2018 ANNUAL REPORT

DIVISION OF DATA, RESEARCH AND POLICY

A. Update and analysis on the changes of context

Evidence is key to drive positive change for children. It helps us identify children with the greatest needs, the barriers that hold them back, and the solutions that can overcome those barriers. As such, evidence should be the foundation for all UNICEF's programmes and a prerequisite for leaving no child behind – a promise of the Sustainable Development Goals (SDGs). Yet, our latest assessment of the SDGs shows that over half a billion children are effectively uncounted, living in countries that have insufficient data to assess whether they are on track for at least two thirds of the global targets.

UNICEF faces enormous pressure to act even in the face of limited knowledge. Plus, evidence is not static. Our knowledge on how to unlock the progress and to identify and mitigate the risks affecting children's wellbeing is constantly changing. These shifts not only put at risk the progress that has been made to advance child rights around the world, but challenge the foundation of what we know about who the most vulnerable children are; why they are in those conditions; which solutions and policies work; and the most effective way to deliver them.

We also face internal changes. Our Strategic Plan just completed its first year of implementation. The realignment of development efforts around the SDG framework and ongoing UN reform are critical factors that affect our work in multiple ways. For the first time, in 2017, our humanitarian programme spending exceeded our development spending, posing difficult questions for our evidence agenda. Finally, we started and ended the year with a new Executive Director and Deputy Executive Director (Partnerships), respectively. These shifts constantly compel us to adjust strategies, partnerships, and new ways of working around evidence generation and use.

Throughout all this change, we continue to believe that there is great potential to elevate UNICEF's role in the evidence agenda. Building on UNICEF's normative influence, we have an opportunity to influence the work of the broader development and humanitarian community by synthesizing and disseminating evidence (and evidence gaps) about the condition of children and what works to improve their condition, as well as direct new investments in evidence generation and to convene around critical issues for children worldwide. As a multi-billion dollar aid agency, UNICEF also has an opportunity to embed evidence systematically in its programmatic implementation, whether this involves scaling what works, or adapting programs based on lessons learned, especially in the nexus of development and humanitarian work.

B. Analysis of key results

Using the power of evidence to drive change for children

To harness the power of evidence to drive positive change for children, we undertook several foundational initiatives to elevate the power of evidence to drive change for children in 2018. In collaboration with the International Rescue Committee and the Campbell Collaboration, we brought different actors working on child rights and campaigners for evidence literacy and synthesis centers to **develop a community of practice on evidence for children and enhancing 'evidence architecture' in international development and humanitarian agencies**.[1] We launched a Mega Map on Child Welfare in Low and Middle-Income Countries, a living, interactive and visual summary of 302 systematic reviews and 16 other evidence gaps analysis mapped against the UNICEF's Strategic Plan. We conducted the first organization-wide evidence survey with over 2,000 UNICEF staff to assess their attitudes to and use of evidence in decision-making. Results are being used to provide concrete recommendations on how to build a culture of evidence at UNICEF. Feedback webinars, regional contextualization workshops and other follow-up activities and cross -organizational evidence resources are planned for early 2019. Finally, we led a consultative process[2] to identify priorities for research and data in support of UNICEF's Strategic Plan 2018-2021. The document serves as reference for UNICEF staff to help inform their decisions and ensure coherence on research and data activities across the organization.

To **strengthen the monitoring of the Sustainable Development Goals (SDG) from a child lens,** we developed a new flagship report,[3] which enabled a first look at baselines and trajectories for SDG indicators relevant to children. The report showed that over half a billion (520 million) children are effectively uncounted, living in countries that have insufficient data to assess whether they are on track for at least two thirds of the global targets. This paucity of data is greatest in assessing children's learning, their protection from violence, exploitation and other harmful practices, and their equality of opportunity. An additional half a billion (533 million) children live in countries where the promise of the SDGs remains out of reach, as their current trajectory will leave them short of at least two-thirds of the targets on which they can be assessed. Countries are most off track on goals concerning children's protection from violence. Countries fare relatively better in providing a safe and clean environment for children – though still far short of the progress envisaged by the SDGs.

This work was complemented by over 70 related data-driven reports, in-depth analyses, case-studies, videos, statistical snapshots, brochures, and journal articles – each focused on generating more timely data to improve country programming; improved interpretation and use of estimates of child rights and wellbeing; and greater country ownership of data by partner countries in line with UNICEF and SDG principles. Meanwhile, more than **150 new research products were published and presented in high impact fora.** 2018 saw an expansion of the Innocenti Research Report series, including substantive new works on asylum seeking children in Nordic countries, impact evaluation of the Tanzania CASH plus project, an award winning research on family policy and the SDGs and inventory of laws and policies on adolescents in South Asia. In 2018 a fast-track Innocenti Working Paper publishing policy was implemented

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[1] Evidence for Children Roundtable, NYC, USA (27-28 June 2018).

[2] Standing Committee of Data and Research, and implemented by the interdivisional task forces on research and data, UNICEF Divisions and Offices in Headquarters and each Region all contributed to the selection of some core evidence priorities.

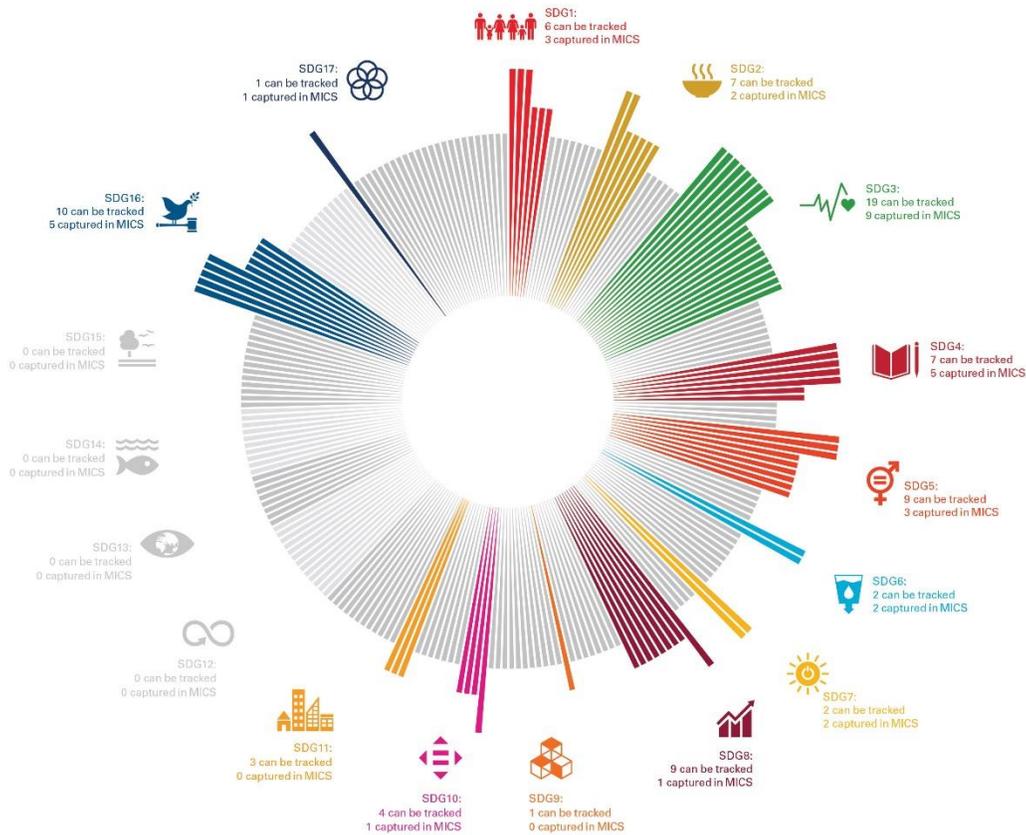[3] Progress for Every Child in the SDG Era

enhancing research community review and feedback on cutting edge and early stage work. To enhance the impact of our publications, we invested in new efforts to **adapt design and marketing techniques** to better target the audience of our editorial products and shape our advocacy messages through cutting-edge design fitting for the 21st century knowledge economy. This included the development of a multi-step marketing methodology with several self-guided tools, in collaboration with Supply Division, establishing the first large-scale Creative Long-Term Agreement (LTA) across 8 design-industry categories.
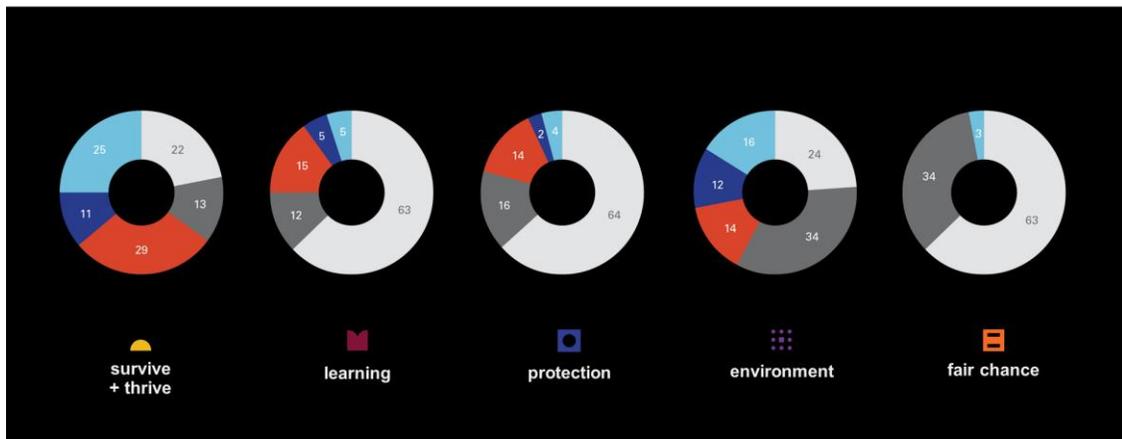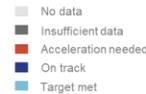
To build a large evidence base on data on children and women, we launched **the largest round yet of the Multiple Indicator Cluster Surveys (MICS)**, with 67 confirmed surveys to be implemented by 2020. We conducted 2 multi-country Survey Design workshops[4] and 4 Data Processing Workshops (170 participants) to build in-country capacity on household surveys. The 6th round of MICS introduces a number of new areas for estimation including multiple dimensions of disability; learning outcomes for children in and out of school; and water quality. We have also invested in methodological innovations in 2018, including (i) MICS Plus – where we follow up with a sub-sample of survey respondents via mobile phones after the MICS survey is completed to generate longitudinal results; (ii) MICS Tabulator - an open-access online tool that will enable visitors without coding skills to extract survey results, conduct cross-tabulations, and create visual representation of all MICS micro data; and (iii) MICS Link - a suite of methods to help the integration of MICS data with other data sources. **A new organization-wide governing structure of MICS was established** to strengthen oversight, organizational ownership, strategic direction and financial planning. It consists of a Governing Board and a Technical Advisory Group. The former, composed by senior managers at HQ and Regional Offices, reviews MICS experience and innovations; identifies countries with major data gaps on children; and supports resource mobilization. The latter defines technical-level workplans and resources needs of the programme for review of the MICS Governing Board.

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[4] For Pacific Island and Eastern Caribbean countries.

Figure: SDG tracking wheel

- SDG1: 6 can be tracked, 3 captured in MICS
- SDG2: 7 can be tracked, 2 captured in MICS
- SDG3: 19 can be tracked, 9 captured in MICS
- SDG4: 7 can be tracked, 5 captured in MICS
- SDG5: 9 can be tracked, 3 captured in MICS
- SDG6: 2 can be tracked, 2 captured in MICS
- SDG7: 2 can be tracked, 2 captured in MICS
- SDG8: 9 can be tracked, 1 captured in MICS
- SDG9: 1 can be tracked, 0 captured in MICS
- SDG10: 4 can be tracked, 1 captured in MICS
- SDG11: 3 can be tracked, 0 captured in MICS
- SDG12: 0 can be tracked, 0 captured in MICS
- SDG13: 0 can be tracked, 0 captured in MICS
- SDG14: 0 can be tracked, 0 captured in MICS
- SDG15: 0 can be tracked, 0 captured in MICS
- SDG16: 10 can be tracked, 5 captured in MICS
- SDG17: 1 can be tracked, 1 captured in MICS

We continued to drive increased use of data for evidence-based policy and decision-making through **open-data platforms and enhanced dissemination tools**. To improve UNICEF's work with impact and outcome indicators across the lifecycle, for example, we developed a new data catalogue, launched under the umbrella of the Helix initiative. The data.unicef.org was redesigned into an interactive data centric portal, with a 23% growth in the number of unique visitors (897,000) and page views (2.3 million). Meanwhile, the number of visitors to the internal Data for Children site grew by 38% (2,658), with 46% increase in engagement (22,241 pages read). The Office of Research's social media engagement also continued to grow: Facebook followers increased 10%; Twitter 21%; and Podcast plays by 13%.

To help maximize our impact, we continued to **strengthen country and regional data systems and research capacities.** In 2018, UNICEF supported government counterparts in the production of timely estimates of child mortality and reinforcement of vital registration systems and administrative data of recording vital events;[5] and UNICEF National Committees participated, for the first time, in the Research Management and Method Training, which included a dedicated Ethics in Evidence Generation Training to improve knowledge of data collection and research methods related to the refugee and migrant children response in

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[5] Ecuador, Azerbaijan, Lebanon.

Europe. We established a small, new unit, "Data for Action", within the Data and Analytics Section in 2018 to institutionalize the Data for Children Strategic Framework and twelve Country Offices are now able to identify the most impactful data-related investments and partnerships following the roll-out of a new data action plan. Staff from over 30 Country and Regional offices participated in a 4 month training program led jointly by DOC and DRP to build (digital) data visualization capacity and benefit from a new comprehensive knowledge portal and community of practice on the topic. We also created, through collaborations and consensus-building, an inter-divisional Task Team on Administrative Data (a sub-team of the Inter-Divisional Task Force on Data) to support colleagues to work better, together, on issues concerning administrative data systems. Finally, we launched a data helpdesk to provide a more responsive and coherent support function to anyone with questions about data across the organization.

Harnessing evidence to drive change for children must be done in an ethical way. In 2018, we upgrade a dedicated web-based (ERIC) resource and unpacked ethical considerations in the use of social media and geospatial technologies in collaboration with UNICEF's Office of Innovation. With planning now complete, we secured institutional funding to establish a dedicated Institutional and Ethics Review Board in 2019 – an important step in enhancing and safeguarding child rights in future evidence generation activities.

a. *Every child survives and thrives*

DRP contributed with growing evidence for policy and programming on the health situation of children and women in two ways. Thanks to **advances in measurement and methodological work**, we prepared the groundwork to develop UNICEF/UN IGME endorsed stillbirth estimates; a new measure of ECD[6] to help countries track progress towards SDG target 4.2; new measurements on unhealthy eating; and a novel tool to determine the prevalence and burden of mental ill-health among adolescents at the population level. We also produced new set of trend estimates for mortality among children under age 5 and children aged 5-14 and mortality by wealth quintile based on expanded databases. We also expanded nutrition databases to include disaggregated information about place of residence, geographic location, age, sex of the child, and other characteristics to analyze inequities in how malnutrition is distributed.

Through **evidence-driven advocacy products,** DRP contributed with knowledge on (i) how critical risks (e.g. household wealth, mother's education, residence area) contribute to child mortality (ii) how children with the lowest Vitamin A supplement two-dose coverage live in countries with the highest under-five mortality rates,[7] reinforcing the call to action for reprioritizing vitamin A programs; and (iii) how 3 in 5 babies are not breastfed within an hour of birth. We produced updated immunization estimates. And, we generated new modeled estimates of HIV/AIDS prevalence among children, culminating in the development of a global report[8] which examines the impact of the epidemic throughout the lifecycle of the child and mother and showcases the important role of women in the HIV response for children.

b. *Every child learns*

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[6] Building on the Early Childhood Development Index.
[7] *Coverage at a Crossroads: New Directions for Vitamin A Supplementation.*
[8] Women: At the heart of the HIV response for children.

DRP continued **shaping and driving evidence generation to improve children's right to education** in 2018.

The 15th Innocenti Report Card[9] helped highlight pervasive inequalities in children's education across 41 countries, showing that the lowest performing students lagged years behind their peers, whereas children from less well-off families were likely to fall behind in reading proficiency. These results were streamed via an HD webcast, linking global audiences with research findings in real time.[10] Findings from the report were featured on the front page of the Financial Times.

We unpacked the reasons associated with low education outcome among young people around the world, with poverty, conflict and disasters as major culprits.[11] We also released estimates on number of children living in countries without paid paternal leave and new analyses on attendance and inequities in pre-primary schools, which that place of residence at the subnational level and income quintiles have the strongest impact on pre-primary school attendance compared to other demographic factors. Our research shaped policy dialogue with UN and government partners through contributions to the UNESCO's Global Monitoring Report and BE-squared network. Thanks to new learning data on early grade learners released through the MICS6 Foundational Learning (FL), our division contributed to fill global evidence gaps on early grade learning in reading - this data is now the official source for SDG4.1.1. By crossing learning outcomes with new data from parental participation, we have produced in-depth analysis of the relationship between parental engagement (at home or at school) and learning outcomes.

To make sure this evidence can drive action, we strengthened country and regional **data capacity** by launching MICS-EAGLE in 2 countries, an initiative aimed at promoting evidence-based policy discussions, planning and monitoring.[12] The work kicked off with a workshop aimed at filling knowledge gaps among education policy-makers, who were asked to identify the challenges they face in the sector and how data could help. We also supported the first SDG4 baseline report in Indonesia; co-organized with the MENA[13] Regional Office the first interagency workshop data analysis on SDG4 with UNESCO and UNHCR; and supported the development of a monitoring framework for integrated ECD policy in Uganda. From the **research capacity** side, our division also provided support to Country Offices on how to conduct reviews and field research contributing to better understanding on teacher absenteeism across more than 20 countries in Africa, influencing national policy.

c. *Every child is protected from violence*

With 31 million children living outside their country of origin and another 17 million internally displaced, DRP continued filling **data gaps regarding children on the move.** Drawing on data

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[9] *An Unfair Start: Inequality in Children's Education in Rich Countries.*
[10] The report received 8,700 page-views and 7,500 report downloads in the 1st month and 11,000 views on social media.
[11] *A Future Stolen: Young and out of school* was a factsheet published in collaboration with the Division of Communication (DOC).
[12] Laos and Sierra Leone.
[13] Middle East and North Africa.

from 150 Gallup World Poll countries, our division produced a first attempt to <u>quantify the extent to which child-related concerns influence migration decisions</u>, drawing attention to the increasingly youthful profile of migration, and the vulnerabilities of migrant children. Additionally, we developed a <u>migrant youth poll</u>[14] using UNICEF's U-Report to highlight the experiences of over 4,000 migrants and refugees aged 14–24 years and influence public discourse. <u>Primary data collection</u> in the Horn of Africa was carried out as part an investigation into child-sensitive push and pull factors, protection risks, services and support that children encounter while on the move, work that will continue over 2019-2020.

DRP also contributed to **forming UNICEF's position and shaping the global policy migration debate**[2] by providing thought leadership on how to engage on difficult migration issues, as well as having engaged in UNICEF's inter-divisional efforts to ensure that the <u>Global Compact on Migration and the Global Compact on Refugees</u> are reflective of the rights of children on the move. As part of this, we have developed <u>policy briefs on family reunification and child immigration/detention</u>. In a <u>joint report</u> with partners,[15] we reinforced the call for action for more information about children on the move (their age, sex, origin, destination, vulnerabilities, etc), urging Member States to prioritize actions to address evidence gaps.[16] Since mayors and local authorities are key to implement the rights of children on the move - we developed a <u>UNICEF 6-point agenda for action for children on the move for local governments</u>. We also <u>chaired</u> the Inter-Agency Coordination Group on Trafficking (ICAT) better positioning children on the anti-trafficking agenda, including through an <u>inter-agency issue brief on trafficking in children</u> as well as reaching more than <u>1.1 Million people through public outreach on World Anti-Trafficking Day</u>. We continue to run an internal Global Migration Practice Group, jointly managed with our colleagues in Programme Division (PD) to help organizational coordination and knowledge-sharing through the <u>Migration Knowledge Domain</u> (>1,500 users), and a <u>Migration webinar series</u> on statelessness and migration, family reunification, and children left behind by migrating parents. Finally, we also brought together all regions and key country offices for the second <u>Global Meeting of the Migration Practice Group</u>, informing the strategic direction of UNICEF on children on the move.

To build evidence around various issues related to **violence and exploitation of children**, DRP developed a <u>standard protocol for data collection on children in residential care</u> as well as a <u>global database on children in detention</u>. We also partnered with ILO for a <u>joint estimation work on child labor</u> to monitor SDG 8.7.1. To improve violence prevention efforts, the Office of Research - Innocenti and partners incubated and tested a programme for parents/ caregivers of adolescents over the last 4 years, contributing greater evidence on the <u>role of family policies and parenting programmes</u> for children and adolescents, on effective programmes operating in low-income settings and provided insight into implementation challenges for ensuring better scale up.

Evidence on **children's experiences online** continued to grow in coordination with the Global Kids Online Secretariat, housed at the Office of Research - Innocenti. More than 15,000 children have been surveyed in 15 countries. Evidence from this work has shaped (i) the reporting of the national Global Partnership to End Violence Against Children and the WeProtect Global

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[14] *A Right to be Heard: Listening to Children and Young People on the Move.*
[2] Global Compact on Migration and the Global Parliament of Mayors.
[15] UNHCR, IOM, Eurostat and OECD.
[16] <u>A Call to Action: Protecting children on the move starts with better data</u>.

Alliance; (ii) digital skills and literacy programmes in Bulgaria in over 100 schools; (iii) new online safety interventions in Ghana planned to reach 80,000 children in 2019; (iv) the update of the Communication Law in Argentina; (v) the development of an online safety app for children in Montenegro; and (vi) current global discourse around digital media.

In partnership with Caribou Digital, we examined children's journey into **identification systems in a digital age.** With ethnographic research completed in 4 countries,[17] the research highlighted user-centric perspectives of children and their caregivers as they navigate and negotiate different levels of access, privacy, and agency over identification credentials over the course of their lifecycle in an increasingly digital world.

Our division also released a **Policy Guide on Children and Digital Connectivity** aimed at internal UNICEF audience engaging with policy makers, businesses and other stakeholders to help with our policy advocacy and communication efforts. It highlights key action points, underlines common principles and flags areas that still need more evidence and discussion. The Guide was broadly disseminated within the organization and outside (with Council of Europe, OECD, and the Internet Governance Forum) and has helped shape discussions within UNICEF on areas that need prioritization and future investment.

d. *Every child lives in a safe and clean environment*

The Joint Monitoring Programme (JMP) for Water Supply, Sanitation and Hygiene, led by WHO and UNICEF, released the **first global baseline report on drinking water, sanitation and hygiene in schools[18]** based on data compiled from 152 countries. It shows that ½ of the world's schools lack basic hygiene services and 1/3 don't have basic sanitation services. This means that an estimated 900 million children cannot wash their hands after going to the bathroom or before eating while at school. The JMP team also worked with regional and country offices to compile national data on WASH in health care facilities and will release the first ever global baseline estimates in the first quarter of 2019. They also provided direct technical and financial support for the integration of new SDG WASH indicators**,** including a module on water quality testing developed in collaboration with MICS, into 20 national household surveys. This work was complemented by a series of regional and national training workshops designed to build the capacity of national authorities to monitor and report on the new SDG indicators for WASH in households, schools and health care facilities.

DRP coordinated a cross-divisional **Climate, Energy and Environment** Strategic Moment of Reflection that identified 4 areas where UNICEF could programme at scale and complement our advocacy and internal greening efforts.[19] Our division also supported the development of climate landscape analyses in 4 countries[20] and is partnering with the German Development Bank (KfW) to roll out environmental and social standards and screening on joint projects in

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[17] Brazil (focus on children in favelas and cities), Kenya (financial inclusion), Lebanon (children on the move), Thailand (biometrics).

[18] Drinking water, sanitation and hygiene in schools: global baseline report 2018.

[19] a) Sustainable energy and climate resilience in health facilities; b) Climate resilient water, sanitation and hygiene services; c) Safe, sustainable, resilient and connected schools; and d) Strengthening downstream health systems and increasing monitoring to respond to air pollution.

[20] Kazakhstan, Macedonia, Armenia and Bolivia.

several countries in Eastern and Southern Africa. In collaboration with other divisions, we mapped out information on sources of climate finance, making it easier for UNICEF staff to identify potential partners and to fund climate related activities; and maintained organization-wide communities of practices on climate and urban.

In a new report,[21] we examined the 'urban paradox' of intra-urban disparities faced by children and young people living in urban centers. While urban children tend to fare better than rural children on average, across different well-being indicators and countries, unexpected inequities lie behind these averages. When children from urban and rural households with similar levels of wealth are compared, the urban advantage is no longer apparent. The report also provides evidence that millions of children in urban areas who fare worse than their rural peers. These findings were presented to a dozen mayors at a convening hosted by UNICEF EAPRO in Surabaya, Indonesia.

We also launched a handbook for child-responsive urban planning[22] to help instruct planners on how to spatially build and adapt cities for children, which has attracted interest from Asian cities, global conferences, and pledges (UN Road Safety Trust Fund).

e. Every child has an equitable chance in life

Evidence generated from the assessment of the impacts of multiple government cash transfer programmes in Africa has proven to be highly influential in the scale up and modification of the design of national cash transfer programs to increase their effectiveness. By drawing on data from rigorous evaluations conducted on large-scale government cash transfers in sub-Saharan Africa, we published a new report[23] confronting myths through evidence on 6 common perceptions associated with cash transfer programming.[24] In view of contributing to integrated social protection programming, new studies also examined integrated cash programming in 3 countries[25] using longitudinal, mixed method approaches.[26]

UNICEF's methodological position on **how to measure child poverty** has been established, with the setting up of a database of Child Poverty with the latest estimates for close to 80 countries available. We also intensified **country support for the collection of data on children with disabilities** through capacity building and new tools, such as templates for reporting, tabulation plans, and syntaxes. We are also leading methodological work on

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[21] *Advantage or Paradox: The Challenge for Children and Young People of Growing Up Urban.*
[22] Shaping urbanization for children: a handbook on child-responsive urban planning.
[23] *Myth-Busting? Confronting Six Common Perceptions about Unconditional Cash Transfers as a Poverty Reduction Strategy in Africa.*
[24] See: The 2018 World Bank Research Observer. Myths explored and refuted were whether transfers: 1) induce higher spending on alcohol or tobacco, 2) are fully consumed (rather than invested), 3) create dependency (reduce participation in productive activities), 4) increase fertility, 5) lead to negative community-level economic impacts (including price distortion and inflation), and 6) are fiscally unsustainable.
[25] Tanzania, Ethiopia, and Mozambique.
[26] For example, in Tanzania research is examining the gendered impacts of adolescent-focused programming on HIV, sexual and reproductive health, linkages to health services and livelihood training/mentoring layered over the Government's social protection programme. This was also produced into a video a (18 December 2018) documentary The CASH Plus Model: Improving Adolescent Well-being with Evidence provides a case study on the role of research in Tanzania's effort to prevent HIV among adolescents, emphasizing the voices of young people themselves.

adolescent participation and engagement and hosted a technical consultation with key partners.

The Office of Research - Innocenti leads an interdisciplinary programme that identifies **adolescence as a pivotal period with evidence-based windows of opportunity** to intervene for improved wellbeing. The 4-year research programme will conclude in early 2019, with over 200 research outputs and tools developed (available here). In 2018, the program published a handbook,[27] in collaboration with the Society for Research on Child Development, with key findings disseminated in strategic fora.[28] A new interactive resource on The Adolescent Brain, was launched.

f. Normative Principles including gender dimension

In addition to **capacity strengthening and technical guidance** on gender statistics, DRP developed a draft gender statistics strategic framework to take stock of UNICEF's existing gender data assets and identify future priority areas of work. As a member of the Inter-Agency and Expert Group on Gender Statistics (IAEG-GS), our division provided key inputs on the data disaggregation dimensions of all Goal 5 SDG indicators. We also served on the technical advisory group to Equal Measures 2030, a global partnership that has developed an SDG Gender Index to connect gender data and evidence with country-level advocacy. Finally, we organized and moderated a World Data Forum panel on traditional and non-traditional approaches to closing gender data gaps.

g. Humanitarian situations

DRP developed the MICS Post Emergency module, which compares indicators for populations affected by an emergency against the unaffected population; generated new estimates on incidence of severe acute malnutrition; provided analysis of malnutrition rates in Yemen compared to other high burden countries to include key statistics in a call-for-action; and developed a guidance note on the collection of data on people with disabilities in humanitarian settings.

We co-organized a **major event on evidence on social protection in contexts of fragility and forced displacement**, presenting the latest quantitative evidence on effects of social protection programmes in humanitarian settings, including comparisons of effectiveness of different delivery modalities; implications of programming targeting choices and impact of programmes targeted at refugees and host communities (7 paper series).

In collaboration with the Harvard Humanitarian Initiative and NYU's GovLab, we were 1 of 12 recipients worldwide of the World Bank's Collaborative Data Innovations for Sustainable Development, to use **emerging sources of data, such as remote sense,** to predict mobility of internal displaced people in fragile contexts such as Somalia.

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[27] Oxford Handbook of Adolescent Development Research and its Impact on Global Policy
[28] UNICEF Gender Network meeting, Child Protection and Adolescence Network Meetings, MENA Evidence Symposium on Adolescence, GAIN expert meeting on adolescent nutrition, Global experts workshop on adolescents and SDG5 held at the Bellagio Centre, Special invited session by WFP, Rome and Government of Peru's Social Inclusion week.

Other strategies

h. Shared value partnerships with the private sector

DRP furthered its exploratory work in using corporate (big) data and data science expertise to support the agenda for children, working with the private sector[29] and academia[30]. These data collaboratives leveraged, for example, Microsoft's search engine data to enhance the understanding of determinants of suicide; Bloomberg's financial data to show trends of how corporations adopt child labor policies; Telefonica's Call Detail Records to determine how gender influences urban mobility; Facebook and Twitter data to show the distribution of the Venezuelan migration within and across Latin American countries; and high-resolution satellite imagery to help predict population displacement. In addition, DRP joined forces with the Government of Scotland and University of Edinburgh to create a Data for Children hub in Scotland, and collaborated with academic groups in developing methods to generate subnational mortality estimates.

i. South-South and Horizontal (SSH) cooperation for children

DRP have provided Country Offices with a package of tools and services to advance SSC as well as an overview of SSC good practices to advance SDGs across regions and different thematic areas. In November, we hosted a roundtable in collaboration with the UN Office for SSC, the Governments of Argentina, Thailand and Uganda and the Islamic Development Bank to position UNICEF as a catalytic player in SSC engagement and to make the case for the transformative role SSC can play in advancing child rights. In 2018, we also launched the Community of Practice on South-South cooperation for children hosted by the International Policy Center for Inclusive Growth based in Brazil. The Community hosted three global webinars in 2018 on how SSC contributes to the goals of ECD, WASH and Innovations.

j. Developing and leveraging resources and partnerships for children

DRP shaped the launch of the 'Generation Unlimited' initiative by leading the design and **conceptualization and implementation of a set of 'promising ideas'** that seek to harness the power of trends including digitalization, globalization, technology and demographics to enable breakthroughs in adolescent learning, skills development and empowerment. The Promising Ideas strand of Gen U has attracted interest and seed funding from a range of foundations and private donors in support of the overall initiative.

k. United Nations working together

As secretariat for the Strategic Plan Common Chapter in the last quarter of 2018, we contributed to **strengthen collaboration with UNDP, UNFPA and UN Women**. Progress was made on defining management arrangements; mapping related activities on the ground;

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[29] Microsoft, Telefonica, Bloomberg, DataLab.
[30] Harvard, NYU, ISI Foundation, University of Edinburgh, Universidad del Desarrollo, University of Mallorca, Qatar Computing Research Institute.

developing reporting templates and as selecting 10 accelerator initiatives as flagship examples of joint programming.

We also **led and participated in several inter-agency and member-state processes** to position children at the center of data-based development decisions[31] and provided technical leadership on standard setting to improve measurement and estimates in early childhood development, child mortality, HIV and nutrition.

We also **extended our learning platform, *Agora,* to other UN agencies**. UN Women has been using Agora since January 2018 for compliance training, with users self-registering to the site as guests, as a draft Memorandum of Understanding (MoU) to formalize the partnership is under review. We signed new content sharing MoUs with UNHCR and Oxfam UK. The UN Secretariat, UNDP and UNV have also expressed their intent to work with UNICEF on the implementation of Agora as a common learning platform but such collaborations remain hypothetical at this stage.

l. *Fostering innovation in programming and advocacy for children*

We created a Policy Lab to identify trends and position UNICEF on new issues affecting children such as **connectivity, employment and skills, governance and climate policy and finance**. In its first year, the Lab launched an internal online foresight platform to capture good practices and provide guidance to Country Offices on how to include foresight in their analyses and planning processes. The Lab was also responsible for the development of the Policy Guide on Children and Digital Connectivity.

Other innovative advocacy work underway includes the development of the forthcoming State of the World's Children Report, which will tackle the issue **of 21st century food and nutrition for children** through a revamped version of this flagship UNICEF product.

m. *Influencing global/regional discourse and policy*

After 6 years of negotiations, the Office of Research-Innocenti moved to a **new, expanded premises in the historic 600-year-old *Ospedale degli Innocenti***, which operates the world's oldest continuously operating children's care institution. The new office space demonstrates the ongoing support from the Italian partners and provides new opportunities to maximize UNICEF's convening power in this vibrant space that is conducive to thinking, partnership building, and debate on issues concerning children.

Thanks to its expanded premises, the Office of Research- Innocenti played a greater convening role, hosting over **30 seminars and workshops** in 2018. They hosted UNICEF's International Council Meeting, bringing together over 70 philanthropic partners to discuss how research helps

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[31] Inter-agency Group for Child Mortality Estimation; Inter-Secretariat Working Group on Household Surveys; Inter-Agency and Experts Group on SDG monitoring; High-Income Country statistical agencies on gaps in data for SDG indicators related to children; Interagency Expert Group on Violence against Children Measurement (IAEG-VAC); Inter-Agency Group on Violence against Women.

assess progress on UNICEF's commitments to children[32]. Innocenti also hosted a consultation[33] with the Global Alliance for Improved Nutrition (GAIN) to shape the global narrative and clarify the best available actions to transform food systems to improve child diets. Finally, nearly 150 UNICEF staff from over 80 countries attended a workshop at Innocenti aimed at strengthening skills and insights to influence public budgets to achieve the best possible results for children.[34]

Internal management

n. Responsive, transparent and accountable internal governance

In the first year of implementation of the Strategic Plan 2018-2021, DRP developed new **guidance for the organization's annual reporting, PIDB coding and statistical reporting**. This is a critical exercise in ensuring not only that UNICEF is able to properly report on the full scope and complexity of its work, but also that it is able to conduct ongoing analysis of its performance across sectors, regions and operational contexts. As part of a broader organizational effort to simplify and rationalize planning, monitoring and reporting across all levels and facets of the organization, DRP developed the guidelines for the COAR and SMQs. Building on an organizational wide survey of the country office annual reporting process and mapping of HQ data needs, DRP developed a shorter narrative annual report, a revised set of strategic monitoring questions to collect data, and contributed to a new unified reporting system aim to reduce the reporting burden on field offices and enhance the quality of reporting. We have produced a range of products supporting transparent and accountable internal governance, including the Executive Director's Annual Report and related annexes such as the Data Companion and Scorecard as well as the computation of the 2018 Regular Resources allocation. This EDAR and its four annexes are the most important documents produced by UNICEF on organizational results, providing the primary means through which the organization holds itself accountable to member states. This final report for the period of the 2014-2018 Strategic Plan was well-received by member states and other stakeholders.

o. Staff capacity to drive change for children

DRP led the development of a **Global Learning Strategy**, aiming at increasing investment in learning across the organization. In 2018, there was **a three-fold increase in demand for the flagship blended learning programmes** with >350 staff who completed the courses on Health Systems Strengthening and Public Finance for Children; >8,000 staff who completed the Results Based Management on-line course and an additional 1,000 who took the face-to-face version across all regions and HQ. UNICEF's learning platform AGORA accounted for a total of 105,432 completed learning events of UNICEF staff and external users, an increase of 102% from 2017. Three new learning channels and a total of 12 new online courses have been launched, and over 400 learning activities were added to the UNICEF catalogue with the integration of lynda.com.

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[32] UNICEF's International Council Meeting in Florence, Italy (12-13 Nov 2018).
[33] Better diets for better growth: Harnessing food systems for children.
[34] Public Finance for Children, Florence, Italy (17 Sep-12 Oct 2018)

p. ***Versatile, safe and secure knowledge and information systems***

UNICEF's Yammer network has grown by more than 560% since 2016 with over <u>6,000 active users</u>, about 46% of UNICEF staff. Nearly 14,000 staff now have an account, and more than 100 new members join every month. We developed <u>10 use cases for online communities</u> to help colleagues realize the potential that real-time knowledge exchange has on their efforts. We also created the <u>BUILD Playbook</u>, a mobile-friendly website to give UNICEF staff a simple and easy place to get answers to questions about working in a community. By licensing <u>SWOOP analytics,</u> we are now able to measure results and gain insights on community management and developed a community benchmarking tool to help track progress individual communities. Furthermore, we contributed to the development and governance of a <u>new internal system for managing information across the organization</u>, including design and governance mechanism for a new intranet; and managed <u>access to UNICEF journals and electronic database subscriptions</u>, despite lack of institutional funding.

The second edition of the **Knowledge Exchange Toolbox** includes new guidance on integrating knowledge management into project planning and designing effective meetings.

q. ***Office Management Practices***

In response to the Global Staff Survey and as part of concerted efforts to **improve staff wellbeing and environment**, DRP invested in expanding opportunities in career growth,[35] with 126 professional coaching sessions offered to all DRP staff, including consultants and interns. We also pushed for gender equality in our 2018 recruitments (52% female; 48% male), although we still need to do more to recruit female candidates at P5 levels (25% female) and improve the country diversity in the team (68% industrial and 32% programming). We replaced all G4 posts with G5 posts since these were substantively indistinguishable, and hosted sessions on speaking up with the Ethics Office and with Internal Audits and Investigations. To improve overall management within the Division, we established internal Key Performance Indicators (KPIs) which are now being regularly used.

To alleviate some of the pressure on the limited number of General Service staff, DRP created **a GS Hub,** a one-stop shop for supplementary admin support for the division. In less than 6 months, the hub supported results in many areas to great appreciation at the division level (e.g. >70 individual contracts; 5 institutional contracts; 7 internships; 3 visa applications; >150 trips; >15 posts interviews; 8 retreats and conferences)

C. Lessons learned and constraints

DRP leads various strands of cross-sector functions and emerging stand-alone thematic areas (e.g. evidence, knowledge exchange, south-south, policy analysis, climate change, urbanization, employment, etc). This requires a significant amount of time spent on internal advocacy and/or consensus building to drive action around areas over which we neither have

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[35] 19 colleagues (10 staff; 9 consultants) moving from a consultancy to a temporary appointment (TA), from TA to a fixed-term positions, or a change in post to a higher grade.

full authority, nor clear counterparts in the field. We need to continuously strengthen internal strategies to deliver on these functions and areas effectively.

DRP's team is organized into small teams who serve as business owners for discrete functions or thematic areas. Many face growing demands both internally and externally without any commensurate increase in resources, or prospects for significant resource growth. This suggests a need for greater prioritization of workload and expectations of what can be delivered.

DRP's leadership of UNICEF"s strategic planning function brings unique challenges. The transition from one Strategic Plan to another placed pressures on the team's capacity, which has been reinforced by the increased complexity of the new Strategic Plan and its reporting commitments. The division of labor between the strategic planning function in DRP and the roles of FRG and PD posed additional challenges during 2018.

The quest to use evidence to drive action and create value is especially critical in the 21st century knowledge economy. However, the 'if-you-build-it-will-they-come' approach to evidence generation is no longer enough (if it ever was). We increasingly need more user-centric, goal-oriented, context-relevant products (beyond the traditional 100-page reports), as well as creative communication/advocacy strategies that effectively reach the right audience and compel them to act on behalf of child rights (evidence for what/whom). We also need an organization wide integrated communications and advocacy strategy that has evidence as one of its key drivers. Despite progress in 2018 in this area, there is further to go, including developing the skills needed internally to drive the transition between evidence generation and impact. To play a central role in serving as a leading knowledge broker for child rights, we will have to revisit these central issues in 2019.