNICEF was able to submit its greenhouse gas inventory** as part of its commitment under “Greening the Blue” initiative, with seven offices (UNICEF NYHQ, ROSA, EAPRO, Nigeria, Peru, Thailand, and Zimbabwe) having conducted their first environmental footprint assessment for 2013. A corporate action plan was drafted for 2015 to scale up reporting and actions to reduce emissions across
the organization. To that end, and to comply with the UN Secretary General’s commitment to make the UN climate neutral by 2020, a decision memo for OED has been drafted with DFAM. Scaling the greening initiative across the organization will require a corporate action plan and necessary human and financial resources to implement it. Additionally, senior level commitment will be needed to ensure that offices beyond the seven from 2014 conduct environmental footprint assessments and take action to reduce the footprints.

**Greater access to funding for Environmental Sustainability.** 2014 showed that a change in mentality regarding ES pays off: US$ 3 million was allocated from the 7 per cent “set-aside funding” for “stepping up action on ES for children,” which will be distributed to 10 COs. DRP provided support to UNICEF Mali in securing US$ 1 million from the Mali National Climate Fund for their WASH programme; and to both UNICEF Madagascar and Zambia to explore funding possibilities from the Global Environment Facility through a partnership with UNDP. Finally, as a first step in potential accreditation to the Green Climate Fund (GCF) whose current pledges amount to US$ 10.2 billion, UNICEF has become an accredited observer organization to the GCF enabling the organization to participate in GCF Board meetings. Accreditation requirements to access the fund (such as having environmental and social safeguards) will be addressed in 2015.

**Setting in motion internal and external advocacy.** In addition to UNICEF key messages on climate change, a number of advocacy materials were produced through inter-divisional collaborations: (i) two-pager on ES and the SDGs (with post-2015 Unit); a video on children and climate change shown at the UN Secretary General’s Climate Summit in September (with DOC); a digital map on ES developed (with the Voices of Youth team); and a paper on the sustainable energy needs of children (commissioned in partnership with the UK National Committee). DRP also participated in a number of key events in 2014, notably a thematic session on Voices from the Climate Frontlines at the UN Secretary General’s Climate Summit in September as well as two side events on children/youth engagement and awareness-raising and training at the Lima Climate Change Conference. Finally, to contribute to higher quality and consistency in CO reporting on ES, new guidance and benchmarks on ES have been prepared to be used by COs starting with 2014 COARs.

3.3 **Lessons Learned – Global and Regional Programme**

**Greater expectations on data generation and collection; increased workload; less funding.** The demand for technical assistance on data stretches the Division thin and unmask persistent challenges: unpredictable funding sources; significant ongoing funding gaps; increased time spent on fundraising; fierce competition for scarce resources; and inefficient administrative processes. The need to balance a few strategic priorities against the backdrop of increasing demand also remains difficult. The case of MICS is illustrative. During 2005-2009, 4 people supported the implementation of 54 MICS worldwide. In 2010-2014, the number of surveys doubled (91 MICS) but the number of staff members remained almost the same, with an additional staff member working part-time on MICS (4.5).

**Understanding that KE should be linked to efficiency and effectiveness gains rather than an additional requirement.** DRP has identified that KE needs to be developed iteratively with partner offices, rather than through top-down development of tools and guidance. In response, the Division co-led the KE component of a Gates-funded project to support Level 3 Monitoring in the Eastern and Southern African region to activate, coordinate, and foster KE and learning on the UNICEF-supported MoRES framework in the 21 countries. This includes prototyping and refining a community platform integrated into existing online tools and customizable in the Cloud, and recruiting a full-time Community Manager (based in
Kenya for 18 months), who will be instrumental in establishing and refining KE mechanisms to support this project, which is now in its pre-inception phase.

PART 4: ANALYSIS OF ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY RESULTS

4.1 EXTERNAL RELATIONS AND PARTNERSHIPS

UNICEF was selected to become the only UN member of the new World Economic Forum’s Global Strategic Foresight Community. In addition, the Division created and currently chairs an Informal International Organizations Foresight Group to share experiences and stir debate on development foresights with members ranging from the Rockefeller Foundation and UNESCO to the European Commission’s Joint Research Center. Finally, to enhance and systematize horizon scanning activities across the organization, DRP partnered with the startup company, Factr, to test a new technology platform that helps scan the development environment for emerging issues. DRP also represented UNICEF in a range of strategic fora (e.g. DCF Berlin; IDEAS; Bretton Woods Committee Annual Meeting; PACH-NYU meetings; Secretary General’s Independent Advisory Group on the Data Revolution; World Economic Forum’s Global Strategic Foresight Community).

Managing partnerships with Civil Society Organizations (CSOs) and Sports for Development (S4D). To ensure a joint advocacy for the centrality of children in the post 2015 agenda, DRP convened and co-managed a global coalition with six major players on the child rights scene (e.g. World Vision International; Save the Children; Child Fund Alliance; SOS Children’s Villages; and Plan International). Similarly, DRP continued managing global partnerships with the International Olympic Committee and Special Olympics and regularly supports COs/ROs seeking guidance on sport partnerships.

Overview of UNICEF partnership engagement worldwide. To ensure an overview of UNICEF engagement with different actors, DRP completed a mapping of work with community-based organizations (CBOs) and convened a workshop in ROSA (attended by all COs in the region) on re-envisioning UNICEF engagement with CBOs in pursuit of an equity agenda and related organizational priorities. A mapping of UNICEF engagement with religious communities was also conducted. In December 2014, DRP brought together colleagues from the field for a workshop on re-conceiving UNICEF engagement with religious actors with much attention paid to how to better partner with religious actors in pursuit of common goals.

Research partnerships via the Office of Research-Innocenti included with the University of Oxford, University of Edinburgh; Young Lives; OECD Center for Education Research Innovation; University North Carolina; Food and Agriculture Organization; RMIT University; and the International Initiative for Impact Evaluation (3IE) among others.

Data-related partners include: governments (National Statistical Offices - NSOs), other major household survey programmes (DHS, LSMS), interagency monitoring groups including the post 2015 data related groups and discussions around the Data Revolution, UN partners (UNSD, WHO, UNFPA, UNAIDS, World Bank etc.), research institutions (e.g. JHU), and partnerships (Countdown to 2015, PMNCH, Global Nutrition Report, Household Survey Coordination Group etc.). DRP plays leading and/or supporting roles in these interagency these groups and partnerships, ensuring that children’s issues are central to any discussion and ultimately any outcomes. However, involvement in these groups are time consuming.

4.2 COMMUNICATIONS

A new website, data.unicef.org, was launched replacing childinfo.org as the primary source for data on the situation of children and women in all areas covered by UNICEF’s work. The website gives public
access to all data-driven materials produced and provides over 50 clear narratives illustrated with graphs, and charts maps. DRP also created data ‘microsites’ and data videos to build custom visualizations to help disseminate key messages from several key reports and initiatives. Visits to childinfo.org and data.unicef.org combined grew by 11 per cent compared to the previous year. Since its launch, the pace of growth of visits to the new site grew by an annualized rate of 74 per cent between September and December 2014.

**Research-based videos**, such as the *Africa Series of Breaking Views* and a Research Watch edition on *Youth, Conflict and Peacebuilding*, helped communicate evidence to multiple audiences. The Impact Evaluation page recorded 6,964 visits since its launch on the 1 November 2014 and the Publication section in the Office of Research-Innocenti website had 216,657 visits, with 2,981 downloads, accounting for 30 per cent of traffic in the OoR website.

**Keeping UNICEF abreast on emerging development issues.** Topics varied from internet governance and children; scanning tools; big data; complexity. Over 100 participants attended two Conversations with Thought Leaders Series: (David Sengeh; Pascal Lamy). The suggested readings compendium included “The World in 2014” (Jan); Inequalities (May); Big Data/Data Science (Jun); Foresight (Dec) with positive feedback and social media sharing. DRP also provided support, in collaboration with others, to the Executive Director on a number of high-level communication pieces (e.g. ED’s article on maternal and child health for the G7/8 Research Group; UNICEF’s statement to the IMF/WBG Development Committee).

### 4.3 Management and Operations

A new division on Data, Research and Policy was created, following a major internal reorganization in mid-2014. The rationale for the reorganization was informed by the results it sought to achieve as a new division: (i) creation and collection of a wide body of evidence (statistics, research, analysis, emerging issues, tacit knowledge); (ii) use of evidence via policy advocacy for effective decision-making; programming; and corporate positioning; (iii) mobilization of networks and fostering of knowledge exchange and horizontal cooperation for the use of evidence at scale; and, as a result (iv) contribution to organizational accountability and results-based management.

While the reorganization took place in record time by UN standards, the process was time-consuming and fraught with uncertainties, particularly for staff directly affected by the transition. Since the reorganization impacted over three HQ divisions, translating the desired changes into *de facto* modifications system-wide has been slow and challenging, particularly when changes depend on simultaneous decision-making across different offices. With the pursuit of divisional programmatic results in full swing, following up on these management issues was difficult given the already over-stretched human resources in the Division. As a result, many actions points to make the reorganization a reality are still pending.

**Ongoing management and operation issues following the reorganization.** An Office Management Plan (OMP) 2014-2017 was finalized in January 2014 for the former Division of Policy and Strategy (DPS) and a new OMP for the DRP is expected for the first quarter of 2015. On the other hand, the accompanying Integrated Results and Resources Framework (IRRF) 2014-2015 was revised in mid-2014. Nevertheless, further revisions still need to be made to reflect the necessary changes in staff, division of labor, and articulation of results expected. While Job Descriptions (JDs) for affected posts were reviewed and reclassified, new reporting lines have yet to be updated in VISION, creating difficulties for approvals and
authorizations. Similarly, the establishment of new units and sections was not consistently accompanied by the creation of adequate cost centers, planning outlines, and corresponding budget transfers as decision-making on these issues require clearance from different offices. These issues will be addressed in 2015.

4.4 Lessons Learned – Management and Operations

Ensuring effective changes beyond a ‘sum of parts.’ The creation of a new Division is more than a reshifting of units, staff, and budgets. Translating the rationale for the creation of DRP into a strategic vision that compels synergies across teams towards common results is difficult, especially as many still think of the reorganization as a rebranding process instead of an entirely new division. DRP dedicated its annual review process to begin a conversation about change management issues. During the retreat, staff had a chance to meet and interact with one another and establish the building blocks of a common narrative for the Division.

The need for clarity about roles, responsibilities, and accountabilities within the division were voiced during the retreat. Similar considerations will be extended to assessing DRP support role across divisions and beyond HQ, while creating systems and processes that seek to reward and reduce potential costs of cross-sector collaborations. Yet the importance to move beyond the ‘turf talk’ and begin a conversation about leveraging partnerships was highlighted. Given the cross-sector nature of the work of the Division, collaborations with other actors/offices working on similar themes should be leveraged for results at scale. These alliances could potentially help alleviate the workload of the Division, which was consistently recognized as heavy.

Recruitment and management issues. Recruitment continues to be process-heavy. For most programme staff members, human resources rules are perceived as unclear, constantly changing, and with varying levels of implementation and interpretation. Difficulties extend to identifying the right person for the job, conducting helpful evaluations, bringing the new hire into speed. Improving on prioritizing/focusing; managing demands; identifying real time-sensitive work from non-emergency tasks; and simply ‘saying no’ are all well-known effective yet difficult to carry out management practices. There is also a need to change the culture of ‘busy-ness’ and balance/respect working hours/days, especially regarding emails.