Division of Policy and Strategy
2013 Annual Report

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List of Abbreviations and Acronyms

CHERG Child Health Epidemiology Reference Group  MoRES Monitoring Results for Equity Systems
DHR Department of Human Resources  WASH Water, Sanitation and Hygiene
DoC Division of Communications  WB World Bank
DPP Division of Policy and Practice  GDP Gross Domestic Product
DPS Division of Policy and Strategy  GMDG Global Monitoring and Evaluation
GMA Governance and Multilateral Affairs  MDGs Millennium Development Goals
GMT General Management Team  MERG Monitoring and Evaluation Reference Group
ILO International Labour Organization  MICS Multiple Indicator Cluster Surveys
IMF International Monetary Fund  MME Maternal Mortality Estimates
MDGs Millennium Development Goals  MODA Multiple Overlapping Deprivation Analysis
MERG Monitoring and Evaluation Reference Group  OED Office of the Executive Director
MICS Multiple Indicator Cluster Surveys  PD Programme Division
MME Maternal Mortality Estimates  PDA Personal Digital Assistant
MDG Millennium Development Goals  PD Programme Division
MODA Multiple Overlapping Deprivation Analysis  PDA Personal Digital Assistant
OED Office of the Executive Director  PPA Programme Planning and Analysis
PD Programme Division  PDA Personal Digital Assistant
PDA Personal Digital Assistant  RR Regular Resources
PPA Programme Planning and Analysis  SMS Statistics and Monitoring Section
RR Regular Resources  SoWC State of the World’s Children
SMS Statistics and Monitoring Section  WASH Water, Sanitation and Hygiene
SoWC State of the World’s Children  WB World Bank
Executive Summary

The Division of Policy and Strategy (DPS) develops UNICEF’s overall strategies to achieve and measure results for disadvantaged and excluded children and coordinates the development of UNICEF’s official policy positions. DPS plays a central role in shaping UNICEF’s policies and normative standards in programming and advocacy and in ensuring UNICEF’s capacity for strategic, rights-based, results-focused, evidence-based, knowledge-driven cooperation and partnerships for children and women around the world. DPS’s capacity and expertise are central to the achievement of UNICEF’s Mission - based on the Convention on the Rights of the Child and putting the most disadvantaged first - and its leadership focus on achieving more equitable results for children in the run-up to the 2015 target date for the MDGs.

Three DPS-wide priorities were identified at the beginning of 2013:

- The Division needs to enhance both cross-sectoral collaboration as well as its own sense of identity.
- The Division needs to start raising “O.R.”, both because we need the money and because we need the discipline of articulating our results and how we’ll get there.
- The Division needs to play a big role in shaping the UNICEF of the future.

Over the past year, significant progress has been made on each of the above areas, particularly cross-sectoral collaboration, the DPS’s added-value and identity, and shaping the UNICEF of the future. Funding achievements also included a grant from the Bill and Melinda Gates Foundation, among others. Following are some key 2013 accomplishments across DPS:

- The coordinated production of the Strategic Plan and Annex One
- Consolidation of thinking / guidance on MoRES and support to roll-out
- The publication of the second annual report on A Promised Renewed (APR)
- The production of Generation 2025, update and UNICEF 4.0, data driven reports on FGMC, Nutrition, Birth Registration etc.
- The implementation of MODA across a handful of country offices
- The development and launch of “Child Friendly Cities” Index
- The development of thinking for next generation knowledge exchange
- Development of new guidance for HACT and PCAs and positive movement on the IATI scale
- The roll-out of MICS 5 with around 40 countries participating.

Effective advocacy for children requires that UNICEF often takes principled, evidence-based, well-argued and well-considered positions on key issues affecting them, and makes bold but judicious statements in the face of threats to their rights and well-being in a changing world. In 2013, DPS continued its highly visible policy analysis and advocacy on global trends and their potential adverse impacts on children, generating cutting edge research and the publication of high-quality papers and policy briefs. The focus on enhancing support to developing quality country programmes, as well as monitoring and reporting on results at all levels, continued in 2013. DPS also continued to lead the urban and climate programming agendas, as emerging areas of focus.
Key Divisional Targets and Strategies

Critical functions and higher-order results for the 2012-2013 biennium are detailed in Annex I, together with Key Performance Indicators. Below is a summary:

- Strengthen data collection, analysis and dissemination as well as the evidence base at country, regional and global level for monitoring progress, trends, and inequities on child related indicators across all MTSP Focus Areas and provide timely analysis and quality assurance partially through various inter-agency and partnership mechanisms for informed decisions on scaled up response for achieving child related goals, including relevant MDGs.
- UNICEF and its partners design, implement and advocate social and economic policies for equity and children’s rights; all levels of the organization have better access to knowledge products and support to implement UNICEF’s knowledge management framework for children’s and women’s rights. This includes improved policy analysis on children and women, with special consideration of (i) child poverty and disparities, (ii) public expenditures and social budgeting, (iii) social protection (iv) migration.
- All levels of the Organization have access to guidance, tools and support on results based planning, budgeting, programme monitoring and performance management. This involves strengthening the application of Results Based Planning and Management through overall guidance (framework, tools, standards and practice) and quality assurance for various related issues including performance analysis, decision support and oversight.
- DPS achieves a highly motivated, effective team through best and effective use of its staff and resources by nurturing creativity and cost efficiency focus on its vision and planned results and by promoting an enabling and protective environment for all staff.

Analysis of Strategies and Results

**Major Function:** Strengthen data collection, analysis and dissemination as well as the evidence base at country, regional and global level for monitoring progress, trends, and inequities on child related indicators across all MTSP Focus Areas and provide timely analysis and quality assurance partially through various inter-agency and partnership mechanisms for informed decisions on scaled up response for achieving child related goals, including relevant MDGs.

The Division provided support to national governments, the United Nations and other partners on data collection, through Multiple Indicator Cluster Surveys (MICS), data analysis and data dissemination to strengthen evidence-based planning and monitoring of the situation of children and women. Since 1995,
UNICEF has played a leading role in data collection supporting 240 Multiple Indicator Cluster Surveys (MICS) in more than 100 countries providing a unique source of statistically sound and internationally comparable estimates for a range of indicators at national and sub-national levels in the areas of child and maternal health, nutrition, education, child protection, water and sanitation and HIV/AIDS.

**Key Areas of Success in 2013:**

**Data Collection**

- **MICS5:** Preparations for the fifth round of MICS were completed, including the development of standard survey tools and guidelines - vastly enhanced the survey programme compared to MICS 4. Innovations continue to manifest in MICS 5:
  - New or enhanced modules on dietary diversity and child labour
  - New questions on emergency caesarian section, children left behind, treatment practices and sources of supplies for case management of diarrhea, ARI symptoms, and malaria.
  - Tablet computers for interviews now standard tool
  - Further testing for inclusion of water quality testing

- **Technical support/capacity building** - 8 regional workshops completed
  - 5 Survey design: over 50 countries, 197 participants
  - 3 Data processing: 33 countries, 107 participants

- **43 MICS surveys have been confirmed** - complete data collection in 2013 or early 2014, to generate data for the final assessment of MDGs and baseline for Post 2015 agenda

- **MICS4:** Completion of around 20 final survey reports is in progress. External evaluation of MICS4 ongoing. Worked closely with ROs to coordinate MICS activities and provide technical support to countries, and improve capacity of government staff.

**Data Compilation & Analysis**

- **Updating global databases** used to monitor the situation of children and women through the annual CRING process - initiated in March and now in final stages as tables submitted for publication for SOWC 2014.

- **Conducted cutting edge analyses in various sectors** – Global databases have been used for analyses conducted by D&A staff that have been the heart of various critical reports. An example includes the recent child mortality analyses presented in the 2nd annual APR Report.
• **Improved methods and conducted innovative research**, often times through its interagency work.

• **Building capacity** at the country level through targeted country level support and through regional workshops specifically in the sectors of immunization, HIV/AIDS, child mortality estimation etc.

**Data Dissemination**

• **Increased access to data** - Globally, UNICEF databases have been available through an expanding number of channels, including through *Google’s Public Data Explorer*.

• **Supporting A Promise Renewed** - Producing APR *scorecards* in several program countries, most recently in Sierra Leone

• **Launch of DevInfo 7** in 2012 has resulted in increased use of global, national and subnational data on women and children in 2013. More than 100 DevInfo databases from 71 countries are now available on DevInfo.org and more widely used than ever before. We have also supplied these data to Google and hope to integrate them in Google search results for queries for the subnational level.

• **Capacity building** - A training and rollout program for DevInfo 7 was launched with a global training with UNICEF staff and government officials from several dozen countries as well as regional training activities in WCARO, ESARO, TACRO and EAPRO

• **Major exhibit** was launched in Danny Kaye Centre highlighting UNICEF’s leading role in generating the evidence used for monitoring and improving the situation of children and women

• **A series of seminars** in conjunction with the exhibit, including a seminar by Professor Hans Rosling, further highlighted the role of statistics in fulfilling UNICEF’s mandate.

**Other notable achievements**

• **Post 2015 goals and targets** – eg. conducted modeling work to assess feasibility of achieving different potential targets for neonatal and maternal mortality; facilitated development of Post-2015 WASH targets and indicators

• **Finalization of Dalberg Resource Mobilization Study**

• **Development of evidence based materials** analyzing progress on MDGs

• **Ongoing innovative research in the areas of:**
  - Data collection methods
  - Methodological work on estimates and indicators
  - Analytical sector specific and cross-sectoral work with broad implications for policy and programmes
Key Challenges in 2013:

- **Funding**: improvement in funding situation but still struggling with unpredictable funding sources (year to year) and with timing eg. 7% set-aside comes mid-year with a short time frame to use.
- **Increased internal and external demands** for more recent and updated data and analysis including demand for more questions/modules to be added to MICS.
- **Proliferation of data collection within UNICEF** – welcome the interest in data but concerned about capacity and quality.
- **Challenge in coordinating efforts and initiatives with partners and across the organization**.
- **Political demands** - monitoring field becoming crowded; competing for scarce resources.
- **Human Resources** - staffing improved but still heavy workload will continue due to Final MDG deadline – eg. No MICS coordinator in EAPRO and HQ has to cover. Contracts, HR recruitment, budget, procurement processes lengthy and complicated with very low support staff ratio (1:14), but with new OMP will get more support.

**Major Function**: UNICEF and its partners design, implement and advocate social and economic policies for equity and children’s rights; all levels of the organization have better access to knowledge products and support to implement UNICEF’s knowledge management framework for children’s and women’s rights.

In 2013, DPS continued its highly visible policy analysis and advocacy on global trends and their potential adverse impacts on children. Technical capacity was provided to Country Offices through support and guidance on situation analyses and programmatic assistance on vulnerability and poverty issues. DPS led UNICEF’s global social protection agenda in 2013, implementing the Social Protection Strategic Framework.

Key Areas of Success in 2013:

- **Adoption of Social Inclusion Outcome in new Strategic Plan**: Content built on FA 5 successes and lessons learned, including recognition of the importance for children of social protection and budgets and public financial management; further concerted organisational attention to policy advocacy as a key implementation strategy.
- **Consolidation of new Section** and common understanding of our role in the context of the new SP and OMP.
- **Advances in data and evidence**; e.g. – MODA (shared work plan with Office of Research) widely used and appreciated; integrated profiles of monetary and deprivation-based child poverty produced; MICS/urban work, assessment of real time monitoring initiatives.
• **Extensive support to COs and ROs** in response to increasing demand on a) child poverty profiling, b) social protection costing and financing, and c) strengthening the design and implementation of social protection programmes; d) development of MoRES toolkit

• **Strengthened evidence and practice on social protection across humanitarian and development contexts** by working closely with EMOPS and providing surge support in Lebanon.

• **UNICEF’s social protection leadership role** further strengthened through partnerships with key players, including World Bank, ILO, EU, FAO, DFID. Support with the World the Africa Community of Practice on social protection, facilitating lessons and exchange of experiences among 29 countries. Published joint brief with the World Bank, “Common Ground: UNICEF and World Bank Approaches to Building Social Protection Systems.”

• Improved cross-sectoral collaboration through **joint research on multi-dimensional child poverty and identifying the role social protection plays in improving outcomes** in Child Protection, Health, Education, and HIV.

• **Child friendly cities index launch**

• **UNICEF Position papers** – decision point reached and process agreed on producing these: two finalised this year with x more in pipeline – v. important for communicating global policy vision while strengthening the hand of country offices, Natcoms and others.

• **Substantive contributions to major coordination mechanisms on migration issues**, including High Level Dialogue, Global Forum on Migration and Development, Global Migration Group resulting in increased attention to children in international discussions on this topic.

• **Policy advocacy strategy support and knowledge exchange**: Development of advocacy strategies for evaluation, breastfeeding, and the post-2015 development agenda (in coordination with UNDP).

**Key Challenges in 2013**

• Opportunity costs of investment in strategic planning; OMP, etc.

• Staffing gaps and structural changes – Section Chief post vacant until July; Policy Advocacy moved back to SIPB also midyear.

• As a result of above, although the RTM report was produced in draft, it has not yet been finalised or launched.

• With increasing prominence of social inclusion and social protection recognized in the SP, demand for technical support from ROs and COs is already increasing and current resources insufficient to meet current and expanded future demand.

• Section has oversight role for one of the 7 SP outcomes, but lacks dedicated staff capacity to support this knowledge management, monitoring, coordination and reporting role. This challenge will continue to be significant in 2014.
Major Function: All levels of the Organization have access to guidance, tools and support on results based planning, budgeting, programme monitoring and performance management.

The focus on enhancing support to developing quality country programmes, as well as monitoring and reporting on results at all levels, continued in 2013. Programme Resources were effectively managed to achieve results across sectors.

Key Areas of Success in 2013:

Guidance
- Approximately 900 staff across the organisation trained on programme planning process; E-learning package for PPP developed
- Extensive review of current SitAn guidelines
- Revisions to CPD/CPMP processes as part of simplification required by QCPR and Efficiency and Effectiveness exercise
- VISION training materials for programme staff updated
- Inter-agency HACT Framework revised reflecting UNICEF business model and policies; guidelines on partnership agreements with CSOs at the country level drafted

Strategic Planning
- Formulation and approval of the Strategic plan 2014-17
- Review of Results framework (PCR/IR) for 2012, that will help move the RBM strengthening forward
- RBM training – e-learning package (development)

Knowledge Management
- Completion and approval of plans for new Unit on horizontal cooperation and knowledge exchange
- Development of E&E 6 proposal and costed options for a corporate approach to supporting knowledge exchange (KE)

Performance/Accountability
- Transparency: Enhanced focus on transparency with dedicated staff time and resources led to significant improvements in UNICEF’s score on the Annual Aid Transparency Index.
- Performance management: Increased accuracy, completeness and reliability of data, combined with the rebranding and release of inSight; over 60% individual UNICEF staff members have used the
system at least once in 2013 and the various dashboards and reports have altogether been accessed on average 3,500 times each working day this year.

**Key Challenges in 2013:**

**Guidance**
- Inconsistent and fragmented approach for clearing/approving guidelines
- Time required for inter-agency approval

**Strategic Planning**
- Residual work around the Strategic plan – ToC paper and the results framework refinement; getting the baselines for the new plan

**Knowledge Management**
- Achieving coherence in the interdivisional E&E 6 group (and with OED) around the purposes for KE in UNICEF

**Performance/Accountability**
- Achieving full compliance to the IATI standard was hampered by unclear corporate guidance/lack of decisions;
- The absence of an institutional framework for coordination of performance management and unclear business ownership of various indicators and reports on inSight led to delays in the resolution of data issues.

**Management and Operations**

**Major Function:** DPS achieves a **highly motivated, effective team** through best and effective use of its staff and resources by nurturing creativity and cost efficiency focus on its vision and planned results and by promoting an enabling and protective environment for all staff

Throughout the year, regular consultations and discussions were held with the GMT, OED, DHR, GMA, DoC, the Office of Research, and the Directors and staff of DPS and PD regarding the future organization and function of the Division, with reference to internal restructuring but also in anticipation of the future MTSP. Emphasis was given on a results-for-children based approach, as well as identifying the various mechanisms to create an enabling environment for those results.
DPS is closely linked with Programmes, Supply, IRC and the Office of Research. The Division continued to provide overall programme process and normative guidance to Regional and Country Offices and worked in close collaboration with other divisions in New York including with DFAM, DOC, ITSSD and OED on various issues.

As the centre of UNICEF social and economic policies, DPS has close interaction with the development banks, including the World Bank and IMF, key agencies such as UNDP, UN DESA, UN Women, ILO and UNESCO, as well as research centres and civil society organizations such as Save the Children and Oxfam. In addition, as a leader in MDG monitoring, DPS works closely with agencies and researchers as part of MDG Interagency Monitoring Groups. The Division works closely with various external stakeholders including eminent Universities, INGOs and Human rights treaty bodies as well as eminent individuals for analysis and advocacy for children and women. The Committee on the Rights of the Child is a major partner.

The Staff Association, raised several key issues with management at a retreat in December. Following are some key elements that emerged from the discussion:

- **Consultants and Contracts.** Under new rules, DPS has a more competitive selection of consultants. If the consultant is performing staff like functions should be considered for more stable contracts. 11 month time frames and postponing breaks still apply. On salaries, staff should refer to salary scales.

- **Office space:** A memo has been sent out communicating the new view about office space. P4s will be provided offices, provided there is availability. Support staff, or anyone below P4-level should be located in a cubicle or share an office. Some divisions have grown, while others not.

- **Meeting fatigue/meeting overload.** While it may seem like there are lots of meetings, communicating is important. It is important to make sure that meetings have a purpose. Attendance at meetings should be based on degree of necessity; some meetings might not require everyone to be present.

- **New ways of working.** This include the implementation of new systems (Lync, Microsoft Office 365), as well as the limited supply of office space. Following Martin Mogwanja’s Memo shared with staff recently and regarding the global shared service centre impact on DPS, especially on GS staff. DPS is looking into “innovations” for data collection, reporting, and office space.

- **The importance of PERs.** While PERs can be time-consuming to complete, they are very important. And while it may be easy to focus on particular aspects of the system itself, it is important to focus on the fact that staff are given an opportunity for a structured conversation with supervisors and peers.

- **Flex time and working from home.** The organization is very open to providing staff with Flex Time. A quick poll in the room indicated that more people have flex time arrangements now than a year ago. There is a need to be formal about the process, and follow appropriate procedures, but there was overall encouragement and support for these initiatives.

- **Field exchanges.** Management is open to providing staff with field exchanges. While there is an issue of cost, there are creative ways of minimizing it to open up more opportunities, such as partial DSA.
While staff are not required to take this, they may feel that the benefit of the opportunity outweighs the cost.

**Evaluations, Research, Studies, Surveys and Publications completed in 2013**

Using the format in Annex III, list evaluations, research, studies, surveys and publications which were completed by the Division in 2013.

All Headquarters divisions will be required to give a brief overview of the publications in 2013, with most impact and share either the links or the actual documents in electronic form for posting on the publications website.

Please list completed evaluations, research, studies, surveys and publications (report finalized and ready to be uploaded in the Global Evaluation Database) in 2013. If the evaluation was initiated and conducted in 2013, but the report is still in draft and not finalized, please do NOT report it this year.

**Title:** Use the exact report title  
**Year:** That the evaluation was completed  
**Sequence number:** Note that your Office is responsible for generating your own sequence numbers for new reports, following the established patterns of “year/sequence number” (i.e. 2013/001, 2013/002). If a report was assigned a sequence number previously, please continue to use that existing number and do not give the report a new sequence number for this Annual Report.  
**Type of report:** Refer to the definitions of evaluation, study and survey  
**Themes:** Describe sectors and subject areas covered by the report – up to 4 words (i.e. “AIDS orphans or child friendly national budgets”).  
**Management response:** Specify if a proper management response to the evaluation was developed in compliance with the guidance on management response and upload it in the Global tracking system. If not, please develop it and upload it. Evaluation Office will report to the Executive Board on compliance.

Note: Completed and final evaluation reports listed in your annual reports, must be uploaded to the Global Evaluation database available in the Evaluation Office intranet by December 31, 2013. If you have any technical problems uploading your reports to the database, please contact Abigail Taylor at abtaylor@unicef.org

**Title:** Use the exact report title  
**Year:** That the study report was completed  
**Sequence Number:** Note that your Office is responsible for generating your own sequence numbers for new reports, following the established pattern of “year/sequence number” (i.e. 2013/001, 2013/002). If a report was given a sequence number previously, please continue to use that existing number and do not give the report a new sequence number for this Annual Report.  
**Themes:** Describe sectors and subject areas covered by the report – up to 4 words (i.e. “AIDS orphans” or “child friendly national budgets”).

**Title:** Use the exact report title  
**Year:** That the survey report was completed
Sequence Number: Note that your Office is responsible for generating your own sequence numbers for new reports, following the established pattern of “year/sequence number” (i.e. 2013/001, 2013/002). If a report was given a sequence number previously, please continue to use that existing number and do not give the report a new sequence number for this Annual Report.

Themes: Describe sectors and subject areas covered by the report – up to 4 words (i.e. “AIDS orphans” or “child friendly national budgets”).

Please list all other publications (print, CD, video) that were issued by your Office during 2013. Please provide the following information for each:

| Title: Title of the publication |
| Audience: Main intended audience (s) and objectives of the publication |
| Authors: Authors (including any other organizations/agencies which are co-authors) |
| Quantities: Quantities printed (or electronic only) |
| Estimated Cost: Estimated cost of the publication to UNICEF (i.e. estimated UNICEF funds spent on research, writing, editing, copy-editing, design, printing and distribution - excluding UNICEF staff costs). |

Conclusion

Over the past year, significant progress has been made, particularly cross-sectoral collaboration, the DPS’s added-value and identity, and shaping the UNICEF of the future. This included the coordinated production of the Strategic Plan and Annex One; consolidation of thinking / guidance on MoRES and support to rollout; the publication of the second edition of A Promised Renewed (APR); the production of Generation 2025 update and UNICEF 4.0; the completion of MODA; the development and launch of “Child Friendly Cities” Index; and the development of thinking for next generation knowledge exchange, among many other areas.

Several key insights were provided at the Annual Retreat, which both touch on DPS’s successes in 2013, as well as its potential role in facilitating strategic opportunities for the organization in the future: Firstly, the new Strategic Plan has been a key area of success, and represents a process that was highly consultative, with a strong focus on results, and reflects the diversity of viewpoints from across the organization. There will be challenges in converting the new Strategic Plans into clear implementation strategies, but it was felt that this process was well coordinated and participatory. DPS also has a strong role in knowledge management. While knowledge management has been stagnating but we have a chance now to make this happen and for DPS and PD to work together on doing so.

Secondly, resilience has emerged as a key area of collaboration between DPS, EMOPS and PD. With an increasing number and frequency of shocks at a global level, and with an ever important need for risk-management planning, articulation of how various parts of the organization can work to build resilience will be crucial. There is a need to improve programming guidance, to incorporate emergency preparedness and be risk-informed. As such, we need a new generation of country programmes where the difference between
emergency and development programmes is minimal. The resilience agenda is going to improve our work, before a shock, during a shock, and after a shock. In 4 years, DPS and PD and EMOPS should be able to achieve this type of programming.

Third, DPS can lead on coordinating several new and emerging opportunities and trends. These included: the existence of better metrics beyond GDP and more about quality of life, child rights and social inclusion; the data revolution and the potential for ‘big data’; the growth in child-related data for the MDGs; the post-2015 development agenda and the issue of universality; and the growth of middle income countries. If we can connect these dots, communicate that narrative and articulate it with the rest of UNICEF, we improve our global advocacy and consistency in messaging across the organization.

Finally, DPS has a strong role in identifying the top global advocacy priorities. Examples include: 25th anniversary of the CRC in 2014; MDGs and Post-2015 agenda; Emergencies and incorporating the resilience concept into our communications; Shaping what we are doing on health, nutrition and WASH into one single ask: preventing child deaths; out of school children; social inclusion, perhaps communicated through the vehicle of child poverty.
DPS Annual Report 2013

**Key performance Indicators in the OMP 2013**

To be extracted from Results Assessment Module (RAM) of VISION