

**UNICEF Office of Research, Innocenti
Florence, Italy**

Annual Report 2013



ABBREVIATIONS

CEE/CIS RO	Regional Office for Central and Eastern Europe and Commonwealth of Independent States (UNICEF)
DHS	Demographic and Health Surveys
DPS	Division of Policy and Strategy (UNICEF)
EAPRO	East Asia and Pacific Regional Office (UNICEF)
ESARO	Eastern and Southern Africa Regional Office (UNICEF)
EU-SILC	European Union Statistics on Income and Living Conditions
FAO	Food and Agriculture Organization
GLI	The Global Learning Initiative on Violence
GRACE	Gender, Rights and Civic Engagement
ICT	Information and communication technology
ICT4D	Information and Communications Technologies for Development
IDI	Istituto degli Innocenti
IDS	Institute of Development Studies
IRC	Innocenti Research Centre (UNICEF)
IT	information technology
JCC	Joint Consultative Committee
LACRO	Latin America and the Caribbean Regional Office (UNICEF)
MDGs	Millennium Development Goals
MENARO	Middle East and North Africa Regional Office (UNICEF)
MICS	Multiple Indicator Cluster Survey
MODA	Multiple Overlapping Deprivation Analysis
NatCom	National Committee for UNICEF
ODI	Overseas Development Institute
OECD	Organization for Economic Co-operation and Development
OIAI	Office of Internal Audit and Investigations
OMT	Office Management Team
OoR	Office of Research Innocenti (UNICEF)
OR	Other Resources
PD	Programme Division (UNICEF)
ROSA	Regional Office for South Asia (UNICEF)
RR	Regular Resources
SitAN	Situation Analysis
WCARO	West and Central Africa Regional Office (UNICEF)

CONTENTS

ABBREVIATIONS	2
1. Key Highlights.....	4
2. Context and Rationale: About Research at UNICEF	4
3. Impact through High Caliber Research for Children	7
4. Promoting Quality and Communicating Research.....	14
5. Management and Operations.....	17
6. Challenges, Opportunities and Directions for 2014.....	19
ANNEX 1: 2013 Performance against Office Targets & Performance Indicators.....	21
ANNEX 2: Publications, studies and working papers, 2013	30
ANNEX 3: Who's Who at the UNICEF Office of Research, Innocenti (as of 30 December 2013).....	35

1. Key Highlights

This year marks significant progress in developing and consolidating, strengthening quality and reporting on research for children at UNICEF. The Office of Research at Innocenti (OoR) played an important role in generating quality research in the areas of Equity, Poverty and Wellbeing, Child Protection and Child Rights, Violence against Children and Social Protection, among others. The Office also pioneered ambitious products on a global scale, focused on strengthening and sharing research across UNICEF. Key highlights include:

- The eleventh **Report Card in the series entitled Child well-being in Rich Countries: A comparative overview** was launched in April 2013, garnering widespread international and national news coverage. The Report presented a league table of child well-being in 29 of the world's advanced economies and measured achievement in five dimensions of children's lives.
- A key achievement of 2013 was the launch and subsequent organizational up-take of **MODA, a tool for analysing multiple overlapping deprivations**. An organization-wide launch of MODA took place in the second quarter of 2013. A web-based platform and comprehensive guiding documents have been made available across UNICEF.
- The development and dissemination of **high impact multimedia products**, *Research Watch* and *Breakfast with UNICEF (now called Breaking Views)*, was successful with three editions of *Research Watch* and the Debate broadcast in 2013. More than 22 Commentaries from leading academics and experts have been disseminated.
- OoR introduced **minimum ethical standards for research involving children** to be applied throughout the organisation and in working with partners. The guidance is supported by a range of materials including case studies for practitioners and researchers, and an interactive website which provides a forum for exchange and learning, and guide and improve research involving children.
- **Showcasing the best of UNICEF research**, the document *Research for Children 2013: From Evidence to Action* represents the first attempt to highlight the breadth and depth of the organization's research work.

2. Context and Rationale: About Research at UNICEF

UNICEF's Office of Research at Innocenti (OoR) is the organization's dedicated research, evidence and knowledge cluster. With a renewed mandate from the UNICEF Executive Board, the Office is focused on encouraging new research, strengthening and exploiting the organization's reserve of knowledge and experience to better inform programs and policies for children globally.

OoR is directly involved in a share of global research production on children's issues, seeking to innovate with research that is breaking new ground or that anticipates future program needs. It also contributes to convening and facilitating research conducted by others. Research activities are conducted with a view to strengthening UNICEF's evidence base in order to support interventions in more than 150 countries, as well as the critical advocacy role of National Committees. An in-depth understanding of the challenges that the most disadvantaged children face is critical to achieving results in programs, policy development, and in advocacy efforts. These challenges are constantly changing, shaped by complicated and inter-related demographic, social, economic and political factors. The ability to identify, commission, absorb and disseminate quality knowledge products is therefore an essential function for UNICEF.

The Office actively promotes high standards for research through the development of quality assurance tools and capacity building, and it increasingly pursues a range of innovative communication activities to share

evidence more widely and to promote debate on key themes of research. Managing knowledge effectively transforms data, research and insights into action for children. With thirty full-time staff members, working on social protection and economic policy, child protection, knowledge management and communications, the Office is well positioned in the global research community on children. The Office has considerable experience in qualitative and quantitative analyses, with research expertise and training in economics, public health, social policy and anthropology, among other disciplines.

The last 2 years have marked a consolidation of activities at OoR. The Office has made significant strides in implementing a research practice across the themes of the Office, and has sharpened focus on developing, sharing and encouraging the use of a selected set of high quality research products. A number of research projects have been initiated and developed in collaboration with bilateral and multi-lateral donors, including National Committees and foundations. With a growing knowledge base in the South, OoR aims to further deepen its engagement with centres of excellence across the globe.

An integrated and coherent research programme, aligned to UNICEF's needs, requires strong partnerships with countries and regions. A growing focus of OoR's work is on inclusive research that appreciates context, and represents the scope of UNICEF's engagement globally. Further, achieving the objective of contributing to cutting edge research on children will require expanded external partnerships, with national, regional and global research organisations, including academic centres of excellence.

In 2013, the Deputy Executive Director of UNICEF visited the Office of Research at its Innocenti location in Florence, conducting two days of discussions with all staff as well as in-depth discussions with teams. She noted that much had been achieved in the area of research and reaffirmed the importance of research and OoR to UNICEF. She clarified the mandate around knowledge management within the context of the Office of Research, affirming the importance of research facilitation and management function to strengthen research activities across the Organization.

The following pages demonstrate the breadth and impact of OoR's work, describing key innovations and identifying the challenges of a growing research centre responding to increasing demand from the diverse regional and country contexts within which UNICEF works.

Key meetings hosted by the Office of Research in 2013

Championing Children's Rights - The role of independent human rights institutions for children in Italy: jointly organized by the Office of Research, Region of Tuscany, the Regional Commissioner for Children and Adolescents in Tuscany, Istituto degli Innocenti (IDI) on the occasion of the presentation of the Italian edition of the global study on independent human rights institutions for children prepared by OoR.

UNICEF's research on ICTs and child usage. Following the publication of OoR report Child Safety Online in December 2011, the meeting was an opportunity for UNICEF staff from Communication Section, Innovations, GRACE and Corporate Social Responsibility to discuss with Professor Sonia Livingston of the London School of Economics, Director of the EU Kids Online Survey, the largest ongoing survey of child ICT usage, on developing a more systematic UNICEF ICT research agenda, linked to the huge opportunities that ICT offers.

Global Learning Initiative on Violence against Children (GLI). In close association with the Child Protection Funders Group (Annie E Casey Foundation, ARK, Bernard van Leer Foundation, Comic Relief, GHR Foundation, Human Dignity Foundation, Nduna, Oak Foundation, Wellspring Advisors, and World Childhood Foundation), academics and other stakeholders discussed the scope and purpose of a GLI, mapped out a vision of how the initiative might unfold over time, and made provisional suggestions for the themes of multi-disciplinary learning groups involving scholars, advocates, practitioners and policymakers.

Consultation on social norms research in development, which the OoR co-convened with Professor Ernst Fehr of the Department of Economics, University of Zurich, and the Swiss National Committee for UNICEF. The primary aim was to share insights from academic research on social and behavioural change, encouraging exchange based on the diverse perspectives that research on social norms offers.

Seminar on Social Transfers and Child Protection Outcomes. The seminar aimed to discuss how to collectively advance global evidence and inform global thinking in relation to impact of social protection and poverty reduction programmes on prevention of violence, abuse and exploitation of children. The meeting held in Florence successfully convened a group of academics, researchers and UNICEF social policy and child protection specialists who shared their own research and programme experiences in addressing child protection issues through social protection interventions.

Making the Investment Case for Social Protection. The seminar was based on a discussion paper by Franzisca Gassman and Andrés Mideros Mora, commissioned by OoR, on the methodological challenges and lessons learnt from ongoing exercises in this field. UNICEF staff from HQ and Regional offices engaged in a lively discussion with invited academics on what would be the most feasible investment case approaches and on what UNICEF's role should be in relation to such efforts.

Report Card 11: Child Wellbeing in Rich Countries launched in Dublin on 10 April 2013 with the Minister for Children and Youth Affairs of Ireland, Frances Fitzgerald and the UNICEF Ireland. The event was followed by a round table discussion and a workshop organized in partnership with Eurochild and the European Anti-Poverty Network to seize the momentum generated by the adoption of the EC Recommendation 'Investing in children: breaking the cycle of disadvantage'.

Strengthened collaboration between Young Lives and UNICEF about future options for taking the inequalities issue forward, in particular in making use of analysis of how inequalities develop across the life course.

UNICEF biannual meeting with the Committee on the Rights of the Child, Geneva. The focus for the 2013 meeting was on collaboration between UNICEF and the Committee in relation to implementation of the Committee's Concluding Observations and Recommendations, as well as General Comments.

Innocenti Report Card 12. Meeting of the Advisory Board to discuss the content and the details of the new Report Card which will be released in 2014.

Distinguished visitors to the Office of Research in 2013

- Sonia Livingstone, Professor of Social Psychology, Department of Media and Communications at the LSE
- Rachel Jewkes, Professor and Director of the MRC Gender & Health Research Unit, Pretoria, South Africa
- Michael Freeman, Professor Emeritus, University College, London
- Maud de Boer-Buquicchio (former Deputy Secretary General of the Council of Europe and President elect of Missing Children Europe), Professor Ernesto Caffo (President of SOS Telefono Azzurro Onlus and of Fondazione Child) and Ms. Grazia Sestini (Authority for the protection of childhood and adolescence of Tuscany)
- Anne Graham, Professor of Childhood Studies and Director of the Centre for Children and Young People (CCYP), Southern Cross University, and one of the project leaders and authors of the ERIC Compendium.
- Richard Komando, recently appointed as the Ombudsperson for Jacksonville, Florida.
- Mary Daly, Professor of Sociology and Social Policy, Senior Research Fellow of Green Templeton College, Department of Social Policy and Intervention, University of Oxford
- Fabrizio Simonelli, former Director of WHO-CC, Council of Europe Committee of Experts, Jeffrey Goldhagen, Chief Division Community and Societal Pediatrics, University of Florida- Jacksonville
- Paul Callan and Mara De Monte, Global Development Advisors, Dalberg Consulting
- Pat Dolan, Professor and Director of UNESCO Child and Family Research Centre based at University of Ireland
- Geeta Rao Gupta, UNICEF Deputy Executive Director and Elizabeth Dettori Executive Manager Office of Executive Director

3. Impact through High Caliber Research for Children

The OoR strategy involves conducting research that is high-quality, responsive, authoritative and independent, and that has benefits for children globally. Maximizing the benefits of evidence and research on children is central to the work of OoR. Delivering on a clearly defined results frame is a critical part of safeguarding the reputation of the Office, building credibility and ensuring financial accountability. The Office Management Plan and accompanying monitoring frame set the scope for the result areas, highlighting opportunities to impact organizational change and building competencies for research at UNICEF through standard setting, tools and methods.

In 2013, the Office measured its success through two program goals (PCRs): 1) High quality research contributes to the evidence-base informing policies and programs for UNICEF and its work on children, and 2) Research and Knowledge is rapidly and appropriately shared and disseminated to the field.

Within these goals, OoR's focus has been on four intermediate result areas: Research responds to priority policy/program concerns and emerging issues; Research is shaped by strengthened mechanisms for priority setting and quality assurance; Research is readily accessible and communicated innovatively, and; Research management is consolidated, well-resourced, effectively led. These priorities encapsulate the big issues for research at UNICEF, in countries and regions, as well as globally for children, and guide OoR's work towards maximizing the impact from our research investments and resources.

OoR has a comparative advantage in cross-sectoral areas of research which is informed by the understanding and development of a **structural determinants and a life course perspective** of child wellbeing. A structural determinants approach, which investigates root causes and drivers of wellbeing, and considers the macro-context, systems and structures, and the roles of communities, families and wider society, can generate important insights into broader outcomes for children, including reductions in inequalities and later life outcomes. The Office is pioneering a new framework for analysis, which clarifies gaps in understanding of the structural and social determinants of child well-being that can be modified through policy action. A significant element of the research programme is to develop further, apply and build evidence on the structural determinants of outcomes for children to influence effective programme interventions. A better understanding of how childhood wellbeing and experiences can shape the life-course can also help re-calibrate the way interventions for specific age groups are planned and organized, adding considerably to the potential impact and effectiveness of development programming. New knowledge and understanding of the importance of the life course for prioritizing effective interventions at different stages and transitions of children's lives needs to be systematized and made available for program design.

The following sections describe the key outputs produced in 2013 under each of OoR's four key research areas.

- a. Equity, poverty and child wellbeing, particularly in the development of methods and models
- b. Child rights and governance
- c. Child protection and violence against children
- d. Social protection systems and cash transfers.

The research agenda within each area has been strengthened over the last year and is well defined. Collaboration between and across areas is also key to building a stronger evidence base with these cross-linkages continuing to be developed.

a. Equity, poverty and child wellbeing, development of methods and models

This year marked the launch of the **discussion paper series “Perspectives on Equity”**. Two renowned and influential researchers, Dr Frances Stewart (*‘Approaches towards Inequality and Inequity: Concepts, Measures and Policies’*) and Sir Michael Marmot (*‘Tackling Structural and Social Issues to Reduce Inequities in Children’s Outcomes in Low- to Middle-income Countries’*), contributed to a discussion paper series aiming at providing different perspectives on equity. Both reports were released in the second half of 2013, together with filmed interviews with the authors made available on the OoR website. Although it is early to assess impact, the reports have already contributed to a dialogue within UNICEF on the nature of structural factors affecting children and it is clear that both reports address issues that are high on UNICEF’s agenda. The papers have also had influence in shaping the future research agenda of OoR and have been important reference documents when elaborating new research proposals. OoR also contributed ongoing discussions on establishing a UNICEF child equity index, envisaged in the Strategic Plan 2014-17, with some inspiration from these discussion papers. It is expected that additional reports will be published in the same series during 2014.

In 2013, **Report Card 11: Child Well-being in Rich Countries – A Comparative Overview** was launched. In keeping with UNICEF’s mandate to advocate for children in every country, the Report Card series focuses on the well-being of children in industrialized countries. Designed to appeal to a wide audience while maintaining academic rigour, Report Cards have included a league table ranking the countries of the OECD according to their record on the subject studied. Eleven Report Cards have been published between 2001 and 2013. Report Card 11 titled “Child well-being in rich countries: A comparative overview” was launched in April 2013, garnering widespread international and national news coverage. The report presented a league table of child well-being in 29 of the world’s advanced economies. It measured achievement in five dimensions of children’s lives – material well-being, health and safety, education, behaviour and risks, and housing and environment. The Netherlands and four Nordic countries – Finland, Iceland, Norway and Sweden – ranked at the top of a child well-being table; while four southern European countries – Greece, Italy, Portugal and Spain – were placed in the bottom half of the table.

The report also looked at what children say about their own well-being. These findings were broadly in line with the main league table, with some notable exceptions: children in Estonia, Greece and Spain gave their countries a much higher ranking, while Germany, Luxembourg and Poland ranked lower. Finally, it examined changes in child well-being in advanced economies over the first decade of the 2000s, looking at each country’s progress in educational achievement, teenage birth rates, childhood obesity levels, the prevalence of bullying, and the use of tobacco, alcohol and drugs. Despite setbacks in some countries on specific indicators, the overall story of the 2000s is one of steady improvement in various fields of child well-being in the industrialized world. In order to broaden the scope for advocacy and communication initiatives around RC11 – as well as increase their potential outreach – an interactive online data visualization tool was developed in collaboration with DevInfo. The Report was visually presented as a map and allowed users to easily access and compare information between countries in a user-friendly fashion. The interactive RC11 tool was broadly used by National Committees, the media as well as other UNICEF Offices around the globe and shared on various social media channels, having strong networks ready for the promotion and dissemination of research results produced by UNICEF.

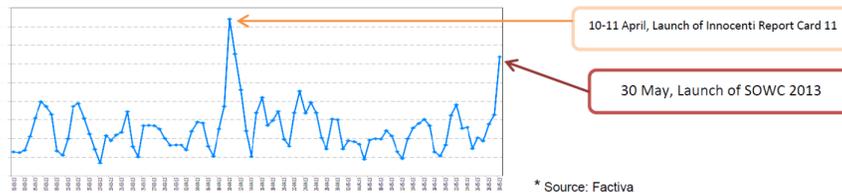
While RC11 could not address the impact of the global financial crisis on child well-being due to the lack of well-timed data, the next Report Card will investigate the impact of the crisis on children in industrialised countries. Scheduled to be launched in the autumn of 2014, Report Card 12 will act as an advocacy tool for UNICEF and its National Committees to bring the position of children during the recent economic crisis to the attention of the public, the policy makers and the press.

Media coverage and advocacy for Report Card 11 on Child Wellbeing

Articles featuring Report Card 11 were found among major media outlets in Spain, Italy, Canada, the United Kingdom, Australia, France, Ireland, Germany, Portugal and the United States. Leading newspapers (online and print) and radio were primary sources and social media was extensively used. More than two dozen interviews were done with more than 10 outlets on RC11 – in English, Spanish, French, Dutch and Russian. The launch of the Report Card in Dublin, together with the new European Union presidency, provided a powerful forum for debate and policy discussions around child well-being in OECD countries and prompted both Governments and civil society in many of the analysed countries to recognize the importance of shaping new policies to better ensure children’s rights are respected. Although the Office of Research aims to include as many industrialised countries in its Report Cards as possible, the lack of comparable and timely data makes this a challenge. RC11 did not include Japan, but a subsequent examination of national data sources and a careful matching of the Japanese data to these in the original RC11 resulted in the publication of “Child well-being in rich countries: Comparing Japan”. Produced in collaboration with the Japan Committee for UNICEF and their research partners, the report was launched in Tokyo at the close of 2013.

Media Pick-Up

SOWC 2013 garnered UNICEF the second largest spike in traditional news media coverage this year, so far. Over 650 articles mentioned the report in global target media, including print, broadcast and online.



Another key achievement of 2013 was the organizational launch and subsequent organizational up-take of the **Multiple Overlapping Deprivation Analysis (MODA)** tool. MODA was developed by OoR, with support from the Division of Policy and Strategy, to enhance the equity focus of child poverty and deprivation analyses around the world. MODA adopts a multi-dimensional and child-centered approach. It measures childhood poverty as the multiple overlapping deprivations of each child, thus shifting the focus away from separate sectors towards placing children at the center of the analysis. MODA can be carried out as a comparative cross-country analysis (CC-MODA, EU-MODA) or as a single country study (N-MODA). CC-MODA has been developed for low and middle income countries using internationally comparable data from DHS and MICS surveys and standardized protocols to define indicators, dimensions and other elements. A web-based platform and comprehensive guiding documents have been made available. Data for 31 countries were available by the end of 2013, with the results for 32 more countries planned by August 2014. A number of training events have been organized. Demand for technical assistance related to MODA have surpassed expectations and it has been a challenge for the Office to respond to all requests for support with limited resources.

The MODA methodology has been extended to the analysis of child poverty and deprivation in EU member states (EU-MODA). Similarly to CC-MODA, EU-MODA compares the living conditions of children across the EU member states, using harmonised data from the EU Statistics on Income and Living Conditions (EU-SILC). EU-MODA adds two extra levels of analysis that were not included in CC-MODA: income poverty and the overlaps between income poverty and multidimensional deprivation.

Applications of Multiple Overlapping Deprivation Analysis (MODA) tool

Country applications of MODA are currently being developed. In consultation with UNICEF Country Offices and national partners, N-MODA uses the indicators, dimensions and thresholds tailored to the context of a particular country. N-MODA studies help inform country specific programming and Situation Analysis (SitAn) and institutionalize child poverty assessment in government policies and monitoring systems. By the end of 2013, N-MODA have begun in Algeria, Côte d'Ivoire, Ethiopia, Lao PDR, Senegal, Tunisia and Tajikistan. In 2013, most of these countries have held national workshops and OoR has held regional training workshops in MENA and WCARO. Another regional training is scheduled for early 2014 in ESARO.

A survey-based evaluation of MODA was conducted and demonstrated encouraging initial results. Among UNICEF staff participating in the first round of MODA-training more than 70% of respondents (n=23) rated MODA as useful or very useful to strengthen evidence-based programming; 74% of respondents rated it as useful or very useful for measuring inequities among children and 65% of respondents rated it as useful or very useful for Situation Analysis. There have also been strong indications of uptake of the methodology among national stakeholders. For instance, the Government of Algeria is expressing interest in setting up a regional hub for supporting and disseminating MODA analyses in the sub-region.

b. Child rights and governance

Leading into 2014, the 25th anniversary year of the Convention on the Rights of the Child, the theme of accountability and children's rights emerged as an issue of renewed international interest. This made the publication by the Office **Championing Children's Rights: a global study of independent human rights institutions for children**, in October particularly timely. The outcome of years of research and intended to be a resource with a long shelf life, this unique study reviews the experience of the more than 200 of these institutions. The book discusses their role as national accountability mechanisms supporting the realization of child rights. It identifies the main features and characteristics of independent human rights institutions, their accessibility to children, and the elements and conditions that contribute to their effectiveness, ranging from mandate, through appointment processes, operational procedures, and oversight mechanisms to international networks. Regional chapters focus on the particular histories and regional variations in different parts of the world. In February, the Italian version of the policy summary was introduced at a well-attended day conference held in collaboration with IDI, the Tuscan Regional government, the Ombudsperson for children in Tuscany and the recently established Ombudsperson for children in Italy. This attracted national media attention, including TV and radio.

This work has been taken up by both UNICEF and national partners. UNICEF-Canada used the research as part of its advocacy strategy for strengthening Children's Advocates domestically, including for the creation of an institution in Nunavut Territory and also at the federal level. Publications were used by the UNICEF National Committees in the United Kingdom and Norway, and disseminated at training events on child rights in Canada and Morocco, organized by the Canadian UNICEF Committee and UNICEF Morocco respectively.

A second research area on governance and children's rights is taking a different angle, using governance research tools to analyse the **coordination of policy implementation for the realization of children's rights**. Using a methodology known as backward mapping, the aim is to explore the coordination processes involved in translating a policy into an outcome for children, starting at the point of implementation and working back up the chain through different levels of government. The actions of multiple actors, government and civil society, formal and non-formal are all considered. The study focused on birth registration, selected because of its significance for the realization of many child rights, but also because birth registration data is regionally disaggregated, allowing insight into questions of equity. The Ghana study exposed the significance of vertical coordination, which will receive greater attention in the next field study, taking place in Peru in 2014. In this next

round, greater attention will also be placed on the marginalised and excluded, by including areas with relatively high populations of indigenous peoples.

Another area of investigation in Child Rights is focussed on ICT usage among children and the Office has been working on **Children's Rights in a Digital Age** since 2011. A previous report by the Office *Child Safety Online: Global Challenges and Strategies* examined the risks of children's usage of internet and mobile technologies and highlighted the lack of evidence from many parts of the world particularly with regard to children's usage, opportunities and the response. Subsequently, the Office commissioned a scoping exercise by the London School of Economics, to explore priority opportunities for further research, and to discuss UNICEF's role in deepening understanding of the rights implications of the fast-changing new world that increasing numbers of children inhabit. The report, published in October, outlines global research trends and key research gaps, identifying four areas where the lack of knowledge and understanding is particularly pressing. These include insufficient knowledge of how to support and promote online opportunities so that more children benefit from them; little understanding of the conditions that make some children particularly vulnerable to risk of harm, so protective strategies cannot be effectively targeted; most knowledge has been obtained in the global North, and its relevance to the global South is largely untested; lack of comparable baseline data and policy and programme evaluations around the world makes it hard to learn from the experiences of others or to share best practices.

The report notes that despite pockets of good work, UNICEF is perceived as behind the curve on the implications of child usage of ICT. It recommends UNICEF to develop an agenda for children's rights in a digital age, which would include the development of a research strategy and a robust, cross-national comparative research programme to inform policy and practice.

Another angle of information and communications technology was investigated through joint work with the Information and Communications Technologies for Development (ICT4D) Centre based at Royal Holloway at the University of London on **assessing the use of information and communication technologies in child-focused development**. A paper prepared in 2013 reviewed challenges, opportunities, successes, and best practices of ICT4D in accelerating MDGs and broader development achievement and in reducing inequalities, and provided support to UNICEF in further articulating their position on ICT4D and children.

c. *Child protection and the prevention of violence against children*

Global progress has been made in recognizing that violence, exploitation and abuse affecting children is a significant fact in all societies. Surveys in East Asia and Africa are demonstrating the patterns, scale and scope of violence and are leading to new political engagement. In wealthy countries, patterns of abuse within institutions and in some cases by national celebrities are increasingly being revealed, provoking public debate and marking a shift in perceptions. Initiatives such as the End Violence Campaign have also been making an impact on national commitment. Increasingly, the interaction with policymakers is more about what measures can be taken. This places a premium on evidence, especially from low and middle income countries given that the majority of studies on child protection issues are from the richer parts of the world. Developing the evidence base supporting child protection continued to be a major priority for the Office. The objective is to develop an evidence agenda supporting action to address violence, exploitation, abuse and neglect, with OoR making a particular contribution to developing synergies between research commissioned by different parts of UNICEF and maintaining its own linked strategic research programme. This mainly focuses on *determinants of interpersonal violence affecting children* and the investigation of the interface between *social policy and child protection, and the role of family and parenting support*.

The Global Learning Initiative on Violence

Collaborating with the Oak Foundation, the Bernard van Leer Foundation, WHO and the Child Protection Section in UNICEF, the Office played a leading role in pushing forward the development of a major Global Learning Initiative (GLI) on the prevention of interpersonal violence against children. This is an independent, action-orientated, time-bound academic initiative aiming to synthesize the findings of research from multiple disciplines and geographical areas on the drivers of violence, prevalence, costs and consequences, and to identify what works sustainably to prevent violence affecting children. An exercise in high level advocacy, the overall objective is to further push the issue of violence up the public policy agenda. In March, the Office hosted a meeting of academics across the globe bringing perspectives from public health, economics, sociology, anthropology, psychology and children's rights to begin mapping out scope and provisional themes for learning groups. Learning groups were further refined in the months leading up to a second meeting of academics and partners in Boston in July, which saw the appointment of the economist AK Shiva Kumar as the first Co-Chair and the psychologist Lorraine Sherr as interim Executive Director. Although yet to be formally launched, with these key positions filled, the GLI gained some internal capacity, and OoR handed over to an independent transition team.

The first element of the Office's programme of strategic research in Child Protection is a **multi-country study on the drivers of violence affecting children**, which was taken from concept to launch in the first country – Viet Nam – during the course of the year. The study is premised on the understanding that violence related vulnerability evolves in complex socio-economic and cultural contexts, and multi-levelled policies and programs are needed.

In addition to Viet Nam, work was begun in Zimbabwe, and Peru and Italy were identified as likely participants. Global research partners include the University of Edinburgh and the London School of Hygiene and Tropical Medicine in the United Kingdom, and the University of Pennsylvania. The global advisory board includes researchers from the Medical Research Council and University of Cape Town in South Africa, WHO, the Young Lives study at the University of Oxford, the University of Luiss (Rome) as well as UNICEF.

The study will take place in three stages. In 2013, considerable progress was made in Viet Nam and Zimbabwe on Stage 1 – grounding the programme. This involved securing national buy-in from government and other critical stakeholders, gained through negotiations and substantive meetings involving the Office, the global research partners, UNICEF, key government departments and other national stakeholders. Stage 1 will continue in 2014 with national and global literature reviews, and the mining of existing national datasets to identify risk factors on drivers (Stage 2). Stage 3 will involve the rigorous evaluation of interventions.

This is action research at its most ambitious, requiring the commitment and ownership of national stakeholders at every stage. In Viet Nam, the study has established a government led research oversight committee and a technical research committee, involving both government and other stakeholders, which has had the effect of raising the profile of violence against children in policy circles.

Research exploring the interface between social policy and child protection approached the issue of “what works under what conditions” from a somewhat different angle, starting with existing social transfers and investigating the evidence of their impact on violence, exploitation, abuse and neglect. In collaboration with the Brooks World Poverty Institute at Manchester University, and benefiting from the insights of an advisory board that included specialists from the University of KwaZulu-Natal, Young Lives, York University (UK), and Help Age International, in March the Office concluded a review on the **impact of social transfers on child protection outcomes**. The

review analyzed the available evidence from impact evaluations in Low and Middle Income countries, revealing evidence of the direct impact of some forms of social transfer on birth registration, child labour, child marriage and involuntary family separation. In the same month, the Office hosted a seminar with specialists from the Committee on the Rights of the Child, Young Lives, the Institute of Development Studies (UK), Maastricht University (Netherlands), the Overseas Development Institute (ODI), UNICEF Headquarters and Regional Offices, as well as selected country offices, to discuss follow up to the review. The review was widely shared through international child rights networks. UNICEF Offices in Mozambique, Indonesia, the Philippines, Lao PDR, Zimbabwe, Malawi, and Kenya reported the findings influenced the development of their social protection/child protection work.

The review pointed to key areas where social protection and child protection services and systems overlap and where stronger synergies are needed. One of these is the important issue of **family and parenting support**. Family and parenting support programs are increasingly being recognized as important part of national social policies and social investment packages aimed at reducing poverty, decreasing inequality and promoting positive family and child well-being. Evidence of the impact of these programs and contributing contextual factors is well documented in OECD contexts but only beginning to emerge in Low and Middle Income countries. During the latter part of the year, therefore, in partnership with the University of Oxford, the Office began developing research with the aim of contributing to the global evidence base guiding the development of family oriented policies and programs in different contexts and showcasing the best evidenced practice models that can be used or adapted by countries in the process of developing family and parenting support programs, with a particular interest in which include a specific child protection objective. The innovation in this research is that it takes a life-course approach from early childhood to adolescence, examines multiple child wellbeing outcomes, but also seeks to make explicit links with the prevention of violence, exploitation, abuse and neglect.

d. Social protection systems and cash transfers

Research in the area of Social Protection picked up during 2013 through participation in the Transfer Project, a **multi-country research study on the impact of cash transfers** in sub-Saharan Africa. The Office contributed to the production of the baseline reports for impact evaluations of the Zimbabwe Harmonized Social Cash Transfer and the Malawi Social Cash Transfer Programs. In Zimbabwe an assessment of the program's targeting performance was produced. Results from these research activities will be presented to local partners in each country during early 2014. In Zambia, OoR actively provided technical support to government and UNICEF-Zambia on the review of the targeting mechanism for the country's social grants programs, as well as options for implementing an impact evaluation of a new consolidated program that will be rolled out significantly in 2014 throughout the country. The Office also supported the 24-month follow-up field work for the impact evaluation of the Multiple Categorical Targeted Program. The key international research partner for the Transfer Project is the University of North Carolina at Chapel Hill. Other international partners include American Institutes for Research, Oxford Policy Management, FAO and Save the Children UK. National collaborators include the University of Zambia and the Zambian Ministry of Community Development, Mother and Child Health, University of Zimbabwe, Ruzivo Trust and the Zimbabwean Ministry of Public Service, Labour and Social Welfare, the University of Malawi Center for Social Research and the Ministry of Gender, Children and Community Development in Malawi.

Innovations and impact in the Transfer Project

Since income poverty is a key structural constraint for outcomes across a range of sectors, it is important to broaden focus beyond 'traditional' areas such as health, food security and education when designing evaluations. New and innovative research questions and related indicators have been developed and implemented under the Transfer Project, such as violence against children (Zimbabwe), maternal stress (Malawi), HIV behavioral risk (Zambia, Malawi, Zimbabwe), time preference (Zambia, Malawi), innate ability (Malawi, Zambia), and credit constraints (Zimbabwe, Malawi). A key lesson learned has been the importance of placing evaluation results in an international context and in relation to established benchmarks. In Zimbabwe for example, after the team interpreted the results on targeting performance, they immediately took steps to halt the program. Subsequent work by the research team demonstrated that in an international context, and with respect to international benchmarks, the Zimbabwe results were actually very positive. In Zimbabwe, the targeting assessment, while generally positive when compared to international evidence, provided the Ministry of Public Service, Labour and Social Welfare with specific recommendations on how to improve targeting. The Ministry, in collaboration with UNICEF-Zimbabwe and other partners, is initiating a process that considers these recommendations. Similarly in Zambia, technical input provided led to changes in the design of the enrollment and targeting form for the consolidated cash transfer program to be rolled out in 2014. The roll-out of the cash transfer program itself is due in part to the rigorous evaluation of the Child Grant Program, the Social Cash Transfer (Labor-Constraints) and the Multiple Categorical Targeted Program undertaken by the Transfer Project over the last few years.

OoR released the report **Making the investment case for social protection**. The report was the basis for a well-attended seminar at OoR, with participation of regional social policy advisors, regional child protection advisors, UNICEF/HQ and a select group of academic experts. The seminar turned out to be a welcomed opportunity for dialogue between experts in the fields of child protection and social protection. The report had its origin in a demand from UNICEF Regional Offices who were challenged by demands for evidence on the cost effectiveness of social protection interventions. The seminar agreed on a basic set of recommendations. The report was clear in recognizing the difficulties involved in building investment cases related to social protection interventions, which may have come as a disappointment in relation to some of the expectations that preceded it. The report was commented and further advertised on various academic web-sites, among them the Childwatch International Research Network and Maastricht University.

4. Promoting Quality and Communicating Research

OoR's mandate includes support to UNICEF's global capacity to generate, disseminate and effectively make use of evidence and research on children in its programming and advocacy. As part of its efforts to strengthen the overall research capacity and quality, OoR works on the development and implementation of quality standards in research, of analytical guidelines and tools, and on mechanisms to enhance knowledge sharing and broker good research practice.

Evidence from research is frequently applied to programming, policy and advocacy, yet unlike evaluation, research within UNICEF lacks a systematic, standardised quality processes. Sound quality assurance (QA) is critical to UNICEF's mandate for enhancing our reputation as a knowledge leader on children; ensuring scarce resources are not wasted; and protecting those who participate in research, and whose lives are affected by its outcomes. Research supported by UNICEF – whether undertaken with partners or independently – takes place across a range of geographic, social and economic settings and needs to respond to different thematic priorities and accommodate different levels of research capacity. This diversity in context and research capability does not lend itself to rigid or detailed prescriptions of what should be in place to ensure high quality, but needs to be supported by overarching minimum standards for all UNICEF research. The Office of Research is mandated to ensure that quality assurance mechanisms for research are in place in all Country and Regional Offices by the end of 2014.

To gain a deeper understanding of current approaches to the **Quality Assurance (QA) of research** across UNICEF, OoR engaged in a detailed consultation with Regional and Country Offices on the processes and mechanisms for quality assurance of research, and challenges faced in ensuring their effectiveness. The key findings indicated that there is no standardised or systematic approach to QA for research. Countries and regions use a variety of tools and processes when commissioning, conducting, reviewing and disseminating research, and monitoring its uptake and relies heavily on the Monitoring & Evaluation (M&E) units and the skills of their staff. Limited staff and local research capacity, limited tools and processes, the lack of guidance were all cited as challenges.

In response, OoR has drafted a *Programme Instruction on Quality Assurance for UNICEF Research*. The Instruction proposes a set of broad principles and 'minimum standards' to put in place to assure the quality of research which can be built on to develop more detailed operational procedures adapted to research across diverse settings.

There has also been continued work on developing an **institutionally relevant and applicable taxonomy for research**, evaluation and related terms. The taxonomy is an instrument that enables the efficient recognition, categorization, capture, retrieval and sharing of research, evaluation and related products. At the end of 2013 OoR solicited feedback on the taxonomy structure and definitions and plans to move forward on related practical tasks, such as reorganizing the Research and Evaluation database (currently the Evaluation database) and linking more directly to reporting system for Country Office Annual Reports.

Strengthening the overall organizational capacity to conduct or commission, interpret and apply quality research also forms part of the role of the Office of Research. This year saw the establishment of **global ethical standards for conducting research with and for children**. This has important implications for how UNICEF and other researchers protect and empower children during research. A Strategic Guidance Note on Ethical Research was developed and released in October 2013, introducing minimum standards to be applied throughout the organisation and in working with partners. The guidance is supported by a range of materials for practitioners and researchers, including a set of key principles that come together in "The International Charter"; the "Compendium, Ethical Research Involving Children" with hands on guidance and case study examples and; the interactive website childethics.com which provides a forum for exchange and learning and a rich repository of evidence-based information and resources to guide and improve research involving children. In the coming years it will be critical to develop organisational positions for UNICEF on ethical issues; to establish, organize and maintain the institutional memories on ethical issues; to promote engagement and training and; to ensure that the strategic guidance and other resources are anchored in research initiatives.

An important mechanism to support the implementation of ethical standards in UNICEF will be the establishment of a Global Ethics Advisory Panel as a light and practical body that will review and advise on major research proposals submitted from across UNICEF. Capacity building and training are also planned for 2014, combining ethical dilemmas from UNICEF practitioners with best practice approaches from research.

To support and strengthen the UNICEF-wide research function, the production of a first set of **methodological briefs used for evaluating impact** of interventions in the field of development is planned with a team of evaluation experts from 3IE and BetterEvaluation. The briefs will provide practical examples of application and guidance to UNICEF's work; outline the pros and cons of each method and any ethical concerns and limitations, and provide case studies accompanied by animation videos.

Innovative communications and supporting advocacy for research are also important parts of the work of OoR. Three editions of Research Watch and The Debate were published in 2013, in topics of Nutrition, Climate Change, and Violence against Children. More than 22 Commentaries from leading academic experts have been disseminated. The Debates were shared in online platforms such as El Pais and The Huffington Post. A Research Watch entitled Violence against Children: a Silent Threat, was anchored around a filmed debate involving Together for Girls, MenENGAGE, the International Rescue Committee, the UNICEF EAPRO Regional Office experts from OoR. This has proven to be the most popular Research Watch produced so far.

Since its inception, the series *Breaking Views with UNICEF*, a TV series of 5-8 minute interviews with leading thinkers and key influencers from around the globe, has focused on helping to put children at the centre of critical debates. Twenty-six interviews were produced: 5 in India and 21 in Africa. The pilot series in India was launched on NDTV India's website. Active and strategic work took place on OoR's social media channels, increasing the number of followers on Facebook and Twitter by over 200%. *Breaking Views* is a joint collaboration between OoR, the DOC and the DPS. This partnership is critical for its longevity and aims for widespread dissemination. After piloting the initiative in India and Southern and Eastern Africa, the series now aims to travel to other countries, starting with Latin America and the Caribbean and North Africa and the Middle-East. Current interviews include Dr Rajendra Pachauri, Nobel Peace Prize winner on behalf of the Intergovernmental Panel on Climate Change; Nigerian finance minister Ngozi Okonjo-Iweala, South Africa's Minister of Health Aaron Motsoaledi, singer Femi Kuti, author Chimamanda Adichie, South African politician and former anti-apartheid activist, Dr Mamphele Ramphele, and Angelique Kidjo.

The Challenges of Climate Change: Children in the Frontline

Designed to inform policy-makers, academics, and decision-makers about the challenges of climate change, an e-book has been developed to describe the critical needs and desires of children— as well as a range of opportunities to protect & empower them. One of the key messages of this book is that the story of climate change is one of inequality: between the inhabitants of the present and those of the future whose legacy is being squandered; between the countries that have emitted the most carbon and those that are paying the price of those emissions; between the people who are comfortable and the have-nots who are already undernourished, on marginal land or in insanitary conditions. The book explains what is presently happening to the climate, what is being done to slow climate change, and what a warmer future will mean for children. It unpacks how the various aspects of a child's development, survival, and growth are and will be continuously impacted by a changing climate, and describes characteristics and issues specific to children and young people that should be considered, incorporated, and leveraged in actions and policies that serve and protect children. The document provides solutions and opportunities for child-led and child-informed policy and practice that can be seized by leaders, communities, and organizations to respond to climate change in ways that best support children's rights and needs. It also provides opinions from leading experts on what must be done to stabilize the climate, and fulfil our collective intergenerational responsibility to protect children, and their children from being born into and growing up in a world of dangerous climate change and unmanageable impacts.

Showcasing the best of UNICEF research, the document *Research for Children 2013: From Evidence to Action* represents the first attempt to showcase the breadth and depth of the organization's research work. At the end of 2012, OoR carried out a systematic effort to recognize, share and collate the best of the organization's research. Country Offices, Regional Offices, National Committees and Headquarters were invited to submit their research from 2011-2012 which they believed had a potential for impact. This was done with the aims of: showcasing high-quality, impactful research and to recognizing this research; supporting dissemination and encouraging additional exposure; and serving as a preliminary, if limited, mapping exercise. Ninety-one submissions were received. Ten were highlighted in the document, with three receiving special mention. The 2013 round is currently under way, with deadlines for submissions due February 28, 2014.

5. Management and Operations

The overall management of OoR continued to be supported and strengthened during 2013. Intra-office coordination has been conducted through a variety of mechanisms, including the Office Management Team and Program Management Team meetings held regularly. The Office Management Team (OMT) met three times in 2013 and has been responsible for integrating the work of functional units of the Office, enhancing management, and serving to support the application of UNICEF's Guiding Principles for Staff Commitment and Conduct. As a small office, it has been important to minimize duplicative processes and the Office has worked towards streamlining. The OMT has the responsibility of advising on the office management plan, preparation for the use of human, financial and information resources in support of OoR's goals as an integrated office, advising on the choice of strategies to address key management issues, including office premises, HR and IT systems, ensuring cross-functional coordination among units and advise on the effective and efficient operation of the office; providing risk assessment including security and IT issues, advocating and oversee the implementation of appropriate staff development plans to enhance staff performance and motivation. During the first quarter of 2013, a task team was organized to work on the office self-assessment review of HQ Divisions to improve efficiency and effectiveness and submitted its analysis and recommendations to the HQ E&E working group.

The Programme Management Team (PMT) met three times to discuss programme implementation and performance. They ensure the effective management and coordination of Program activities. The PMT advises on annual office program work-plan and priorities; monitors overall program and financial implementation and advises OMT when necessary on course corrections; reviews programmatic policy issues, and enhances cross unit synergies and sharing. This group deals with the difficult issues of constrained resources and budget shortages, and discusses and defines priorities and identifies key deliverables. It has also provided a forum for coordination and information sharing across the teams.

In an effort to energize horizontal exchange within the office and to contribute to a lively intellectual debate, the office started an informal exchange through organizing 'Office Seminars'. Seven seminars were held in 2013, inviting international experts to share research on diverse themes, and also providing a forum for resident researchers at OoR to present updates and seek input. An open door policy within the Office also creates a collegiate environment which aims to facilitate information sharing.

The Contract Review Committee convened eight times during the year to review contract submissions over the value of US\$35,000. Several all-staff meetings were held during 2013, including the Office Retreat in November where achievements against planned results were reviewed, and plans for 2014 and onward were discussed.

The Local Learning Committee met in early 2013 to design a Road-Map for intervention, undertook a staff survey and published the results with the view to implementing corporate level training. A one-day training session involving all staff was organized in December to strengthen communication (both internal and external) and enhance team building environment, followed by a one-day presentation skill training session. It was agreed that the trainings were useful and follow-up actions need to be monitored in 2014.

Discussions were held with the Local Staff Association (LSA), through the Joint Consultative Committee (JCC) in preparation for the Deputy Executive Director (DED), Ms. Geeta Rao Gupta's visit to OoR. The LSA representatives met with the DED to express staff's viewpoint on the future of OoR and the selection of its next Director. With the transfer of the Chair of Local SA to another duty station, an election took place in December and new members have been elected.

On recruitment at OoR, the position of Chief, Social and Economic Policy was filled in August 2013 and the recruitment for the new Chief of Communication was completed by October 2013 and the selected candidate is expected to be on board by end March 2014. The recruitment of the Social Policy Economic Specialist was completed between late 2012 and early 2013 and incumbent on-boarded in February 2013. The Knowledge Management Officer recruitment was also completed between late 2012 and early 2013 and incumbent on-boarded in February 2013. The recruitment for the Director of OoR who retired at the end of 2013 is currently underway. A Senior Fellowship Programme was also initiated in 2013 and two Fellows were invited to join in the last quarter of the year.

Following extensive negotiation with IDI, OoR's host institution, the Office signed a Cooperation Agreement for the next three years (2014-2016), including arrangement on the renovation of office premises. Discussions on office premises formed a major part of the discussions and a separate committee was set up internally to address this important topic and has been particularly active over the last 2 years. The construction of the Innocenti museum facility continued throughout 2013 which brought considerable inconvenience and disruption to the Office due to the reduced access, construction dust and noise. To this effect, the new data center/server room was constructed and relocated and separate security measures were put in place. In an effort to bring all staff in one location while waiting for the new office premises to be provided by IDI and the Tuscan Region in accordance with the 2012 Memorandum of Understanding, an additional temporary space was provided in the ground floor of the building the Office is currently located. The arrangement on its renovation took considerable negotiations, finally reached agreement in end December 2013. The ground floor renovation is expected to be completed by mid-2014.

While the VISION system is fully operational, it appears unable to fully capture the workings of the Office in a meaningful way or facilitate Office procedures. VISION is a system that has gains at the corporate level, but less so for office effectiveness. It has created the need for parallel monitoring processes that can be time consuming and the Office still heavily relies on manual procedures to complete its work, including on programmatic monitoring, human resources and donor reporting. Training for VISION SAP/transaction management is progressing but will still need improvement in the area of performance management system. The Office internal work process/workflow has been reviewed and updated for consultants and individual contractors and travel following the issuance of new Administrative Instruction.

Key operational procedures have also had significant impact and diminished efficiency. More specifically, the Office has experienced difficulties in applying standard contracting procedures to areas where intellectual expertise is uniquely located and 'ownership' of ideas is concentrated in individuals and institutions.

Information technology and communication systems were fully utilized and reinforced, with all elements maintained and upgraded in line with corporate requirements. Information technology (IT) governance has been enhanced, and staff IT capacity has continued to be strengthened. Significant developments include: data center relocation, networking redesign, implementation of card-based secure access system, enhanced office connectivity through Skype and overall business procedures.

Financial and Audit

An overall budget of US\$26.8 million for the Office of Research was approved by the Executive Board for the biennium 2012-2013. This is composed of US\$5.0 million from the Institutional Budget (of which US\$4.3 million for IP posts and US\$0.69 million for non-post costs); US\$1.8 million from 'Regular Resources' (RR), and an 'Other Resources (OR)' ceiling of US\$20.0 million.

For 2013, the available resources were:

- US\$0.9 million from Regular Resources, US\$0.35 million from Institutional Budget (excluding IP staff costs managed by NY) and \$ 5.0 million from Other Resources totaling US\$ 6.25 million.
- The OR contributions drawn on during the year were from Governments from Italy, Norway, Sweden, Italy's Region of Tuscany, Swiss National Committee and the Bernard van Leer Foundation.
- Of the available US\$ 6.25 million, \$ 5.58 million (89.2 per cent) was spent in 2013.

While active fundraising efforts have been made, including to large bilateral donors, lack of predictable funding for future years continue to be a major concern for the Office.

An internal audit of OoR was conducted in 2013 by UNICEF's Office of Internal Audit and Investigations (OIAI) which reviewed the governance; research management; and operations support of the OoR covering the period from January 2012 to August 2013. The Office received an unqualified/satisfactory audit stating that overall controls and processes over management of OoR were generally established and functioning during the period of the audit with two recommendations aimed at clarifying and strengthening the role and function of research across UNICEF. During 2014, the office will work with OED and OIAI to monitor the implementation of the measures that have been agreed.

6. Challenges, Opportunities and Directions for 2014

OoR with its new mandate has moved from acting primarily as an independent research centre to an office supporting the functions of research across the Organization and new patterns of interaction are part of fulfilling that mandate. Progress has been made in creating an integrated office, which emphasizes close collaboration and joint accountability. Creating a strategic framework for the Office has played an important contribution to focus the work of the office moving beyond a project research portfolio centered on work areas often driven by donors, towards an office wide research agenda which is program and policy-relevant.

For UNICEF to fulfil its mandate as an evidence based organisation for children, generating, using and sharing of evidence and research need to become much stronger and mainstreamed into its core activities. This requires a shift in organizational priorities and organizational culture. OoR remains dependent on such a shift, supported by incentives and policies that appreciate the critical place of evidence in underwriting UNICEF's programs and policies and fosters a role for UNICEF to engage as a knowledge leader on children's issues globally.

Clearly defined accountabilities across the Organization, including between OoR, NYHQ PD, DPS as well as Regions and Countries are explicitly part of the OoR's work agenda and evolving as part of next phases of work. The Standing Committee on Policy and Research, developed in 2012, has taken on board the important role of fostering coordination and priority setting among key NYHQ stakeholders invested in the evidence agenda. Significant progress was made in 2013, and continues as the Organization develops its research agenda to support the Strategic Plan over the 2014-2017 period.

As a result of scaling up the activities of OoR, responding to high and increasing country demand has been the most significant challenge in 2013. Over 90% of research at UNICEF is carried out in Regional and Country Offices. Securing predictable funding to provide technical support to research activities and tools geared for the field remains a top priority to respond to the demand. A sign of this is the considerable interest, manifesting as requests for and provision of technical assistance on violence prevention research from at least 10 UNICEF Country Offices during the year. The scale of the demand, and the urgency with which it is often expressed, is

indicative of a research skills gap in the staffing profile of many UNICEF Offices. Demand for technical assistance to implement the Multiple Overlapping Deprivation Analysis (MODA) tool has also surpassed expectations and there is a need for core aspects of MODA to be adequately resourced.

Developing substantive partnerships with Southern research institutions has continued to be a challenge and will require a significant push in 2014. Expanding the Office's client base more systematically to countries in the South, with a focus on high priority policy areas would increase the relevance and utility of research generated by the Office. A repository of Southern research Institutions is being developed supporting the OoR's objective to increase our collaboration with Southern Institutions for research and dissemination.

The coming year promises to be an exciting time to build on the foundation of work described here and further develop the Office as it strives to implement a research practice approach. This involves building up the current programmatic areas of work and continuing to support UNICEF as it improves research undertaken across the Organization, and working better to communicate results that make a difference for children. More concretely, the Office has defined a set of strategic priorities for the coming year that include work on a multi-country study on violence against children; explore the impacts of social and cash transfers; conduct a global review of family and parenting policies; investigate the impact of the financial crisis on children; develop methodological tools and create a repository for research at UNICEF, and continue our role in setting standards, including in quality and training.

ANNEX 1: 2013 Performance against Office Targets & Performance Indicators

PCR 1: High quality research contributes to the evidence-base informing UNICEF policies, programmes and advocacy IR 1: OoR carries out studies that respond to the priority policy and programme concerns of the organization and to emerging issues affecting children		
Indicator	Baseline value (2010)	Target value (2013)
# research initiatives supported by OoR that explicitly a. contribute to expanded evidence-base b. define approaches to future or neglected agendas c. adopt a multisectoral perspective	3-4	4-5 policy areas where new research findings has had significant influence/ impact on policy or shaped UNICEF future policy agenda
2013 Results		
<p>MODA: MODA (Multiple Overlapping Deprivation Analysis) is a tool developed by the OoR in partnership with UNICEF/DPS. It was launched across the organization in May 2013. Evaluation of first phase of the roll-out was encouraging (usefulness to COs for evidence-based programming, equity analysis, as an input to SitAn's etc). A web-based platform and comprehensive guiding documents have been made available to the organization, see http://www.unicef-irc.org/MODA/. Among UNICEF staff from COs and ROs participating in MODA trainings 73% of respondents (n=23) rated MODA as useful or very useful to strengthen evidence-based programming at COs; 74% of respondents rated it as useful or very useful for measuring inequities among children and 65% of respondents rated it as useful or very useful for Situation Analysis (the full survey results are available on request). There are also strong indications of up-take of the methodology among national counterparts to UNICEF (examples: Ministry of Finance in Laos PDR investing in a national MODA-application, the Government of Algeria expressed interest in setting up a regional hub for supporting and disseminating MODA-analyses in the sub-region).</p> <p>Championing Children's Rights, the first comprehensive study of independent Human Rights Institutions for Children: This study offers comprehensive guidance for those seeking to establish and support independent human rights institutions for children, including mandate holders and their staff. It reviews the diverse forms and experiences of these institutions around the world, identifying main features and characteristics, and the elements and conditions that contribute to their effectiveness, ranging from mandate, through appointment processes, operational procedures, oversight mechanisms to international networks. Regional chapters focus on the particular histories and regional variations in different parts of the world. UNICEF Country Offices and National Committees, as well as non-UNICEF partners, involved in either establishing such institutions or supporting their mandate, took up the research. The Office provided technical advice to COs in Zambia, Georgia and Turkey, requests stimulated by the research findings. UNICEF-Canada used the research as part of its advocacy strategy for strengthening Children's Advocates domestically. In late 2012 it was cited in parliamentary debate on a private member's bill calling for the creation of an institution at federal level and NatCom advocacy contributed to the shape of legislation passed to create an institution in Nunavut Territory in September.</p> <p>Children's rights in digital age: The Office of Research has previously published reports relating to the role of ICT in children's lives (e.g. in 2012 <i>Child Safety Online: Global Challenges and Strategies</i>). In October 2013 the report <i>A Global Agenda for Children's Rights in a Digital Age</i> was published. It explores priority opportunities for research in the field of children's usage of internet and mobile technologies, identifying key areas where the lack of knowledge and understanding is particularly pressing. It recommends UNICEF to develop an agenda for children's rights in the digital age, which would include the development of a research strategy and a robust, cross-national comparative research programme to inform policy and practice. The report have been discussed extensively at both internal and external events and has positioned UNICEF in an emerging field of research. It provoked a wider debate about research directions involving the Berkman Institute for Internet and Society, Harvard University, the Pew Internet Research Centre, FOSI, Youth and Policy Centre, London School of Economics (LSE) and Oxford Internet Institute, leading to plans for a global research and policy symposium is planned in April 2014 co-hosted by the Berkman Centre and UNICEF. The engagement in this field of research has also led to a request to OoR by the Committee on the Rights of the Child working group organizing the 2014 Day of General Discussion to provide technical inputs to the development of the theme of social media and children's rights, with a potential for further impact on global policy in this field.</p> <p>Social Protection: OoR released two reports on social protection in 2013: i) <i>'Impact of social transfers on child protection outcomes'</i>, and ii) <i>'Making the investment case for social protection - Discussion paper on the methodological challenges with lessons learnt from a recent study in Cambodia'</i>. The reports were the basis for a well-attended seminar at OoR, with participation of regional social policy advisors, regional child protection advisors, UNICEF/HQ and a select group of academic experts. The seminar turned out to be a welcomed opportunity for dialogue between experts in the fields of child protection and social protection. The review of impact of social transfers on child protection outcomes analyzed the available evidence from impact evaluations in Low and Middle Income countries, revealing evidence of the direct impact of some forms of social transfer on birth registration (increase), child labour (decrease), child marriage (decrease) and involuntary family separation (decrease). The review was widely shared through international child rights networks (e.g. Child Watch International, Better Care Network, CRIN) and through links and commentaries on relevant websites (e.g. Young Lives and IDS). UNICEF COs from Mozambique, Indonesia, the Philippines, Lao PDR, Zimbabwe, Malawi, and Kenya reported the findings influenced the development of their social protection/child protection work. The report on the investment case for social protection had its origin in a demand from regional offices facing challenges on how to approach the investment case issue; the seminar agreed on a basic set of recommendations that responded to some of</p>		

their concerns. It was commented and further advertised on various academic web-sites, among them the Childwatch International Research Network and Maastricht University.

Perspectives on Equity, discussion paper series: OoR commissioned two renowned and influential researchers, Dr Frances Stewart (*'Approaches towards Inequality and Inequity: Concepts, measures and policies'*) and Sir Michael Marmot (*'Tackling Structural and Social Issues to Reduce Inequities in Children's Outcomes in Low- to Middle-income Countries'*), to contribute to a discussion paper series aiming at providing different perspectives on equity. Both reports were released in the second half of 2013, together with filmed interviews with the authors. Although it is early to assess impact the reports have already contributed to a dialogue within UNICEF on the nature of structural factors affecting children. The papers have also had significant influence on shaping the future research agenda of OoR and have been important reference documents when elaborating new research proposals.

Report Card 11. In keeping with UNICEF's mandate to advocate for children in every country, the Report Card series focuses on the well-being of children in industrialized countries. Designed to appeal to a wide audience while maintaining academic rigour, Report Cards often include a league table ranking the countries of the OECD according to their record on the subject studied. Eleven report cards have been published between 2001 and 2013. Report Card 11 titled *'Child well-being in rich countries: A comparative overview'* was launched in April 2013, garnering widespread international and national news coverage. The report presented a league table of child well-being in 29 of the world's advanced economies. It measured achievement in five dimensions of children's lives – material well-being, health and safety, education, behaviour and risks, and housing and environment.

Indicator	Baseline value (2010)	Target value (2013)
# partnerships with centres of excellence in 'North' (twinning) and in South-South initiatives	2-3	5

2013 results

Over 2013, the Office has been further developing its partnerships with centres in the South. Partnerships with Northern institutions are well developed in a few core areas where the Office has particular expertise. In 2014, South-South and North-South Initiatives are planned more systematically.

University of North Carolina: Extensive collaboration related to impact evaluations of social transfers in Sub-Saharan Africa. A Memorandum of Understanding (MoU) is being drafted and expected to be signed in 2014.

University of Maastricht: Collaboration on expanding the MODA-methodology to EU-countries. MoU has been drafted and expected to be signed in 2014.

University of Zurich: Ongoing discussion with Swiss Government and NatCom on establishing a UNICEF professorship in the department of Economics, funded by the Swiss Government, with established links to UNICEF Office of Research to discuss the setting of the research agenda. Likely to be codified in a MOU.

Institute of Health Equity at the University College London: Elaboration and development of a structural determinants approach to child wellbeing based on the WHO model of social determinants, conducted with Sir Michael Marmot.

Young Lives-Ethiopia/Peru/Vietnam/Oxford: A number of shared activities, including shared seminars, peer-reviewing of UNICEF research, Young Lives contributing with working papers to be published on OoR website, data sharing and research collaborations with Young Lives subsidiaries in the South in connection to the multi-country study on violence. Preparations have also been made for a joint conference on longitudinal surveys, to take place in 2014.

Medical Research Council, Pretoria/South Africa: Collaboration with the multi-country study on violence affecting Children, including participation in advisory board for OoR-led research programme.

London School of Economics, Department of Media and Communication: Extensive collaborations on issues related to children's usage of internet, including joint seminars, technical assistance, peer-reviewing of reports and preparations for a joint funding proposals.

Southern Cross University, University of Otago and the Childwatch International Research Network: This collaboration was designed to take forward work on ethics for research involving children (ERIC). A Charter and Compendium document as well as website was released in 2013.

London School of Hygiene and Tropical Medicine, Collaboration with the multi-country study on violence affecting Children

RMIT University, BetterEvaluation, International Initiative for Impact Evaluation (3ie): Methodological brief on methods for evaluating the impact (13 briefs in total)

Indicator	Baseline value (2010)	Target value (2013)
# research initiatives with ROs, COs and HQs	Occasional	Systematically sought: 35 % of research

2013 results

The MODA tool has been developed and expanded in collaboration with DPS in NYHQ. A number of COs are currently engaged in its use. For more details see above.

Violence against children surveys. These surveys are being developed with the direct involvement of Country office and regional partners, including in Vietnam, Peru and Zimbabwe. The study identifies and analyses how structural factors—the social, cultural, economic, legal, organizational, or policy responses—interact to affect everyday violence in children's homes and communities. In turn, it will identify causal pathways to better inform national strategies for violence prevention. Unpacking the drivers of violence—focusing on girls and boys at different stages of the life course, from the very young to older adolescents—will contribute to comparative global and national evidence bases on why and how change happens.

The Best of UNICEF research provided a forum for ROs, COs and HQ to showcase their research. ‘Research for Children 2013: From Evidence to Action’ represents the first systematic attempt to showcase the breadth and depth of the organization’s research work. At the end of 2012, the Office of Research invited UNICEF’s country and regional offices, national committees and headquarters, to submit recent examples of research for children. Some 91 submissions of research either conducted directly by UNICEF, or commissioned through partners were received and can be found on the following link. From these, 10 were selected to illustrate UNICEF Research for Children 2013. An independent external review panel picked a further three for special commendation and recognition. The Executive Director announced the three ‘winning’ pieces for this year’s exercise, coming from the Niger, Kosovo and South Africa Country Offices. **Life course** approaches and their relevance for UNICEF are currently being further elaborated with NYHQ.

Children’s Rights in a Digital Age: This study was conducted in collaboration with Department of Communications (NYHQ). More details see above.

Work on Research Governance and Standards (**Quality Assurance for Research, Ethical practice, technical support and training, research taxonomy**) has been conducted in collaboration with the NYHQs (Office of Evaluation), DPS and Programme Division) and have involved ROs and COs extensively.

A multi-year research proposal on structural determinants of child wellbeing was developed with the collaboration of NYHQ/GRACE and Education divisions in New York.

Over the course of 2013, the Office of Research has provided **technical support** in the areas of child protection, deprivations analyses, child rights and violence amongst others both externally and internally including to COs, ROs and HQ partners

Indicator	Baseline value (2010)	Target value (2013)
Expert technical group established on Economic and Social Policy and Child Protection	Not in place	High level reference groups in place in all major areas of research at IRC

2013 results

- Expert technical advisory Boards have been established for:
- Multi-country Study on Drivers of Violence Affecting children,
 - Social Transfers and Child Protection Outcomes
 - Research Programme on Family and Parenting Support
 - Report Card 12

PCR 1: High quality research contributes to the evidence-base informing UNICEF policies, programmes and advocacy
IR 2: UNICEF’s research – and research it supports – is policy relevant, of high quality, and shaped by a global research framework, with strengthened mechanisms for priority setting, and quality assurance in place

Indicator	Baseline value (2010)	Target value (2013)
# of documented cases where UNICEF research findings had significant policy impact at global or regional level.	3-5	5-8

2013 results (these below present the additional results for 2013)

Report Card 11: RC11 titled “Child well-being in rich countries: A comparative overview” was launched in April 2013, garnering widespread international and national news coverage. Media coverage for RC11 was very significant, with articles being featured in major media outlets in Spain, Italy, Canada, UK, Australia, France, Ireland, Germany, Portugal and the United States. Leading newspapers (online and print) and radio were primary sources and social media was extensively used. More than two dozen interviews were done with more than 10 outlets on RC11 – in English, Spanish, French, Dutch and Russian. The launch of RC in Dublin, together with the new European Union presidency, provided a powerful forum for debate and policy discussions around child well-being in OECD countries and prompted both Governments and civil society in many of the analysed countries to recognize the importance of shaping new policies to better ensure children’s rights are respected. An additional report focusing on Japan, building on additional efforts to identify comparable data, was subsequently produced in collaboration with the Japan Committee for UNICEF and their research partners. This report was launched in Tokyo at the close of 2013.

MODA: There are strong indications of up-take of the methodology among national counterparts to UNICEF (examples: Ministry of Finance in Laos PDR investing in a national MODA-application, the Government of Algeria expressed interest in setting up a regional hub for supporting and disseminating MODA-analyses in the sub-region).

Championing Children’s Rights, the first comprehensive study of independent Human Rights Institutions for Children: UNICEF-Canada used this research as part of its advocacy strategy for strengthening Children’s Advocates domestically. In late 2012 it was cited in parliamentary debate on a private member’s bill calling for the creation of an institution at federal level and NatCom advocacy contributed to the shape of legislation passed to create an institution in Nunavut Territory in September.

Global Learning Initiative on Violence Affecting Children (GLI): Collaborating with the Oak Foundation, the Bernard van Leer Foundation, WHO and the Child Protection Section in NYHQ, the Office played a leading role in pushing forward the development of a major global learning initiative (GLI) on the prevention of interpersonal violence against children. OoR inputs consisted in developing concept notes, coordinating and hosting initial meetings, preparing materials taking stock and documenting experiences and lessons learnt from similar initiatives in the past, and developing (with WHO) a reader on violence to help orientate the GLI leadership. As an exercise in high level advocacy, the overall objective is to further push the issue of violence up the public policy agenda. In 2013 the process reached a stage where the key partners to the initiative agreed to set up and fund an independent secretariat. The initiative is expected to last over a three-year period.

Indicator	Baseline value (2010)	Target value (2013)
A UNICEF global research framework relevant to needs of CO's and other stakeholders is agreed. Priority setting mechanism in place at HQs/RO/CO levels.	Not in place	A UNICEF Strategic Research Agenda is discussed within UNICEF and partners, is widely known and is influencing the pattern of resources invested in research by UNICEF and partners.
2013 results		
The formal establishment of the Standing Committee on Evidence in 2012, and its regular meetings is one step towards developing a more coordinated approach to evidence, data and knowledge and priority setting across UNICEF. While this target is still not met, a promising process was initiated in 2013 to establish thematic research priorities in relation to the outcome areas of the Strategic Plan 2014-17, with the Standing Committee on research as the coordinating body. OoR has been actively engaged in initiating and guiding this process.		
Indicator	Baseline value (2010)	Target value (2013)
A High-Level Advisory Panel on Research provides guidance on overall directions of UNICEF research	Not in place	
2013 results		
This target is still not met. OoR has focused on setting up external advisory groups to all its major research programmes. The value added, role and composition of a High-level Advisory Panel is still under consideration and a subject for discussion with Deputy Executive for Programmes, UNICEF NY.		
Indicator	Baseline value (2010)	Target value (2013)
% of UNICEF studies subject to quality assurance process (assessed as 'good' or 'high quality')	Estimated as < 30%	50%
2013 results		
The questionnaire we developed gave us insights from 31 country offices and 4 regional offices in UNICEF on quality assurance. The offices use a variety of QA tools and processes when commissioning, conducting, reviewing and disseminating research, and monitoring its uptake. It appears that only major studies are subject to more structured QA processes. Some key countries like China and Ethiopia have QA for all research projects, but they are exceptions.		
Indicator	Baseline value (2010)	Target value (2013)
# of peer reviewed publications under UNICEF attribution	Few	20-25
2013 results		
For Office of Research products, all 19 publications completed in 2013 were peer reviewed. 8 out of 79 (10%) submissions to Showcasing the best of UNICEF research in 2013 were published in scientific journals.		
Indicator	Baseline value (2010)	Target value (2013)
Mechanisms for guidance and support on TORs and peer review for research carried out by COs are put in place	Not in place	50% of the Terms of Reference and studies are reviewed
2013 results		
Guidelines and checklists have been developed on TORs and peer review processes. This is now available online. The site features an easy to use five-step Quality Assurance of Research Cycle, which outlines the necessary steps for completing research of high quality and provides examples of tools and processes applicable to each stage that are considered good practice. It also features a 'QA Resources' page with selected tools, guidelines and processes used by UNICEF Country and Regional Offices and HQ Divisions to assure the quality of their research. A program instruction on quality assurance for UNICEF research has completed a consultation with Regions and Divisions and is planned for release in Q1 2014. Internally, OoR has instituted its own Quality Assurance guidelines, including for research approval and peer review.		
Indicator	Baseline value (2010)	Target value (2013)
High quality and evidence based training module is developed with OLDS providing insights research design, key 'lessons learned' and demystifying research for UNICEF senior managers	Not in place	First batches of UNICEF senior managers understand role of research and able avoid main pitfalls

2013 results		
Development of a general research e-module started in December 2013 and is currently under construction. Expected completion: April 2014. Tailored training is planned for 2014. 13 methodological briefs on impact evaluation will also be completed in March 2014.		
Indicator	Baseline value (2010)	Target value (2013)
Ethical standards on research on children are developed	Not in place	Guidelines on Ethical standards are understood and govern UNICEF research on children
2013 results		
A Strategic Guidance Note on Ethical Research was developed by the Office of Research and released by the Deputy Executive Director for Programme, in October 2013, introducing minimum standards to be applied throughout the organisation and in working with partners. The guidance was supported by a range of materials for practitioners and researchers, including a set of key principles that come together in "The international Charter"; the "Compendium, Ethical Research Involving Children" with hands on guidance and case study examples and; the interactive website www.childethics.com which provides a forum for exchange and learning and a rich repository of evidence-based information and resources to guide and improve research involving children		
Indicator	Baseline value (2010)	Target value (2013)
# Research Fellows from the South working on priority areas of research	1-2	3-4 Senior Fellows as part of extended IRC team
2013 results		
A senior fellowship programme was established in 2013 and an open announcement was made for researchers to apply for spending time as researchers at OoR during 4-12 months. Two visiting senior research fellows spent time at OoR during 2013 and engaged with OoR on research issues of common interest. Applications from developing countries were encouraged when the senior fellowship programme was announced, however both senior fellows during 2013 were from developed countries.		

PCR2: Research and knowledge is rapidly disseminated to the field through an integrated research and knowledge strategy and a repository of knowledge and validated best practice created		
IR1: Knowledge and research relevant to children inform UNICEF programme, policy and advocacy in a form readily accessible to frontline staff, partners and media, with latest findings and results communicated in an original and engaging manner		
Indicator	Baseline value (2010)	Target value (2013)
# synthesis of recent research on themes matching the priorities set by the research framework	NA	At least 2 substantive surveys per year
2013 results		
Exploration of possible topics of systematic reviews has been conducted, with the reviews planned in 2014. A review on ICT4D has been completed in 2013, along with a document showcasing the best of UNICEF research.		
Indicator	Baseline value (2010)	Target value (2013)
Constructing of a repository in at least 2 areas of IRC research	NA	At least 2 Repositories in use and being referred to by field
2013 results		
Repositories were not worked on as the priority was given to the development of an OoR teamSite and a research taxonomy. The architecture of UNICEF research repositories is under discussion with NYHQ.		
Indicator	Baseline value (2010)	Target value (2013)
Integrated framework for research and knowledge management approved by the Executive Board	Not in place	Strategy operational
2013 results		
The strategy paper <i>Harnessing Knowledge to Achieve Results for Children</i> was presented and endorsed at the 2012 February Board meeting and represents a significant step towards consolidating and reorienting the organisation's reserves of knowledge and evidence. As a follow up, an oral report to the Board was presented in 2013. The Standing Committee on Research and Evidence meets quarterly and provides a vehicle to facilitate greater linkages across UNICEF's evidence domains.		
Indicator	Baseline value (2010)	Target value (2013)
Piloting of Observatory for Children	Not in place	Pilot evaluated

2013 results The pilot did not take place in 2013 due to changed team capacity and priority setting.		
Indicator	Baseline value (2010)	Target value (2013)
State of the art web – portals for research on children being used by internal and external policy audience	Current website in place (but requiring major re-modelling)	‘Research-watch’ providing real time commentaries on latest research findings Interactive web site and ‘portal’ in place
2013 results Research Watch: Four editions of OoR’s innovative Research Watch ‘Debate’ series were broadcast in 2013. Research Watch is designed to make research accessible and interesting to UNICEF staff and partners. It is also there to build a pool of knowledge, and invite thinkers and engage with a wide range of high level experts. RW Debates in 2013 have covered the following themes: Climate Change and Children; Child Nutrition; Violence Against Children; and Development, Digital Innovation and Children. More than 40 brief Commentaries from leading academic experts - and often high profile development figures/ thinkers - were prepared in support of Research Watch and have been disseminated through web and social media. Breakfast with UNICEF: A series of five 5-7 minute TV-style interviews with leading thinkers was produced and launched in partnership with the India Country Office, allowing for thought leaders, at local and global level, to help setting out an agenda for children in the post-2015 world. The interviews were published online through the OoR website and social media channels as well as posted on NDTV India’s online platform. A new series featuring interviews in Africa is in post-production and will be aired on prime-time at the end of January. MODA: Web based portal was developed for MODA in collaboration with DevInfo and launched on the OoR website. ERIC website: A dedicated website was developed in partnership with the Southern Cross University in Australia for the <i>Ethical Research Involving Children</i> project, which was also launched on the on the OoR website. The OoR Team Site: This was established in August 2013 and is regularly updated with research resources.		
Indicator	Baseline value (2010)	Target value (2013)
Visibility of UNICEF’s research goes beyond the typical domains of mainstream press to the online and social media catalysts	zero	New networks across main forms of social media
2013 results A continuously strong relationship has been maintained with UNICEF’s global digital team. These are utilised for dissemination research carried out by OoR and increasingly, partners. National Committees, who also lead the way in terms of social media, are regular and effective catalysts for OoR work. All official OoR social media channels (Youtube, Facebook, Tweeter and Soundcloud) displayed new and engaging content on a regular basis throughout the year, both generated by the Office and shared by internal/external counterparts. As a consequence, there was an increase of respectively 300% and 150% on the number of followers for Facebook and Twitter. OoR also supports the field with human interest stories, social media messages, and availability for interviews. All publications are uploaded on the OoR website and available for downloading. All editions of Research Watch as well as Breakfast with UNICEF interviews were widely disseminated through online and social media means, including those of mainstream press websites, Headquarters, NatComs, Country Offices and Regional Offices. A dedicated social media staff capacity at OoR is now in place.		
Indicator	Baseline value (2010)	Target value (2013)
Innovative, easy-to-access mechanism to share research findings with field	Not in place	5 research projects (global/ IRC) communicated digitally. Audiovisual material Webinars
2013 results The strong relationships with ROs, membership of the global communications team and links to COs have opened doors to share research findings. Social media presence continuously boosted and broadened. Extensive use of film and digital media. As described above, the MODA portal, ERIC website, Breakfast with UNICEF and Research Watch are among the innovative mechanisms designed to share research with the field. In addition, the Interactive Data Visualization Tool for Report Card 11 was developed. In order to broaden the scope for advocacy and communication initiatives around RC11 – as well as increase their potential outreach – an interactive online data visualization tool was developed in collaboration with DevInfo. The Report was visually presented as a map and allowed users to easily access and compare information between countries in a user-friendly fashion. The interactive RC11 tool was broadly used by National Committees, the media as well as other UNICEF Offices around the globe and shared on various social media channels. In addition, Communication applied extensive use of film and digital mediums to support OoR publications - such as <i>Championing Children’s Rights</i> , <i>Report Card</i> and <i>The Best of UNICEF Research 2013</i> - and have strong networks prepared for the promotion and dissemination of research results produced by UNICEF.		

Indicator	Baseline value (2010)	Target value (2013)
Mechanisms for coordination and planning	Not in place	Mechanisms agreed and used
2013 results		
The Standing Committee on research and evidence (set up in 2012) and co-chaired by OoR and DPS has continued to meet through 2013 and addressed important issues including responsibilities and accountabilities of knowledge management activities within UNICEF, as well as research prioritization and development of a research agenda at UNICEF.		
Indicator	Baseline value (2010)	Target value (2013)
# of significant UNICEF-supported research studies disseminated/ published externally	Wide range of publications as part of OoR /IRC brand	'Streamlined' IRC publication policy
2013 results		
<p>Launch of RC11: Coverage of RC11 was very significant and surpassed the amount of media pick-up for SOWC when comparing both launch days. The publication was featured in major media outlets in Spain, Italy, Canada, UK, Australia, France, Ireland, Germany, Portugal and the United States. Leading newspapers (online and print) and radio were primary sources. Social media was extensively used. More than two dozen interviews done with more than 10 outlets on RC11 – in English, Spanish, French, Dutch and Russian.</p> <p>Championing Children's Rights: This study offers comprehensive guidance for those seeking to establish and support independent human rights institutions for children, including mandate holders and their staff. It reviews the diverse forms and experiences of these institutions around the world, identifying main features and characteristics, and the elements and conditions that contribute to their effectiveness, ranging from mandate, through appointment processes, operational procedures, oversight mechanisms to international networks.</p> <p>Ethical Research Involving Children is a joint initiative by UNICEF's Office of Research, the Childwatch International Research Network, the Centre for Children and Young People at Southern Cross University, Australia, and the Children's Issues Centre at the University of Otago, New Zealand. The Project encourages greater consideration of ethical issues as part of a reflective process between researchers and children. The key resources from this project include an International Charter and a Compendium that have been disseminated to approximately 450 members of the international research and policy communities. The interactive website childethics.com offers the materials online and has had approximately 1900 unique visitors in the first 3 months of which 10 per cent have shared the site again with their contacts through Facebook. A short video introducing the project is being watched by approximately 50 people every month through channels like YouTube. Further dissemination takes place in conferences and academic fora.</p>		
Indicator	Baseline value (2010)	Target value (2013)
Number of accredited journalists	550	Network consolidated and updated
2013 results		
Network of interested journalists strengthened through travels and visits promoting the new OoR brand and products, in particular Report Card, Research Watch and Breakfast with UNICEF.		
Indicator	Baseline value (2010)	Target value (2013)
New editing policy for internal publications and outsourcing	2-3 per year	8- 10 per year
2013 results		
Procedure for contacting /attracting additional designers, editors, copy-editors and translators has been implemented and an updated, high standard 'hub' of collaborators has been established.		
Indicator	Baseline value (2010)	Target value (2013)
# contacts selected and updated targeting groups and potential audience	Contacts selected by interest groups	Dissemination strategy being implemented, contacts database updated
2013 results		
Media alerts and announcements have been regularly disseminated to target groups, including think tanks, bloggers, interest groups as well as ROs, COs and National Committees. For the dissemination of each new printed publication an online review is undertaken to identify partners and potential stakeholders for the research concerned. Contacts were added on ad hoc basis and constantly updated. There are presently 3145 individuals in the contacts database – over 1792 organizations.		

IR 2: Office of Research and IRC are consolidated in new Office of Research Florence with research management well-resourced and effectively led		
Indicator	Baseline value (2010)	Target value (2013)
'Roadmap' for new directions research articulated	NA	UNICEF Research strategy adopted by Ex Board
2013 results		
OoR will be completing its second year under its new mandate. A preliminary 'roadmap' for the organization was set out in the Feb 2012 Executive Board paper and Oral report to the Executive Board, in June 2013. The overall strategic framework is to:		
<ul style="list-style-type: none"> a) Contribute to a stronger evidence based for policy and advocacy b) Make research more useful and relevant to the Organization, COs and ROs c) Provide tools and mechanisms for quality assurance that are not yet in place d) Look to the future, including opportunities and gaps to consider new themes that need more knowledge and research 		
At the retreat in 2013, a dedicated session was held on new and evolving research trends with the goal of defining new research priorities in 2014. Financial resources continue to constrain the results OoR is able to achieve.		
Indicator	Baseline value (2010)	Target value (2013)
Recruitment of key senior staff in Division of Research reflecting gender and geographic balance	4 unfilled senior posts	Zero gaps
2013 results		
All four senior positions have been filled by end 2012, taking into consideration the gender and geographic balance.		
Indicator	Baseline value (2010)	Target value (2013)
Internal monitoring of progress towards benchmark of shift in support	New JDs reflect shifts	# major collaborative initiatives with field/HQs
2013 results		
All job descriptions for staff recruited since 2011 reflect the shift towards an integrated Office of Research. Relatedly, the internal audit held in 2013 recommends the development of a strategy and implement mechanisms to foster a culture of research at UNICEF, including expanding a senior fellows program, developing a set of research related skills in core competency profiles for senior management positions, and carrying out a plan for capacity development and training in support of research.		
Indicator	Baseline value (2010)	Target value (2013)
VISION operational	NA	Clear strategic results articulated and guide strategy
2013 results		
VISION is fully operational. While VISION clearly provides benefits to overall UNICEF financial coherence, it still has yet to facilitate easier programmatic financial monitoring at the level of results, and has not yet clearly led to reductions in workload associated with workplanning, and overall financial management at the office or unit level.		
Indicator	Baseline value (2010)	Target value (2013)
# Cross research unit collaborations	NA	
2013 results		
Key collaborations around MODA; Child Protection, Social Protection, Knowledge Management are described above.		
Indicator	Baseline value (2010)	Target value (2013)
Fundraising strategy in place and donor supported Framework for research in industrialized countries guides NatCom funding	NA	OR resource target achieved
2013 results		
The OoR Resource mobilization strategy has been completed, and draws on the report by Dalberg completed in 2012 which was designed to assist OoR consider best options. In 2013, OoR was successful in obtaining funds from the 7% setaside fund to roll out MODA in a selected set of countries. The Office also secured funds from the Swiss NatCom and Swedish SIDA in support of its work. Dialogues with the National Committees has been framed under the 'Partnership' Agreement between UNICEF and NatComs. The idea of a clear funding stream for research to support advocacy in NatCom/OECD countries has been endorsed in principle by OED though still needs to be operationalised, and requires resourcing		

Indicator	Baseline value (2010)	Target value (2013)
Interim arrangements space adequate	Limited space available	
2013 results		
Interim office space while OoR waits for the new premises (expected to be ready in 2016) has been arranged. Renovation of the currently available space has been negotiated with the Istituto degli Innocenti (IDI), host institution and expected to be completed by the first half of 2014.		
Indicator	Baseline value (2010)	Target value (2013)
Conducive environment and flexible work arrangements in place to ensure delivery of high quality research		New premises renovation underway. Plan for move in place.
2013 results		
During the renovation period, flexible work arrangements are available to all staff. The current work arrangements have ensured all Office staff remain co-located to the greatest extent possible. Progress has been made in securing additional place which should become available within the first half of 2014.		

ANNEX 2: Publications, studies and working papers, 2013

Publications

Title: *Innocenti Report Card 11: Child Well-being in rich countries: A comparative overview*

Audience: NATCOMS, policy-makers, the media and the general public

Authors: Peter Adamson

Quantities: 5,000 (English), 500 (French), 500 (Spanish) and 500 (Italian). Electronic (English, French, Italian and Spanish)

Estimated Cost: US\$ 52,100 (layout, design (E&F), printing, distribution and proofreading, including translated versions)

Title: *Child Well-being in Rich Countries: Comparing Japan*

Audience: policy advisors, practitioners, policy-makers, government

Authors: Aya K. Abe and Junko Takezawa

Quantities:

Sequence Number:

Themes: economics, child well-being, developed countries

Estimated Cost: US\$3012

Title: *Championing Children's Rights: A global study of independent human rights institutions for children (Book)*

Audience: Child protection, ombuds, governments, human rights institutions

Authors: Vanessa Sedletzki

Quantities: 700

Themes: human rights, children's rights, child protection, legal systems, government structures

Estimated Cost: US\$ 36,505

Title: *Ethical Research Involving Children*

Audience: Researchers, practitioners,

Authors:

Quantities: 700

Themes: ethics, human rights, children's rights, child protection research practices

Estimated Cost:

Title: *UNICEF Research for Children: From evidence to action*

Audience: researchers, practitioners

Authors:

Quantities: 300 (English)

Themes: research, UNICEF, developing countries, data, evidence

Title: *A Global Agenda for Children's Rights in the Digital Age: Recommendations for developing UNICEF's research strategy*

Audience: practitioners, policy-makers, government, sociologists

Authors: Monica Bulger, Sonia Livingstone (London School of Economics)

Quantities: Electronic (English)

Sequence Number:

Themes: internet, ICTs, social policy

Working Papers and Discussion Papers

Title: *Child Well-being in Advanced Economies in the Late 2000s*

Audience: Practitioners/researchers, policy-makers, sociologists

Authors: Jonathan Bradshaw, Chris de Neubourgh, Luisa Natali, Bruno Martorano

Quantities: Electronic (English)

Sequence Number: 01

Themes: Well-being, industrialized countries, social policy

Title: *Child Well-being in Economically Rich Countries: Changes in the first decade of the 21st century*

Audience: Practitioners/researchers, policy-makers, sociologists

Authors: Jonathan Bradshaw, Chris de Neubourgh, Luisa Natali, Bruno Martorano

Quantities: Electronic (English)

Sequence Number: 02

Themes: Social Policy, well-being

Title: *Children's Subjective Well-being in Rich Countries*

Audience: Practitioners/researchers, policy-makers, sociologists

Authors: Jonathan Bradshaw, Chris de Neubourgh, Luisa Natali, Bruno Martorano

Quantities: Electronic (English)

Sequence Number: 03

Themes: Social Policy, well-being, industrialized countries

Title: *Child-responsive Accountability: Lessons from social accountability*

Audience: Practitioners/researchers, policy-makers, sociologists

Authors: Nguyen, Lena Thu Phuong

Quantities: Electronic (English)

Sequence Number: 04

Themes: Accountability

Title: *Social Transfers and Child Protection*

Audience: economists, researchers, policy-makers, sociologists

Authors: Armando Barrientos, Jasmina Byrne, Paola Peña, Juan Miguel Villa

Quantities: Electronic (English)

Sequence Number: 05

Themes: Social transfers, cash transfers, child protection

Title: *Making the Investment Case for Social Protection: Methodological challenges with lessons learnt from a recent study in Cambodia*

Audience: economists, researchers, policy-makers, sociologists

Authors: Cécile Cherrier, Franziska Gassmann, Andrés Mideros Mora, Pierre Mohnen

Quantities: Electronic (English)

Sequence Number: 06

Themes: Social transfers, cash transfers, child protection

Title: *Understanding Governance of Early Childhood Development and Education Systems and Services in Low-Income Countries*

Audience: psychologists, researchers, policy-makers, government advisors, sociologists

Authors: Pia Rebello Britto, Hirokazu Yoshikawa, Jan Van Ravens, Liliana A. Ponguta, Soojin S. Oh, Roland Dimaya, Richard C. Seder

Quantities: Electronic (English)

Sequence Number: 07

Themes: early childhood, low-income countries, education, governance

Title: *The Australian Household Stimulus Package: Lessons from the recent economic crisis*

Audience: economists, researchers, policy-makers, sociologists
Authors: Bruno Martorano
Quantities: Electronic (English)
Sequence Number: 09
Themes: Social transfers, cash transfers, child protection, developed countries

Title: *Step-by-Step Guidelines to the Multiple Overlapping Deprivation Analysis (MODA)*
Audience: Practitioners/researchers, policy-makers, data analysis
Authors: Jingqing Chai, Ilze Plavgo, Marlous Milliano, Chris de Neubourg
Quantities: Electronic (English)
Sequence Number: 10
Themes: Social Policy

Title: *Strengthening Child Protection Systems for Unaccompanied Migrant Children in Mozambique: A case study of the border town of Ressano Garcia*
Audience: practitioners, policy-makers, government, sociologists
Authors: Andrea Verdasco
Quantities: Electronic (English)
Sequence Number: 13
Themes: migration, internally displaced persons, social policy, education

Title: *Cross-Country MODA Study: Multiple Overlapping Deprivation Analysis (MODA). Technical Note*
Audience: Practitioners/researchers, policy-makers, data analysis
Authors: Jingqing Chai, Ilze Plavago, Marlous Milliano, Chris de Neubourg
Quantities: Electronic (English)
Sequence Number: 2012/05
Themes: Social Policy

Title: *المستقلة الخاصة بالأطفال – تقرير موجز دراسة عالمية حول منظمات حقوق الإنسان حقوق الأطفال مُناصرة* Championing Children's Rights: Executive Summary (Arabic)
Audience: Child protection, ombuds, governments, human rights institutions
Authors: Vanessa Sedletzki
Quantities: Electronic
Estimated Cost: US\$ 8,500

Title: *La defensa de los derechos del niño: Un estudio global sobre las instituciones independientes* (Championing Children's Rights – Spanish)
Audience: Child protection, ombuds, governments, human rights institutions
Authors: Vanessa Sedletzki
Quantities: Electronic
Estimated Cost: US\$ 8,500

Title: *In difesa dei diritti dell'infanzia: Uno studio globale sulle istituzioni indipendenti dei diritti umani per l'infanzia* (Championing Children's Rights – Italian)
Audience: Child protection, ombuds, governments, human rights institutions
Authors: Vanessa Sedletzki
Quantities: Electronic
Estimated Cost: US\$ 11,796

Title: *La sicurezza dei bambini online: sfide globali e strategie* (Child Safety Online – Italian)
Audience: Child protection, policy makers, human rights
Authors:
Quantities: Electronic
Estimated Cost: US\$ 9,030

Title: *Tackling Structural and Social Issues to Reduce Inequities in Children's Outcomes in Low- to Middle-income Countries*

Audience: policy advisors, practitioners, policy-makers, government

Authors: Ruth Bell, Angela Donkin, Michael Marmot

Quantities: 200

Sequence Number: Discussion Paper 02

Themes: economics, inequity, societal structures

Estimated Cost: US\$2000

Title: *Approaches towards Inequality and Inequity: Concepts, measures and policies*

Audience: policy advisors, practitioners, policy-makers, government

Authors: Frances Stewart

Quantities: 200

Sequence Number: Discussion Paper 01

Themes: economics, inequity, societal structures

Estimated Cost: US\$2000

In progress, forthcoming 2014

Cantwell, Nigel, *The Best Interests of the Child in Intercountry Adoption*. Innocenti Insight, UNICEF Office of Research Innocenti, Florence.

UNICEF Office of Research Innocenti, Florence, *Children and Climate Change*

Dorothea Kleine, David Hollow and Sammia Poveda. *Information and Communication Technologies for Development for Children* (Report),

UNICEF Office of Research Innocenti, Florence, *The Best of UNICEF Research 2014*

“The Age and Gender Nexus: A Discussion on children and women and the prevention of violence”

“A Social Norms Approach to Addressing Violence against Children: Seen but not heard”

“Multi-Country Review of the Drivers of Violence Affecting Children”

Working Papers

Y. Chzhen, C. de Neubourg (Published 2014 – January), EU-MODA: *EU-MODA: The Basics*. UNICEF Office of Research, Innocenti, Florence.

De Neubourg, C., M. de Milliano, I. Plavgo, *MODA: Overlapping Financial Poverty-deprivation*. UNICEF Office of Research, Innocenti, Florence

UNICEF Office of Research Innocenti, Florence, *MODA Ethiopia*.

De Neubourg, C, Martorano B. and Natali L , *Child Well-being: Concepts and Measurement*, UNICEF Office of Research, Innocenti, Florence

De Neubourg, C, *Child Well-being: Structural Determinants and Policy Space*, UNICEF Office of Research, Innocenti, Florence

De Neubourg, C, Martorano B, *Save the Children from the Social Protection Reformers*, UNICEF Office of Research, Innocenti, Florence

Chzhen, Y. *Child Equity Index and Table*, UNICEF Office of Research, Innocenti, Florence

Natali, L. *Inclusion of the Monetary Module in MICS: The Case of Bangladesh* UNICEF Office of Research, Innocenti, Florence

Natali, L. *Mali: Wealth Index vs Consumption*, UNICEF Office of Research, Innocenti, Florence

De Neubourg, C and S. de Neubourg, *Child Development and Resilience*. UNICEF Office of Research, Innocenti, Florence.

Lost in Dimensions: Identifying the most Deprived and Vulnerable Children using Multiple Overlapping Deprivation Analysis

Where Wealth Lands: Growth Incidence Curves for Low- and Middle-income Countries – A First Approach

UNICEF Innocenti Research Centre (2014), Title to be confirmed. Innocenti Report Card 12, UNICEF Innocenti Research Centre, Florence.

Report Card 12 – Background paper 2 (descriptors and government policy), B. Martorano

Report Card 12 – Background paper 3 (poverty and material deprivation), Y. Chzhen

Report Card 12 – Background paper 4 (government responses), B. Martorano

Report Card 12 – Background paper 5 (understanding NEET), Y. Chzhen

Report Card 12 – Background paper 6 (perceptions in 15 countries), Y. Chzhen

Report Card 12 – Background paper 7 (affected qualitative assessment)

Report Card 12 – Background paper 8 (affected quantitative assessment)

Report Card 12 – Background paper 9 (income changes for household with children over the period 2008–2011), B. Martorano

Report Card 12 – Case studies, B. Martorano.

ANNEX 3: Who's Who at the UNICEF Office of Research, Innocenti (as of 30 December 2013)

A small, multidisciplinary team of experts, with diverse academic, professional and cultural backgrounds makes up the team at Innocenti.

Director's Office

Gordon Alexander, Director, UNICEF Office of Research
Prerna Banati, Senior Planning Specialist
Cinzia Iusco Bruschi, Senior Executive Assistant

Associate Directors

Göran Holmqvist, Strategic Research
Marie-Claude Martin, Applied Research and Knowledge Management

Child Protection

Andrew Mawson, Chief
Jasmina Byrne, Child Protection Specialist
Catherine Maternowska, Child Protection Specialist
Claire Akehurst, Executive Assistant

Social Policy & Economic Analysis

Chris de Neubourg, Chief (retired, August 2013)
Sudhanshu (Ashu) Handa, Chief
Yekaterina Chzhen, Social Policy Specialist
Laura Meucci, Executive Assistant
Marlous De Milliano, Consultant
Luisa Natali, Consultant
Bruno Martorano, Consultant
Ilze Plavgo, Consultant

Knowledge Management Unit

Robertus Van Kippersluis, Chief
Paola Storchi, Knowledge Management Officer
Patricia Arquero Caballero, Executive Assistant
Bethelhem Moulat, Consultant

Communications Unit

James Elder, Chief
Patrizia Faustini, Senior Communication Assistant
Eve Leckey, Publications Assistant
Ricardo Pires, Web Editor

Operations Unit

Nobuko Takahashi, Chief
Andrea Brillì, Senior Administrative Assistant
Luigi Capriotti, Senior Information Technology Assistant
Josephine Dariol, Human Resources Assistant
Daniele Regoli, Receptionist
Flora Zecchi, Administrative Assistant

Senior Fellows

Rita Shackel, Associate Dean (Learning & Teaching), Senior Lecturer, Faculty of Law, The University of Sydney
Professor Peter Whiteford, Crawford School of Public Policy, Australian National University