

2015 ANNUAL REPORT

DATA, RESEARCH & POLICY

EXECUTIVE SUMMARY

Data for development took center stage in 2015. For the Data, Research & Policy (DRP) division, this meant placing evidence on children at the heart of the global development agenda, by leading the final analysis and reporting of the Millennium Development Goals (MDGs) as it relates to children, and supporting the generation of data for the baseline of the new global goals. With the 'data revolution' moving in full swing, DRP positioned data for children in high-level data discussions, paving the way for the ongoing development of a data strategy for UNICEF.

Research governance took a leap forward in 2015. DRP produced a series of essential building blocks to enhance the effectiveness and efficiency of UNICEF's research investments (approximately \$100m a year).

Accelerating the climate change agenda for children. The division led the approval of institutional-wide requirements linking programming for children with environmental and social standards. In view of becoming climate neutral by 2020, a levy on travel was instituted for all 140 offices to accelerate UNICEF's greening process. Faith-based organizations were mobilized to push the climate agenda, which included a

meeting between the Executive Director and His Holiness, Pope Francis, at the Vatican.

Placing children at the heart of policy dialogue. In addition to supporting Country Offices (COs) with developing foresight and future planning, DRP enhanced facilitation of 2015 advocacy priorities, influencing policy discussions, from support to the refocus on equity during an Executive Board session to strengthening the case for children in climate change debates in world fora, including COP21.

Innovating for children. New tools and methods to generate data with technological enhancements were developed in 2015, including using tablets for interviews in close to half of all surveys in the 5th round of the Multiple Indicator Cluster Surveys (MICS). DRP also pilot-tested a new scanning platform and further leveraged data science through strategic partnerships. New tools, platforms and guidance for knowledge exchange (among staff, partners and others) were released. DRP also conducted research on child rights in the digital age and led an organization-wide survey helping to identify 13 opportunities and 19 risks for children in a 15-year horizon.

TARGETS AND STRATEGIES

1. ADVANCING THE EVIDENCE BASE ON THE SITUATION OF CHILDREN, WHAT WORKS TO ACHIEVE RESULTS, AND WHY

Strengthened evidence to position children at the center of the global development agenda. In 2015, DRP led the final analysis and reporting for five of the eight MDGs and laid the foundation for the new global data agenda.

DRP supported the collection of high quality data to inform the final MDG assessment, including new evidence on children in close to 30 countries. In addition to nine sector specific reports, DRP also produced flagship reports, such as *Progress for Children, Countdown to 2015*, with trends in equity for the first time on all key MDG indicators (downloaded 6,400 times since July). The division also developed *Committing to Child Survival, A Promise Renewed 2015*, with wide media coverage. Together, these products were key inputs to the Secretary General's final MDG report (the UN's most downloaded report).

Work on the next generation of MICS with an SDG focus was initiated in 2015, including field-testing of new and innovative tools, such as water quality testing and use of tablets for interviewing. DRP mobilized efforts through Inter-Agency Expert Groups and country offices advocacy for child-focused indicators for the new global goals.

As described by a colleague from a Regional Office, *"The updates/webinar on the SDG monitoring framework development were very useful and the guidance that came towards the end of the year on engagement with national partners was a definite demand by COs. This type of feedback from global meetings is very important so that COs can align their position with that of the UNICEF's global position based on the most up-to-date discussions and developments - we hope this type of debriefing continues in 2016."*

Evidence on bottom-end inequalities in rich countries. In 2015, the Office of Research – Innocenti conducted studies on 'bottom end inequality', the gap between children at the bottom and those in the middle, addressing the question 'how far behind are children being allowed to fall?' The Report Card 13 presents an overview of inequalities on child wellbeing in 41 mostly rich countries. The report is scheduled for launch in March 2016.

Strengthened programmes of work in Education and Adolescent Wellbeing. 2015 has been a year of continued growth, with a number of new recruitments. The Office of Research - Innocenti is now staffed with one senior specialist focusing on topical areas such as teacher motivation, strong and safe schools, data quality and other areas. The first full year of the adolescent wellbeing programme is completed, with a consolidation of findings from the first phase planned for early 2016.

Research communicated and systems upgraded. Over 140 research publications were recorded on a variety of media platforms, including blogs, peer-reviewed journals and working papers. A new publications series has been designed and launched, the *Innocenti Briefs*. The Innocenti website was upgraded and redesigned. A recent report reviewing corporal punishment in 4 countries was the highest-tweeted among Innocenti products.

Research governance took a leap forward in 2015. DRP produced a series of essential building blocks to enhance the efficiency of its research investments throughout the organization (approximately \$100m a year). These include: (i) Research policy (near final), with regional and HQ consultations completed; (ii) Corporate thematic research priorities defined (*'A Framework for Research'*); (iii) Procedures on Ethics and Quality Assurance; (iv) Overview of research expenditures; (v) Mechanisms for internal sharing including ERDB; and (vi) Related guidance and trainings. In the words of a colleague from the field, *"operationalizing this guidance so that it has practical implications at different levels of the organization is now required to make sure that all research supported and undertaken by UNICEF can meet highest quality and utility standards."*

Strengthened national data capacity. Along with DRP's provision of ongoing technical leadership and guidance, countries received support on data collection to fill national data gaps, through a combination of training and user-friendly tools on survey implementation and analysis. DRP supported 10 MICS surveys in 9 countries that were fielded in 2015 and planning continued for additional 12 surveys (fieldworks expected to start in early or mid-2016), while work continued on the analysis and reporting on more than 20 surveys that were conducted in 2014. These efforts led to the collection of high quality data on children that will be used for policies and programmes at country level. Additional field support to MICS analysis took place in Serbia, Mongolia, and Kosovo (under UNSC 1244), while field-testing of the sixth generation MICS tools was hosted by the Belizean government. Recognition of this work is widespread across regional and country offices – *"the technical guidance and assistance received from the Data Collection Unit/MICS team has been excellent, both in terms of timing and quality"*.

In addition, support to countries in data analysis included review and guidance on further analyses and methodological work spanning 15 countries. This included WASH statistical snapshots in 4 regions, direct support to national government counterparts on measurement and estimation work (including L3) in HIV and child mortality in over 20 countries, and capacity-building workshops on the measurement of child disability (>150 representatives from national statistics offices, NGOs and government officials). Finally, more than 20 countries received support in data dissemination through existing Long Term Agreements (LTAs) using DevInfo. For 2016, regional and country offices endorse further advancement of this work, including – *"More effective advocacy tools are needed to promote the use of the estimates, often highly sensitive, at national level."*

New methodologies for data for children, with an SDG focus. New measurement tools were developed in the following areas: Social Protection, Child Disability, Water Quality Testing, Post-Emergency, Victimization, and Learning Assessments. Innovative methodological work was conducted, such as combining MICS data with other types of data (e.g. facility data in Cote d'Ivoire) for strategic analysis. Advances in measurement and methodological work included (i) new models to generate neonatal mortality estimates; (ii) the identification of priority indicators for harmonization in education; (iii) international guidelines on the measurement of child disability; (iv) development of a methodological guide for the global out-of-school children initiative (OOSCI) to support country studies; and (v) a review of gaps in current indicators related to essential newborn care and in the content of postnatal care indicators. Finally, new tools, such as the HIV/Adolescent Assessment Decision Making (AADM), allow for the creation of dashboards for national- and subnational-level assessments (aligned with the MoRES determinants framework) and the development and dissemination of the M&E framework for antiretroviral treatment for pregnant and breastfeeding women living with HIV and their infants, among other uses.

Technological enhancements for data collection and analysis. Close to half of all MICS surveys now use tablets for interviews. There is continued support for DevInfo, a database tool that has been deployed for data on child-related indicators in more than 100 countries around the world. DRP provided funding for technology updates, user support and hosting of country databases on devinfo.org. This website now houses nearly 200 DevInfo databases. The new DevInfo Dashboard Builder is available in a beta version, launched in March 2015, at <http://dashboards.devinfo.org>. It has been tested by a group of over 100 beta testers and further improvements are underway with a goal to complete the tool in early 2016.

Pilot-testing a new scanning platform and further leveraging data science/big data analytics. DRP alpha-tested the use of a web-based platform, *Factr*, to increase the efficiency of data scanning teamwork, which was used to test "hunches" on particular issues (e.g., boyhood) with field colleagues. In collaboration with the Innovation Unit, DRP has further leveraged the potential of data science for child rights securing a partnership with Bloomberg L.C. to fund a Researcher-in-Residence at UNICEF. Data science tools were used to develop a data-mining prototype for the Indonesia Country Office and visualization prototypes for OPSCEN. Child-related data science challenges were also explored during a hack-a-thon with over 70 coders, programmers, designers from the group, *Lesbians Who Tech*. A data science/data visualization consultant will be engaged to follow up and strengthen UNICEF HQ interdivisional scanning capacity using data science.

UNICEF's value proposition & visibility in data landscape strengthened. UNICEF has played a leading global role in building evidence and improving data for results for children. In 2015, the organization celebrated the 20th anniversary of Multiple Cluster Indicator Surveys (MICS), for its contribution to overall understanding of the situation of children and women. Against the background of a new

global development agenda, changing data ecosystems, and the proliferation of data players, DRP has led a strategic process to inform policy decisions about why and how the organization invests in applying data for children. Part of this strategic process kicked off with high-level events, including the Data for Children Forum and a Data Strategy Workshop, attracting a wide range of donors, academia, civil society, private sector, UN agencies and government representatives (> 250 participants). This has created the space for a guided reflection and research about current UNICEF's data work and engagement in the data revolution through the ongoing development of a global data strategy for children.

The timing of the new data strategy is welcomed and supported by many in the field, *"Recognizing that the current data landscape cannot match the reporting and accountability aspirations of the Sustainable Development Goal (SDGs), operationalizing a data strategy for children in collaboration with ROs and COs is critical. The strategy needs to address how UNICEF can better strengthen data systems, support the use of administrative data collection in partnership with promoting accountability and mandate of national statistical institutions."*

Data.unicef.org is a major source for data on the situation of children and women, with new country profiles and interactive data visualization with country-drill down capability. It includes 50 key areas with over 45,000 views and interactions. In spite of the need for protracted website maintenance to meet demand, there was a 40 percent growth in visitors. A new database on children in alternative care was further developed to include disaggregation by type of care. D&A also facilitated the harmonization of key HIV/AIDS related indicators with WHO, UNAIDS, and PEPFAR, and trend data on vitamin A was developed. With a new, cutting-edge user interface design and technical functionality, the mics.unicef.org was launched, coinciding with the 20th anniversary of the programme. The new website enhances user access to more data and tools in a much more user-friendly manner.

2. FOSTER POLICY DIALOGUE AND ACTION TO SUPPORT CHILD RIGHTS

Enhanced facilitation of 2015 corporate advocacy priorities focused on influencing policy. DRP led an inter-divisional process that led to the identification of ten specific corporate advocacy priorities for UNICEF, with designated technical leads and political champions. Following up these priorities, DRP co-produced the report, *A Fair Chance for Every Child*, for the special session of the Executive Board in June on equity refocus. Building on this momentum, DRP organized a luncheon with civil society partners on advancing the equity agenda. To further expand the policy dialogue as well as opportunities for financing, DRP contributed to the documentation and processes related to the Financing for Development Conference in Addis, which highlighted the broader economic and social returns to investing in children. Similarly, investment cases were drafted to highlight the economic and social return to investing in children across each of UNICEF's Outcome Areas. In

addition, work commenced on the Social Impact Bond Report and the Resilience Insurance Fund Report to investigate new sources of innovative financing mechanisms for programming for children.

Accelerating the climate change agenda for children. DRP produced *Unless We Act Now*, a report on the impact of climate change on children which was launched in the run up to COP 21 with over 600 media outlets picking up the findings of the report. To further strengthen the case for children, at COP21, DRP co-organized side events, with participation of the Executive and Deputy Executive Directors, to stimulate high-level dialogue amongst a variety of stakeholders including youth members, OECD, World Council of Churches, and 350.org. UNICEF's key messages on climate change have been revised on the basis of the report and a knowledge exchange group was formed to continue to expand the reach of the findings.

DRP directly supported over 20 country offices to scale up climate work, laying the foundation for supporting environmentally-sensitive programming children at the country level. There has also been a massive uptake by civil society organizations of messages related to children and climate change, including by the Scouts. Likewise, greening UNICEF has had a substantial take off with the levy on travel seen as a positive policy measure with over 140 offices involved in the greening process.

Building on this momentum, in 2016, field offices request *"Specific guidance on mainstreaming the recently Paris Climate change agreement"* as well as opportunities to *"Explore innovative financing of climate change adaptation in highly indebted and highly fossil fuel reliant countries ... and introduce child-sensitive criteria."*

Re-orientation of civil society partnership work to more directly support UNICEF advocacy objectives. The partnership with the Catholic Church has been elevated to a new level as a result of the meeting between the Executive Director and Pope Francis. DRP contributed to UNICEF's enhanced engagement with religious leaders and actors to improve the wellbeing of children, including through cooperation with the World Council of Churches on a range of issues (e.g. migration and global goals) and with the Vatican (e.g. on climate change and adolescence).

The development of a partnership with the Scouts on climate has further increased the reach of climate change messaging to its members in 161 countries. DRP supported the rollout of new internal guidelines simplifying and improving the process for development and management of Programme Cooperation Agreements and Small Scale Funding Agreements with CSOs. DRP secured a partnership with Cities Alliance for the development of UNICEF's strategic approach to urban policy and programming for children. The division also worked with national Parliaments in East and South Asia as well as Eastern and Southern Africa to on nutrition issues and developed a guidance to further support the process of engagement with Parliaments to mobilize domestic resources.

3. IDENTIFY KEY EMERGING ISSUES REQUIRING NEW APPROACHES AND POSITIONING

Increased clarity over UNICEF's work in High Income Countries (HICs). UNICEF's Executive Board recognized the universality of UNICEF's mandate, welcoming the submission of Country Programme Documents (CPDs) from HICs. This signals a departure from its 2008 resolution, which limited UNICEF's work "until a country achieves 'high income' status." The Board's decision avoided specific conditions regarding how UNICEF should work in HICs and how that work should be financed, which enables UNICEF to experiment and learn over the next two years while simultaneously conducting the analysis of past experience in uMICs and HICs that the Board has requested. The mid-term review of the Strategic Plan 2014-2017 provides an opportunity to address these issues. At the same time, DRP co-led a UN group which build UN Development System consensus on a working definition of 'universality' and key issues to be addressed by the UNDS as a whole.

Strengthening UNICEF policy advocacy in HICs. DRP conducted a policy learning initiative for field colleagues on good practices in influencing decision-makers in particular policy contexts (high income & MICs / fragile & resource rich) with about 40 Country Offices participating in the face-to-face component. Pending the *"workshop report and takeaways,"* there has been general appreciation for the policy work at the division. Feedback from the field also suggests the need for *"greater follow-through on the initiatives undertaken jointly with the Policy Unit"* and *"More visibility of the policy related work in DRP."*

Research on child rights in the digital age. This research project, funded by the UK government, seeks to develop a global toolkit to facilitate cross-national comparative research on children's internet use. The project builds upon an established partnership at the European level, previously supported by the European Commission, which resulted in the European Strategy for a Better Internet for Children. The toolkit being developed will be tested in four countries from different regions and will be finalized by June 2016.

Reinforced forward-looking planning capabilities at Country Office level. DRP led discussions with colleagues in the UNICEF South Asia and East Asia and Pacific regions on trends towards 2030 as inputs to their planning and programming. DRP also presented trends for the private sector engagement in development. These interventions were appreciated by field colleagues, who welcome the long-term strategic thinking and connection with trends, opportunities, and risks beyond national boundaries. In the words of one participant, *"An immediate consequence of [this] work will be a submission to the government's Planning Ministry to inform a national agenda until*

2030 - in line with the new SDG cycle. It is exactly this kind of assistance that the government of Indonesia asks us for: to bring the world to Indonesia and to bring Indonesia to the world."

Setting UNICEF's work in the broader development context. DRP launched *Horizons*, a trends digest shared with senior management ahead of Global Management Teams (GMTs) and subsequently circulated across the organization. In addition, four *Suggested Readings* were produced ("Anticipating 2015;" "Doing development differently;" "Islamic Finance;" and "Boys"), inducing significant internal conversations. A weekly reading digest, *What I Read*, was launched mid-year and now counts about 600 subscribers who describe it as the "*most delightful brain candy this year.*" These publications have been particularly appreciated by Country Offices, which "*do not always have access to or get involved with global affairs.*"

In addition, seven *Conversations with Thought Leaders* were organized in collaboration with other divisions, attracting over 650 people to discuss trends and emerging issues in UNICEF. These conversations opened new areas of work (e.g., on the adolescent brain); supported positioning (e.g., the future of humanitarianism, with David Miliband); rethinking UNICEF's value proposition vis-à-vis the data revolution (e.g. with Amina Mohammed); and new partnerships (e.g., Kevin Rudd as new Chair of the Sanitation and Water for All partnership; Rakesh Rajani on social accountability).

13 opportunities and 19 risks for children in a 15-year horizon. In collaboration with in-house sectoral and country experts, DRP designed and conducted a staff survey on global risks and opportunities, gathering UNICEF's collective intelligence on what the future of childhood could look like (468 staff across all regions participated). This was complemented by a survey with young people through Voices of Youth (143 respondents). The results will be analyzed early 2016 and serve as an input to UNICEF's next strategic plan and a means of engagement around other forward-looking exercises.

4. UNICEF'S STRATEGIC PLAN AND RELATED RBM GUIDANCE

Enhanced Results-Based Management (RBM) guidance and measurement of results. DRP collaborated with the Field Results Group to strengthen RBM in UNICEF, co-leading the design of a RBM eLearning course, a face-to-face learning component and a technical guidebook. DRP co-sponsored a global meeting in Istanbul of ROs, COs and HQ to establish effective strategies and action plans to advance UNICEF capacity to plan, achieve, and demonstrate programme results. Feedback from the field has been positive with some suggesting the need for "*RBM training for all staff members.*"

The framework for a corporate scorecard to assess annual achievement related to the SP has been developed to produce a traffic light display of progress at output level. DRP led the development of the Executive Director's Annual Report for 2014 and Data Companion, and contributed to the finalization of the Annual Results Report for each outcome area. The quality and timeliness of annual reporting by country offices, regional offices, and HQ Divisions has been improved through the development and distribution of guidance in addition to webinars to concretize learning. A colleague from a Regional Office praised the process, *"Clear communication about COAR and ROAR process and adequate consultation in preparation for the guidelines (well ahead of submitting guidelines)." At the same time, many still hope for "Further simplification of existing processes in all areas: COAR, RAR... and timely/early distribution of guidelines coordinated at HQ before issuance."*

DRP initiated the **Mid-Term Review (MTR) of the Strategic Plan (SP) as a light but consultative process** which will include a combined EDAR and MTR Report as an official board paper. A zero draft of the revised Results Framework has been developed and adjustments have been sought from divisions in order to develop annual targets for output indicators (which are necessary for the scorecard) as well as the provision of baselines where not provided previously. DRP also provided direct technical support to the development of the regional level scorecards for Eastern/Southern and Western/Central Africa.

DRP led the development of Cases for Support (funding proposals) for all seven outcome areas of the Strategic Plan and the two cross-cutting priorities of humanitarian assistance and gender equality. Cases for support outline the results that UNICEF seeks to achieve by 2017 and associated funding gaps. An overall Case for Support has been developed for the entire Strategic Plan.

There is widespread interest from the field to engage in the development of the next Strategic Plan, including on how *"the next SP [will] respond to the emerging programme engagement in middle income and high income countries"* and about *"the potential review of the Resource Allocation System (regular resources)."*

5. FACILITATE HORIZONTAL COOPERATION AND KNOWLEDGE EXCHANGE ON WHAT WORKS FOR CHILDREN

Expanded **knowledge exchange (KX) platforms, toolboxes & networks**. Seen by many as *"a key organizational strategy,"* knowledge exchange has been enhanced through the launch of the KE toolbox in addition the launch of the KE communities' platform. DRP provided support to develop six new networks across the organization on themes of the SDGs, nutrition, evaluation, climate change, sanitation, etc. as well as contributing to the development of external networks. To promote awareness of the wide range of scientific knowledge available to all staff, DRP hosted five webinars on accessing academic journals.

To support peer to peer exchange within the organization, DRP developed the *Who's Who* in UNICEF global directory of staff as a simple, easy-to-use tool to identify people with relevant experience in the organization and connect with them. DRP also supported the development of guidance on how to create team sites on the intranet to strengthen the capacity of Offices and Divisions to share knowledge more easily. The Intranet User Needs Assessment was initiated to ensure that the evolving needs of staff at varying levels of the organization are met. DRP also provided oversight and knowledge support to ESAR to develop real time monitoring systems.

Enhanced facilitating and measurement of horizontal cooperation. DRP facilitated the first corporate meeting on South-South/Horizontal Cooperation (SSC/HC) as well as a review of UNICEF's engagement in SSC. The workshop provided *"an excellent opportunity to exchange information, good practices and know-how from Latin America to the rest of the organization."* DRP initiated further development of guidance and tools and the development of a pilot technology platform to facilitate learning. Making SSC/HC *"more meaningful, based on clear results; and best practices and standards"* is a demand from the field colleagues, who see this area quickly *"becoming a key strategy for the organization."*

MANAGEMENT AND OPERATIONS

New division is now functional. DRP was established in mid-2014. The first three months of 2015 were dedicated to operationalizing the restructuring: staff reporting lines were rectified, budgets distributed, new standard operating procedures drafted, and decision-memos followed through. Following up on these internal procedures was time-consuming and frustrating, with persistent duplication of efforts and redundancies. DRP's Office Management Plan 2014-2017 was revised although not finalized. Clarifying the relationship with the Office of Research - Innocenti in Florence required significant time to address administrative, management and operational issues that were not clear in the reorganization. The year concluded with a note prepared by the Directors from DRP and the Office of Research on steps to move forward with these issues.

The rationale for DRP is valid, but creating synergies across functions remains challenging in practice. While not yet perfect, the narrative substantiating DRP's mission statement and functions was formulated through a consultative process. Accompanying communication materials (e.g. presentation, newsletter) were produced towards concretizing DRP's mandate, especially for colleagues in regional and country offices. However, solidifying the brand identity of a new division takes time and requires additional concerted efforts.

Heavy workload affects work-life balance. In addition to operationalizing the restructuring, 2015 was marked by a heavy programmatic workload. This was due to ambitious planning agenda, the constant need to mobilize resources and a growing number of last-minute, ad hoc requests from other parts of the organization, all of which were exacerbated by lengthy administrative processes. Limited management skills across budget owners and alternates made resource management

challenging. As a result, in 2015, DRP was spread thin across many fronts, needing to focus on short-term results with limited financial and human resources. Accomplishing this often imposed costs in terms of staff work-life balance. Among other responses, the number of staff officially signed up for flexible work arrangements increased from 8 in the first quarter to 28 by the close of year.

Full budget utilization but few performance evaluation reports. DRP NY utilized 100 per cent of its Institutional Budget (IB) and 96 per cent of Regular Resources (RR). DRP-Innocenti utilized 98 per cent of its IB and 94 per cent of OR, although it was noted that considerable funds were carried over in contracts. It was recognized that overall contract planning and management requires improvement, as over 30 per cent of contracts for DRP NY were released in November and December 2015. In addition, by December, 9 out of 43 total staff at DRP NY had completed only the first of three phases of their Performance Evaluation Reports (PER), followed by 19 (phase two).

Need to rethink business model vis-a-vis Regional and Country Offices. DRP participation in regional meetings and consultations was appreciated by field colleagues, who see these opportunities as *"an efficient platform to bring together latest thinking and developments, nurture exchange of information and knowledge exchange."* Yet there continues to be room to strengthen these processes. *"Early involvement of key field colleagues in the preparation of meetings, consultations and initiatives – to confirm relevance of the content and of the desired outcome"* is critical. Better understanding of the needs of country/regional offices provides a "reality check" on the relevance of DRP initiatives, and *"give[s] real substance and meaning to 'field participation' and 'field consultation.'* The needs to ensure *"responsiveness to needs of the field"* and *"consistent and complete feedback loops"* were repeatedly raised by CO/RO colleagues.

A pathway created for improved staff/management performance, through 360-degree review of all DRP staff, followed by individual coaching sessions and retreats. The process was conducted as part of a concerted and consultative division-wide response by DRP to the 2014 Global Staff Survey (GSS). A total of 91 staff members participated in the process, with positive feedback. Other divisions are now replicating this process.

TOWARDS 2016

DRP played a key role in positioning children's issues in strategic policy development dialogues. Much of this work involves high-profile flagship reports, studies, and data – from *Progress for Children* to the *Transfer Project*, which the Evaluation Office highlighted as 'among the highest ever produced by UNICEF.' Yet a lot of it happens behind-the-scenes, from 20 versions of speeches for the Office of the Executive Director to ongoing inter-agency technical coordination.

In 2015, DRP set in motion critical processes with longer-term implications. These range from the building blocks of research governance initiatives to guide UNICEF's research investments (US\$100m/year) to developing a Global Data Strategy for children in a rapidly changing data landscape. It also includes reflection on how UNICEF operates in High Income Countries and under a universality mandate and the initial groundwork for the Medium Term Review of our Strategic Plan. Finally, DRP set in motion the next generation of data collection and analyses and mobilized the organization to identify emerging opportunities and risks for children in the next 15 years and making concrete changes in response to Climate Change.

High-end results combined with routine operational challenges. DRP was engaged in not only practical (yet time-consuming) steps to operationalize its new structure but also in deeper (and ongoing) reflections about its mission statement and value added. The 2014 Global Staff Survey results provided an opportunity to not only address staff concerns about key issues raised in the survey but also support the broader desire of the division to function as a cohesive entity, providing key services to UNICEF.

2016 corporate priorities will require DRP leadership and coordination. SDG implementation, for example, DRP will lead to work on the finalization of indicators, support to countries for baseline measurement and SDG monitoring, and new approaches to multi-stakeholder partnerships. DRP will continue working on the building blocks underway (e.g. Global Data Strategy, Data Platform, Climate Change, Research Governance, Universal Agenda, 360 assessment), while seeking to promote a shifting mindset from evidence communication to evidence uptake, with increasing recognition of the importance of not only supply of evidence but also demand for it. Yet nothing else will keep the division busier than to the mid-term review and development of the Strategic Plan, including work on forward-looking scenario planning and a revision of the UNICEF's regular resource allocation systems.

ANNEX A: EVALUATIONS AND RESEARCH

UNICEF Global/Flagship reports:

- "Committing to Child Survival: A Promise Renewed" Progress Report 2015/ September 2015 - UNICEF Flagship Report
- "Progress for Children" Report, No. 11 - UNICEF Flagship Report
- 'Unless We Act Now: The Impact of Climate Change on Children,' November 2015
- "Monitoring the Situation of Women and Children for 20 Years: The Multiple Indicator Cluster Surveys (1995-2015)" (Documents the achievements of MICS and experiences of countries). September 2015
- 'A Fair Chance for Every Child', May 2015

Interagency/Partnership Cross-sectoral Reports

- Secretary General's Final MDG Progress Report
- Countdown to 2015: a decade of tracking progress for maternal, newborn, and child survival

Sector-specific/interagency reports:

- Levels and Trends in Child Mortality, Report 2015
- Global Nutrition Report 2015
- Joint Malnutrition Estimates 2015 Edition
- Progress update on sanitation and drinking water and MDG assessment
- Fixing the Broken Promise of Education for All: Findings from the Global Initiative on Out-of-School Children
- 2015 Statistical Update on the situation of Children, Adolescents and AIDS
- Trends in Maternal Mortality: 1990 to 2015
- Immunization estimates, 2015
- A Profile of Child Marriage in Africa
- Investing in Children Executive Summary for the Financing for Development Conference in Addis Ababa
- Cases for Support for the implementation of the Strategic Plan 2014-2017 (10 reports in all - on the seven outcome areas, Humanitarian Assistance, Gender Equality, and for the Strategic Plan in general)

Journal Articles

- Trends in contraceptive use and distribution of births with demographic risk factors in Ethiopia: a sub-national analysis. Global Health Action, November 2015
- Contraceptive use and distribution of high-risk births in Nigeria: a sub-national analysis. Global Health Action, November 2015

- Patterns and trends of contraceptive use among sexually active adolescents in Burkina Faso, Ethiopia, and Nigeria: evidence from cross-sectional studies. *Global Health Action*, November 2015
- Fluid curtailment during childhood diarrhea: a Countdown analysis. *BMC Public Health*. 2015
- Count every newborn: a measurement improvement roadmap for coverage data. *BMC Pregnancy and Childbirth*, 8/2015
- Global, regional, and national levels and trends in maternal mortality between 1990 and 2015, with scenario-based projections to 2030: a systematic analysis by the UN Maternal Mortality Estimation Inter-Agency Group. *The Lancet*, 11/12/2015
- Morbidity and mortality in HIV-exposed uninfected children. *Journal of Future Virology*
- UNICEF report *Generation 2030 Africa* calls upon investing in and empowering girls and young women / April 2015. *Reproductive Health*
- Trends and patterns of modern contraceptive use and relationships with high-risk births and child mortality in Burkina Faso. *Global Health Action*, November 2015
- Breastfeeding in the 21st century: epidemiology, mechanisms, and lifelong effect. *The Lancet* January 2016
- The Association Between Health Insurance Coverage and Skilled Birth Attendance in Ghana: A National Study. *Maternal and Child Health Journal*
- Global, regional, and national levels and trends in under-5 mortality between 1990 and 2015, with scenario-based projections to 2030: a systematic analysis by the UN Inter-agency Group for Child Mortality Estimation. *The Lancet*. September 2015
- Countdown to 2015: a decade of tracking progress for maternal, newborn, and child survival. *The Lancet*, October 2015
- Verbal/social autopsy study helps explain the lack of decrease in neonatal mortality in Niger, 2007-2010. *Journal of Global Health*, February 2016
- Stillbirths: rates, risk factors, and potential for progress towards 2030. *The Lancet*. January 2016
- Diarrhea management in children under five in sub-Saharan Africa: Does the source of care matter. Submitted to *BMC Public Health*
- Patterns and Determinants of Antenatal Care Utilization: Analysis of National Survey Data in Seven Countdown Countries Submitted to *BMC Public Health*

Guidance and assessment documents and tools

- Guidance Document on Strengthening the Adolescent Component of National HIV Programmes through Country Assessments Adolescent Assessment and Decision-Makers' (AADM) Tool
- M&E resource pack on Child Protection