Programme Division 2019 Annual Report

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Introduction

In 2019, UNICEF’s Programme Division (PD) contributed to noteworthy progress on a range of areas for impactful global action for children. As part of its Strategic and Technical Direction role, PD has continued to influence global development of policies and strategies, while, at the same time, it has demonstrated its programmatic leadership when it assumed a fundamental role during the Mid-Term Review (MTR) of the 2018-2021 Strategic Plan. PD’s work during the MTR was central (i) in the development of methodologies for revising and setting up the SP new milestones and targets; (ii) in defining new SP indicators; (iii) in revising the SP Goal Areas Theories of Change; and (iv) on developing the acceleration agenda that became central for UNICEF’ strategy for the next two years of the SP.

The acceleration logic that determined the framework for the SP MTR – looking at global progress towards the SDGs and comparing them to UNICEF’s results, mandate and capabilities – was crafted in the PD Retreat that took place in May, when a first set of gaps, bottlenecks, solutions and programmatic priorities were identified by PD, in collaboration with other HQ Divisions. The first list was further refined and gave origin to MTR areas of acceleration: (i) primary health care revitalisation and strengthening food systems for child survival, growth and development outcomes; (ii) addressing the learning crisis; (iii) preventing of violence against the children and scaling up birth registration; (iv) ending open defecation and improving basic sanitation; and (v) further advance the humanitarian-development-peace integration. Besides these, during the MTR process, PD has dedicated resources to further strengthen, institutionalize and consolidate the programmatic rational behind two new programmatic areas that became priorities for the organization for the next two years: mental health and the impact of climate change on children. Furthermore, based on PD Sections’ analysis and discussions, PD has identified how different Change Strategies could further support the implementation of the five SP Goal Areas, including how the brand new Business for Results (B4R), a shared strategy between PD and PFP, could be seen as an opportunity to advance results for children.

Another core mandate for Programme Division is its technical support to country and regional offices, done through direct and indirect field engagement. As part of its field engagement strategy, in 2019, PD engaged with Regional and Country Offices for delivering most efficient and sustainable results for children in humanitarian and development settings, including onsite technical support to more than 90 programme countries, and off-site support to almost all country offices – details on humanitarian and development collaboration are presented in this report. PD staff has participated on key strategic moments for the programme cycle, from its conception to the evaluation of results. Assistance happened on-site and remotely, reducing costs and maximizing the PD’s interaction with country and regional offices. Thematic networks for all programmatic areas were consolidated as an important hub to connect PD with the Regional Offices and are an integral part of PD’ strategy to maximize its field engagement and programme monitoring. Meetings for these networks happen at frequent basis and are an important forum for information sharing, exchange of experiences, and to discuss programmatic improvements.

During 2019, PD supported UNICEF’ strategic and technical engagement with donors and partners at the global level through the mobilization of significant resources for global programmes. Fundraising efforts were closely coordinated and undertaken in collaboration with the Divisions of Public Partnerships (PPD) and the Private Fundraising and Partnerships (PFP). The Division has provided support to resource mobilization and management of thematic funds at multiple steps along the life cycle of the grants, including fund-raising and donor engagement, allocation of resources to regional and country offices, technical support to results reporting, and preparation of donor reports. In the first half of the current SP, PD’s engagement has contributed for UNICEF to mobilize USD 291 million in Global Thematic Funds and USD 149 million in other resources to be used globally to support SDGs and the achievement of SP results. The use of common frameworks for results and monitoring with Regional Offices and Country
Offices facilitates coherent programming across the organization. Some PD Sections (Nutrition, WASH and Child Protection, for example) accomplished this through the strategic allocation of global thematic and non-thematic funds to be used in targeted initiatives that facilitate the achievement of SP results. Nutrition and WASH also developed a second generation of compacts with Regions. At the same time, all PD Sections worked through their Thematic Networks to improve coherence on programme implementation and monitoring across the globe.

PD continued its robust and systematic engagement with Global Programme Partnerships (GPPs), providing UNICEF with an opportunity for stronger advocacy to mobilize multiple actors and to catalyse policy changes at global, regional and country levels in favour of children. As of 2019, UNICEF was a member in 108 GPPs, played a governance role in 75 GPPs, and hosted or provided Secretariat services and coordination support to 17 GPPs. PD was also the main focal point for many joint programmes, such as the UNFPA-UNICEF Joint Programme on Eliminating Female Genital Mutilation: Accelerating Change, UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage, and the WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP). PD was also instrumental in the discussions and development of new methods of UN joint action such as the UNHCR-UNICEF Blueprint, which starts being implemented in 2020.

Following the Global Staff and Pulse Surveys in 2017 and 2018, and the 2019 ITF report, PD took the lead in addressing issues affecting PD Culture and promoted a strong staff engagement through many team activities, such as PD Café, Open Forums with all PD personnel, all staff retreat, several training sessions and workshops focusing on performance management, career conversations and development, coaching and mentorship. To keep the momentum and to build on these achievements and positive feedback from staff, PD developed a plan which will contribute to the culture change around three pillars of interventions: (people) management development interventions, talent and career support, and culture change (inclusion and behaviour change). PD has allocated resources to implement the plan and in 2020 it will recruit a “Happiness Officer” to support the implementation, facilitate the PD Task Force to Promote Cultural Change and coordinate the activities.

In order to respond to the adjustments in the Strategic Plan that resulted from the SP MTR, and to guarantee that PD’s OMP results were aligned with and could contribute to the acceleration proposed for the SP in the next two years, PD Sections and Units revised their programmatic results and staff structures in the original OMP. PD sections confirmed that no major changes to staffing or management structures were required. For 2020 and 2021, PD will continue strengthening its programme/management effectiveness and efficiency with a focus on 1) Governance, including promoting staff development, collaborative working environment and risk management; 2) Management for results, including results-based programming, enhance cross sectoral collaboration, improving on knowledge management, country support and field engagement; and 3) Management of emerging areas, including migration, urbanization, innovation and climate change.

Strategic and Technical Direction Result by Goal Area

Goal Area 1

PD-Health played a critical role in shaping the global narrative in child health, especially around SDG3+ Global Action Plan (SDG3+GAP) and primary health care (PHC). During this year’s United Nations General Assembly (UNGA), PD-Health supported UNICEF senior leadership in leading and participating in Universal Health Care (UHC) and PHC-related meetings with Member States, partners and stakeholders (e.g., the High-level Meeting on UHC, SDG3+GAP launch, launch of the Global UHC Monitoring Report, Friends of UHC and Japan Centre for International Exchange partnership), actively advocating for children’s health and well-being in the era of SDGs and contributing relevant expertise to drive the global agenda. In the
reporting year, PD-Health has laid the foundations for joining the partnership on PHC Performance Initiative (PHCPI) as a core partner, further advancing UNICEF’s role in strengthening PHC together with its ongoing work on the UHC2030 technical working group on health systems assessment.

As part of its Primary Health Care (PHC) and Health System Strengthening (HSS) agendas, PD-Health worked around the Community Health Roadmap, aiming to align partners and investments around country priorities to institutionalize and advance community health systems. PD-Health partnered with organizations including Save the Children and Gavi, and launched a high-profile call for action against pneumonia, urging high-burden countries and international donors to make concrete commitments to tackle the disease. The Section also deepened its regional and country engagement. In 2019, UNICEF continued to expand the scope of EQUIST to additional programmatic areas and to new countries as part of the third cohort of countries with Global Financing Facility (GFF) funding for developing Reproductive, Maternal, Neonatal, Child and Adolescent Health and Nutrition (RMNCAH&N) investment case as well as forging linkages with District Health Information Software (DHIS2) to allow sub-national planning and prioritisation. A Health System Strengthening (HSS) action plan to respond to the formative evaluation and a UNICEF HSS coordination matrix have been developed. The HSS blended learning program has trained 343 UNICEF staff from over 70 countries, and a UNICEF Massive Open Online Course (MOOC) on HSS has been taken by over 10,000 public health professionals from 167 countries.

A much-needed report Survive and Thrive, Transforming care for every small and sick newborn was jointly launched by UNICEF (PD-Health) and WHO to advocate for accessible high-quality, affordable hospital care and community health services before, during and after the time of birth for mothers and vulnerable newborns, including those that are underserved and marginalized and those living in humanitarian settings or in conflict. The Report shows that the care provided during hospitalization and follow-up in the community needs to be developmentally supportive and nurturing to ensure unwell newborns can not only survive but also thrive. It sheds light on the transformative care for the 30 million vulnerable newborns who are currently left behind.

PD-Health continued to strengthen its work in adolescent health through existing and new partnerships. Progress has been made in developing with WHO the adolescent health services bottleneck analysis (AHSBA) guidance that includes use of EQUIST for quantitative analysis and the guidance for mental health promotion and prevention interventions in adolescents as part of the WHO’s Helping Adolescents Thrive (HAT) initiative. Together with WHO, UNICEF conducted two courses for Governments, UNICEF and WHO personnel from 15 countries on using AHSBA. Also, as a partner of the Gavi Alliance supporting HPV vaccine roll-out, PD-Health provides technical assistance and builds capacity in the countries, including the work to improve awareness in the communities and create demand among adolescent girls and their caregivers. In 2019, eight (8) more countries (Malawi, Solomon Islands, Kenya, Zambia, Côte d’Ivoire, Gambia, Liberia, Uzbekistan) introduced the vaccine nationwide. PD-Health also supported the integration of other adolescent health and well-being interventions delivered to this age group through the HPV+ approach and worked to influence the global vaccine market towards achieving an adequate supply of affordable HPV vaccines via collaboration with the Supply Division. PD-Health secured a $12.5 million grant through a partnership with AztraZeneca to prevent NCDs among young people.

PD-Health advanced programming for children with developmental delays and disability through identifying recommended methods and tools for early identification of and intervention, behaviour change and stigma reduction and developing a programming approach to be implemented in Peru, Bulgaria and Uganda. This process also solidified the role of PD-Health in this area with WHO and other key partners.

In 2019, the Immunization team in PD Health tested and rolled out the Effective Vaccine Management 2.0 tool; finalized Cold Chain improvement plans in 20 countries; and enhanced the urban immunization
programming in five countries. UNICEF also assisted nine countries expected to undertake the Gavi Full Portfolio Planning process including the development of Gavi HSS proposals, through a country centric process, focusing on more equitable and sustainable coverage and using a portfolio approach to facilitate planning and review phases. Immunization reaches more people than any other health and social services, making it the foundation of PHC systems and a key driver toward UHC and SDG3. With that in mind, in 2019, PD-Health shaped the global Immunization discourse by continuing its collaboration with Gavi and helping mainstream equity – including gender related barriers – and immunization demand and acceptance in the newly launched Gavi 5.0, which is expected to contribute an estimate of US$ 9 billion to the global immunization agenda over 2021-2025. PD-Health, representing UNICEF, also co-led with WHO the development of Immunization Agenda 2030 (IA), which will be launched in 2020 and will define the global strategy to leave no one behind.

The Polio team continued to support the international effort to eradicate polio, through its role as a core partner in the Global Polio Eradication Initiative. Nigeria succeeded in maintaining its Polio-free status for a third year, paving the way for the potential certification of Africa as Polio-free in 2020. Pakistan and Afghanistan, however, did not interrupt the transmission of the wild polio virus in 2019 and there was a significant increase in case numbers in those two endemic countries. UNICEF and partners also responded to a far higher than expected number of circulating vaccine-derived polio outbreaks (mainly type 2 polio) in Africa and Asia.

Last year, PD-Nutrition led the development of programme guidance on maternal nutrition that will shape guidance and country level policy and programme action over the next decade. Simultaneously, the Section led global efforts to introduce multiple micronutrient supplementation (MMS) in antenatal care services, replacing traditional iron and folic acid supplements; collaborated with regional offices to gauge country interest in introducing MMS in Africa and Asia; and partnered with Supply Division to increase access to high quality MMS that will facilitate programme uptake and impact. PD Nutrition also contributed to introducing a commitment to maternal nutrition within the update of UNICEF’s Core Commitments for Children (CCCs) in Humanitarian Action, influencing the organization’s humanitarian response across the globe. In 2019, 73 countries received support to scale-up preventive nutrition programmes for pregnant women, from 53 the previous year.

PD Nutrition strengthened collaboration with regions and countries on the prevention of overweight in childhood, launching its first-ever programme guidance on the subject. To support the roll-out, the Section initiated work on a landscape analysis tool for overweight prevention, and funding was secured to strengthen this area of work, including a shared-value partnership with Novo Nordisk worth US$ 6 million from 2020-2022. Technical support was provided to approximately 20 countries, including on front-of-pack labelling and restrictions on the marketing of unhealthy foods. UNICEF collaborated with WHO on the development of a toolkit on marketing of foods. Two webinars were organized for countries to cement the learning compact, reaching more than 50 countries, and overweight prevention was also a focus of two regional meetings in East Asia and Pacific and in Latin America and Caribbean. To mark the CRC30, a brief on healthy food environments and child rights was developed and widely disseminated. By the end of 2019, 23 countries across six regions were implementing programmes to prevent childhood overweight, compared with 17 countries in 2018.

PD Nutrition led the development of paradigm shift to address child wasting in infancy and early childhood. This new paradigm – maternal nutrition, early childhood nutrition, essential PHC and WASH services, and the early detection and treatment of child wasting – was adopted and embedded at the heart of the new UN Global Action Plan on Child Wasting. To support the implementation of this new approach, PD Nutrition succeeded in developing and launching a new five-year partnership with DFID (US$ 40 million) to accelerate action across 10 countries in Africa and Asia. A new partnership with WHO
was developed to accelerate the integration of innovative action for the prevention and treatment of wasting into global normative guidelines and national policy and practice. With this support, by the end of 2019, 70 countries across seven regions were implementing programmes for the early detection and treatment of children with severe wasting and other forms of severe acute malnutrition reaching 4.9 million children, from 4.1 million children in 2018.

In 2019, PD-Nutrition in cooperation with DoC, D&A and others, played an important role in the development of the programmatic content and analysis for the State of the World’s Children (SOWC) publication on *Children, Food and Nutrition: Growing Well in a Changing World*. This edition of UNICEF flagship report created a key advocacy opportunity to position UNICEF as a thought leader in global nutrition, shaping global narratives on the evolving nutrition situation of children and the centrality of poor diets as a key driver of child malnutrition in all its forms. The Report successfully captured global attention, firmly making the case for putting children’s unique nutritional needs at the heart of food systems transformation. Externally, the report made an impressive communication and advocacy impact, generating the highest top-tier media coverage of any UNICEF report with over 3,200 mentions in print, online and broadcast media in six UNICEF languages, over 1 million engagements on social media, and 1.2 million video views on UNICEF global channels. Internally, the process provided an opportunity to shape UNICEF’s narrative about child malnutrition in the 21st century and UNICEF’s unique role in shaping advocacy, policies and programmes that protect, promote and support nutritious diets, adequate nutrition services and positive nutrition practices to prevent child malnutrition, in all its forms.

In 2019, with the objective to improve differentiated responses to countries, including prioritization of resources, PD-HIV/AIDS Section worked with the UNAIDS Spectrum model to support countries to review their data to identify sources of new infections in children and implement evidence-based solutions to close programme gaps, leading to improving access to ART among pregnant women, strengthening systems to retain mothers in care, and preventing HIV-negative women from acquiring HIV during pregnancy and breastfeeding. The Section also worked with UNFPA and UNAIDS to improve roles in accountabilities to integrate HIV, family planning and broader sexual and reproductive health services, and has intensified partnerships to leverage resources for joint action, for example, together with the US President’s Emergency Plan for AIDS Relief (PEPFAR), UNICEF co-lead *Stay Free* a partnership to end new infections among Adolescent Girls and Young Women. In terms of innovation, the Section has continued its investment in the roll out of point-of-care (POC) diagnostic tools, including for infant diagnosis, in decentralized or primary facilities with poor access to laboratory-based diagnostic testing.

In order to accelerate results related to the enhancement or establishment of multi-sectoral ECD policies or action plans, PD-Early Childhood Development (ECD) launched in 2019 a new initiative to strengthen the collaboration between governments and businesses: The *Family-Friendly Policies Initiative* Summit, which brought together 170 participants comprising Government Ministers, 21 senior business leaders, business influencers, chambers of commerce, Ambassadors to the UN, UNICEF Representatives and UN Residential Coordinators, from a wide cross-section of regions, economic contexts and business models. The meeting further emphasized the benefits of countries incorporating family-friendly policies that guarantee (i) paid parental leave, (ii) breastfeeding support, (iii) accessible, affordable & quality childcare, (iv) child benefits and (v) women’s economic empowerment. As a follow up to the summit, requests for enhanced collaboration were initiated by ROs, COs and business networks. The Family Friendly Policies (FFP) evidence briefs originated from the Summit have been widely shared on the UNICEF website, viewed more than 10,000 times and received positive feedback from partners with plans for collaboration in 2020.

PD-ECD helped the coordination of UNICEF’s first global Parenting Month (June 2019). By expanding the focus from Father’s Day to Parenting Month, the campaign better reflected ECD global programming. In
response, 144 Country Offices and National Committees supported Parenting Month in their countries, compared to 125 countries in 2018. Under the tagline: “It’s about time”, UNICEF offices and partners advocated for family-friendly policies to support working parents and raised awareness of nutrition, protection and stimulation for healthy brain development in the earliest years of life. A communication and advocacy Activation Toolkit was produced to guide UNICEF offices and partners worldwide in the roll-out of Parenting Month. With the help of partners, Goodwill Ambassadors, influencers and supporters, UNICEF was able to reach parents around the world with messages about how to give children the best start in life. David Beckham kicked off parenting month by recording a video calling for greater investment in family-friendly policies by governments and businesses. This video generated almost 1.2 million video views and over 100K engagements across UNICEF’s global channels. Shakira, Leo Messi’s Foundation, Sachin Tendulkar, Clarke Gayford, John McGinley, Ángel Di Maria, Mary Beth Ferrante, Anna Whitehouse, Alexis Ohanian and Jo-Ann Strauss also posted compelling content throughout Parenting Month. Throughout the month of June, Parenting Month generated 31,367 mentions on social media with over 1.9 million engagements.

Goal Area 2
In 2019, PD-Education developed and launched the new UNICEF Education Strategy (2019-2030): Every Child Learns, which provides a clear vision for UNICEF’s work in education to 2030, aiming to address the global learning crisis and to ensure that every child learns. The process of Strategy development was led by a core team comprising of staff in the Education Section and Regional Education Advisers, supported by an Internal Reference Group chaired by the PD Director and including UNICEF staff from different offices and functions. The development process was informed by three core inputs: (i) data and analytics, to set a firm foundation in data and evidence and to draw on the best future-thinking on education challenges for the next decade; (ii) a survey of UNICEF education work, completed by 279 participants; and (iii) extensive internal and external consultations in 86 countries, including with governments and other key UNICEF partners such as civil society, other United Nations agencies and other multilateral organizations, public and private donors, academia, global education thought leaders and young people. As part of the roll out of the Strategy, the Section established global technical teams (consisting of country, regional and HQ based staff) that will support the generation and sharing of knowledge and innovative approaches to address the learning crisis.

Besides all the investment in the development of the Strategy, the Education Section also worked to further position the importance of investing in early childhood education. The Section facilitated the launch of UNICEF’s first-ever global report on pre-primary education “A World Ready to Learn: Prioritizing quality early childhood education” at the World Bank Spring Meetings. This report makes the case for investment in ECE and outlines a set of practical recommendations for governments and partners to make quality ECE universal and routine. Building on this report and the accompanying advocacy brief, UNICEF engaged in a series of advocacy activities to amplify the messages of the report and further galvanize the momentum and commitment towards ECE. As part of these efforts, UNICEF lead in shaping a global advocacy agenda for ECE with key partners, setting in motion a global call to action for ECE investment to achieve transformational and cost-effective change for young children and nations, and culminating in a decisive commitment by UNICEF to address the dwindling resources for ECE and dedicate at least 10% of its education resources to pre-primary education. Various communications assets were developed to accompany the global report, including an animation video, a video on Mongolia’s mobile kindergartens and related social media assets.

Also in 2019, PD-Education, together with UNESCO, GPE, UNESCO-IIEP, launched a new Massive Online Open Course (MOOC) on ECE targeting policy makers and education/ECD practitioners worldwide with nearly 4000 participants. The course introduced the tools and processes countries need to ensure that pre-primary education is successfully mainstreamed into their planning cycles, and was
aimed at education planners, ECE officers within ministries of education, and practitioners working in the field of ECE. PD-Education made progress in the finalization of a “Pre-primary Education Resource Pack” to guide countries’ systems-strengthening efforts for quality ECE as well as the development of a global toolkit under the BELDS Initiative to support the integration of ECE in education sector planning cycles based on the experience of the four BELDS countries. These global goods complement UNICEF’s approach and work to strengthen the pre-primary subsector in a comprehensive and systematic manner and will be an integral part of a guidance roll-out and dissemination strategy going forward.

The Section was a key partner for the first-ever Global Refugee Forum, held in Geneva in December 2019, providing technical leadership for primary and secondary education technical working groups. The event resulted in more than 770 pledges that ranged from financial support to more inclusive government policies for refugees, including inclusion of refugees into national education systems. To facilitate learning for migrant children, the Section launched the Learning Passport in 2019 in partnership with Microsoft and University of Cambridge. An online platform has been developed with full offline functionalities to enable continuous access to education for children and adolescents and a curriculum framework has been developed. A business plan was finalized in partnership with Boston Consulting Group in 2019 and the Passport will be prototypes in 2020 in Bangladesh and Kenya.

Goal Area 3

Given the centrality of systems strengthening approaches to address Violence Against Children (VAC), the completion of the Child Protection (CP) Systems Strengthening Evaluation and Management Response, endorsed by the Executive Board, was a major milestone in 2019. A related accomplishment was the PD-CP’s launch of the first-ever UNICEF Guidelines to Strengthen the Social Service Workforce for Child Protection. The Guidelines, developed in close consultation with UNICEF regional and country offices and the Global Social Service Workforce Alliance, provided support to the 135 (and counting) countries investing in strengthening the social service workforce – which is recognized as a critical element, both of strong child protection systems and as a powerful strategy to end violence against children.

2019 was a defining moment for care reform – PD-CP was instrumental in building a coalition of 250 organizations that led to the endorsement of key recommendations for a historically fragmented care reform agenda. This, together with UNICEF’s strong engagement with member states, resulted in a landmark Third Committee of the UN General Assembly Resolution on children without parental care (focused on preventing family separation and ending institutionalization of children). This has created an unprecedented opportunity to advance the care reform agenda globally, notably partnering with organizations programming for children with disabilities.

PD-Child Protection (CP) continued to play an instrumental role in galvanizing the highest political commitment at all levels to end Violence Against Children, including through the launch of a global coalition on ‘Safe to Learn’. With support from PD-CP and in collaboration with End Violence, the global list of Pathfinder countries increased to 29 (from 23 in 2018). A programmatic framework benchmarking tool and multi-agency ‘Violence in Schools’ handbook was launched and disseminated to all UNICEF country offices. To address ever evolving online harms through children’s use of social media and other online platforms (such as cyberbullying), UNICEF is stepping up its engagement with industry. Expanded industry engagement includes the development of a whole of organization strategy, alongside establishment of the PD-CP led cross divisional Industry Engagement Task Force. PD-CP continued its efforts to support the scaling up of quality parenting programs at country level, including through support to MENARO and EAPRO to review parenting programmes and develop strategic frameworks and guidance.

On preventing harmful practices, PD-CP lead the work on the high-level side event on ‘Accelerating the elimination of harmful practices to reap the demographic dividend in Africa’, convened by UNICEF,
UNFPA and UN Women at the 63rd session of the Commission on the Status of Women provided a platform for renewing partnerships to accelerate progress towards ending harmful practices including child marriage and female genital mutilation. To influence policy at regional and country levels, PD-CP provided technical guidance and advocacy to further the ECM and FGM strategic plan targets, including notably through support to the African Unions launch of its regional ECM and FGM campaign. PD-CP was also instrumental in supporting the ECOWAS call to action to increase ECM commitment. To strengthen FGM collaboration, PD-CP invested effort to increase collaboration with the East African community and agreed an FGM cross-border action plan.

In 2019, PD-CP’s technical work in Mental Health and Psycho-Social Support was responsible for producing *UNICEF Technical Note on Mental Health and Psychosocial Support*, which included inputs from all Sections. The Note is a landmark document for UNICEF, launched by the Executive Director on World Mental Health Day, which sets the foundation for an organizational agenda to accelerate and expand operational and technical leadership in this domain in both humanitarian and development settings. Further, PD-CP launched a dedicated community of practice on MHPSS for UNICEF, providing resources and technical support to 120+ staff in 40 countries across seven regions. Generally, attention was brought to child, adolescent and caregiver mental health and psychosocial wellbeing at key events including at the second annual Global Ministerial Mental Health Summit hosted by the Netherlands, which resulted in an announcement by the Netherlands of a multi-million dollar global project led by UNICEF-CP and WHO to support scale up of quality mental health and psychosocial care through a costed minimum services package for MHPSS in humanitarian settings.

PD-CP continues to coordinate and provide technical support to multi-country/trans-regional children on the move programming, including through the inclusion of children on the move in national child protection systems strengthening strategies and plans and generating evidence on effective approaches to enhance cross-border collaboration. This includes work across the MENA, ESA, Horn of Africa, LAC and EAP regions. Additionally, PD-CP worked in close collaboration with other sections of PD and DPAM to build consensus on a UNICEF Global Children on the Move Monitoring Framework, which was rolled out to regional and country offices.

The Migration Team in PD has also advanced on putting children on the move at the core of UNICEF programmes. PD contributed by developing SitAn Guidance on children on the move, supporting COs to integrate migration and displacement into the development of their CPDs, preparing a chapter focused on large movements in the revised CCCs, undertaking capacity support missions, providing inputs into sector and REA meetings, and convening the third Global Meeting on Children on the Move in Cairo. This has been supported through strong inter-sectoral, inter-divisional, and inter-regional coordination. At the same time, the Migration Team has worked to position UNICEF as a key player within global migration and displacement discourse through securing a place on the Executive Committee of the UN Migration Network, co-leading WGs on Immigration Detention and Returns and Reintegration, as well as active membership in WG on access to services. This seat at the table gives us the opportunity to influence the implementation of the Global Compact for Migration. This will directly support UNICEF’s contribution to achieving the SDGs focused on protection, access to services, including health, education and social protection, and promoting inclusion and combatting xenophobia and discrimination.

Protection from Sexual Exploitation and Abuse (PSEA) remained a top organizational priority. The ED concluded the IASC Championship role in 2019. PD-CP played a critical part providing key technical and strategic inputs to the IASC throughout the year. Under the technical leadership of PD-CP, UNICEF led the IASC Plan for Accelerating PSEA in Humanitarian Response at Country Level, entailing scale-up of PSEA through collective action and investment by IASC members across all humanitarian and refugee response plans. As a result of these efforts, more than 8.9 million children and adults in humanitarian context have
access to a UNICEF-supported reporting channel, and almost all countries with a humanitarian response have established SOPs for the referral of SEA survivors for assistance. Under the UN SEA Working Group of the IASC, PD-CP provided technical leadership to finalize a UN Protocol on SEA Victim Assistance, together with the Department of Peace Operations, was endorsed in 2019. The 2018 Results Monitoring Framework which provides programmatic direction for UNICEF’s work at country level is now operational in 32 country offices. To support the integration of PSEA across UNICEF’s partnerships, UNICEF developed a PSEA Toolkit and training package for partners. PD-CP has supported COs to scale up the training of partners on PSEA in 2019, with a 135% increase in UNICEF Country Offices with partners trained compared to 2018 and triple the number of allegations of SEA reported in 2019.

**Goal Area 4**

Top line achievement for WASH in 2019 included strengthened multi-country partnerships including the ones sponsored by DFID and the Netherlands (DGIS for the Accelerated Sanitation and Water for All), ASWA Programme and LIXIL shared value partnership. 2019 also saw the launch of the first JMP baseline report and practical steps for WASH in health care facilities (HCFs), jointly with WHO and PD Health. Tangible progress was achieved in successful UNICEF Global Sanitation Fund (GCF) submission which opens opportunities for UNICEF country offices and WASH programmes to apply for GCF funds. Besides the Market based sanitation (MBS) guidelines developed with Supply Division, PD-WASH supported several regional and country level sanitation market assessments. The launch of the *Water Under Fire Report*, with EMOPS, CERP, Global WASH Cluster (GWC) and the World Bank is a milestone to set up UNICEF’s agenda to improve children’s access to clean drinking waters and to save lives in conflicts and crisis. WASH also worked closely with various PD Sections, HQ divisions and global partners to launch the menstrual hygiene management (MHM) guidelines, an important tool to advance results in this area.

UNICEF’s Global Framework for Urban WASH was also launched in 2019, providing a common vision for UNICEF’s approach to urban WASH programming and it enables WASH teams to have a clear and shared sense of direction and purpose as UNICEF increases its engagement supporting the most marginalized urban children and their families with WASH services.

As part of the OMP and SP Mid-Term Reviews, PD-WASH has promoted a major shift on how to deliver climate resilient WASH services. The shift to full climate resilient UNICEF WASH programming means that efforts must be expanded and accelerated, through more focused guidance from headquarters and regional offices to country offices. The shift also requires a broadening of the UNICEF sectoral agenda beyond SDG targets 6.1 (safe and affordable drinking water) and 6.2 (equitable sanitation and hygiene for all) to other components of Goal 6 on integrated water resources, water scarcity and water reuse, as well as to SDG Goal 13 on climate action. To facilitate this shift, in 2019, PD-WASH has (i) developed a guidance package for country offices on mainstreaming resilience into WASH programmes using entry points along the UNICEF programming cycle; (ii) formulated strategic climate resilient indicators for communities (in collaboration with the University of Bristol); (iii) conducted a scoping exercise on the future of WASH ODA and other funding at all levels and its relation to climate funding; and (iv) worked in the area of defining UNICEF’s role in the area of water scarcity and expanding programming in the area of solar pumping.

Goal Area 4 also focuses on UNICEF’s commitment to strengthening the linkages between its humanitarian and development mandates. To improve this connection, a *Procedure on Linking Humanitarian and Development Programming* was endorsed by the UNICEF Board in February and issued in May 2019. This was developed by PD-Climate, Environment, Resilience and Peace (CERP) Section in collaboration with other divisions including EMOPS and PPD. The Procedure seeks to implement linked humanitarian and development programming in a systematic, consistent way across all country programmes, prioritizing large-scale emergency programmes and CPDs as they arise. CERP and ROs...
supported the implementation of the Procedure by providing guidance to COs going through programming milestones such as SITAN, PSN, CPD, MTR, SMR, HNO/HRP, HAC and EPP processes.

To meet the growing demand at country level for stronger UNICEF programming on peacebuilding, CERP provided on-site field technical support to a number of Country Offices, including Iraq, Turkey, Sri Lanka, Burkina Faso, Niger, Haiti, Syria, Lebanon, Philippines and WCARO (through a six week stretch assignment). In addition, 15 Country Offices received remote technical support from CERP on conflict analysis and peacebuilding. Recognizing the need to further mainstream peacebuilding capacities across the organization, CERP launched an e-course on conflict sensitivity, peacebuilding and risk-informed programming. It is also finalizing an e-course on local governance and social cohesion in partnership with UNDP. To boost the organization’s evidence-base on peacebuilding, capture good practice and chart the way forward, CERP contributed to a new Formative Evaluation on UNICEF’s Support to Young People in Peacebuilding (now being finalized), the launch of a Global Review of its Multi-Sectoral Contributions to Peacebuilding and Social Cohesion (ongoing), and the publication of the Water under Fire Report, which explored the interconnections between WASH and peacebuilding.

In 2019, CERP coordinated UNICEF’s inputs to two flagship UN reports on peacebuilding: the UN Secretary General’s Report on Youth, Peace and Security and the UN Secretary General’s Report on Peacebuilding and Sustaining Peace. These contributions highlighted the role of education, adolescent and youth participation and the role of child-centred social service delivery in building and sustaining peace. At the global level, the Section strengthened UNICEF’s partnerships and continued to act as an advocate for the role and needs of children in peacebuilding by representing the organization in the Global Coalition on Youth, Peace and Security, the UN Peacebuilding Strategy Group, and the UN-WB Partnership in Crisis-Affected Situations. CERP also led UNICEF’s engagement on the development of the new World Bank Fragility, Conflict and Violence Strategy, which now includes human capital and child rights within its priorities.

GA4 also carries UNICEF’s commitment on climate and environment. In August 2019, the climate, energy and environment function moved to Programme Division and merged with HATIS section - reflecting the recognition that these were now core UNICEF programme priorities. The merger responded to demands from country offices to have greater coherence in HQ programme support towards climate change and disaster risk reduction (DRR) efforts. A unified team – Climate, Environment, Resilience and Peace (CERP) – now provides HQ coordination support on policy and programme. Climate and environment elements were strengthened in programming guidance for the organization such as the Programme, Policy and Procedure Manual (PPPX) as well as guidance for the Situation Analysis (SitAn). Answering demands from Country Offices, the guidance for Risk Informed Programming was strengthened as regarding climate and environmental risks, and this approach was piloted both in ROSA and in LACRO with PD support and forms the basis for country plans that link climate and DRR. To address the lack of technical capacity at regional level, PD supported in the recruitment of the regional adviser for climate and environment in ROSA and developed a regional network for climate focal points. Overall, 30 countries were supported in DRR and climate change adaptation during 2019 (including through risk informed programming).

In 2019, PD-CERP’s work served as the basis for regional climate/environmental strategies developed through the year such as in LACRO and EAPRO as well as emerging divisional strategies on climate change such as by DoC. Integration of climate and environmental issues into our work in nutrition, child protection, adolescent participation, migration and social policy were initiated in 2019 and continue into 2020. A specific focus of efforts was in integrating the climate and environmental agenda with UNICEF’s work on health. During 2019, development of a strategic framework by Health as regards climate change and the environment was developed, helping country offices identify UNICEF’s programmatic niche in this area. The links between air pollution and child and maternal health and the importance of more localized
information to support health interventions was also furthered with the release of a new study, ‘Silent Suffocation in Africa’, which called attention to impacts of air pollution upon children in that continent, and the potential for better air quality information to drive policy change and health interventions. Also, in 2019, PD-CERP and PD-WASH were fundamental to UNICEF’s submission to its accreditation application to the Green Climate Fund, both for full proposals and for the Readiness window.

Goal Area 4 also hosts part of PD’s work on urban programming. In 2019 the PD-Urban team led UNICEF’s work on developing the UN Systemwide Strategy on Sustainable Urban Development and UN Systemwide Guidelines on Safer Cities. Moreover, PD-Urban also worked closely with UN Habitat to integrate child related indicators in the City Prosperity Index and the UN-System wide urban monitoring framework. Also last year, PD-Urban developed the Urban Situational Analysis Tool Kit, which aims to improve the urban component in programming. With support from the UN Road Safety Fund, child responsive urban planning was piloted in three countries (S. Africa, Paraguay and the Philippines) and in partnership with UN Habitat, adolescent participation in designing public spaces was supported in three other countries.

Goal Area 5, “Enablers” and “Hows”
In 2019 PD-Social Policy (SIP) produced its new social protection programme framework, its accompanying guidance and the first programme guidance on shock responsive social protection. Since the first Strategic Framework in 2012, social protection has expanded rapidly in low- and middle-income countries, and UNICEF’s work has grown as well, covering far more countries and areas of support. The framework and guidance further refine UNICEF’s approach to social protection to reflect the changing landscape, along with emerging good practice and innovation in the field. The framework is intended to outline our social protection priorities, and to foster ever stronger relationships with governments and international and national partners. It outlines how UNICEF sees social protection, why it’s so vital for children, and provides clarity on the elements of a child-sensitive social protection system. The framework also covers the link between humanitarian programming and social protection, with the former focusing on preparing social protection systems in advance of a crisis and the later focusing on linking humanitarian cash transfer response with social protection.

PD-ADAP Section continued to work on the global adolescent participation and civic engagement agendas across the UN. In 2019, PD-ADAP (i) engaged with regional and country offices, providing technical assistance to 30 non-emergency countries and 17 emergency countries to accelerate and support adolescent civic engagement programmes; (ii) set up global standards through the development of a set of principles, standards and approaches to guide UNICEF and partners on adolescent programming, participation and civic engagement (including Guidelines on Adolescent Participation and Civic Engagement and Interagency Guidelines on Working with and for Young People in Humanitarian and Protracted Crises); and (iii) has generated knowledge by supporting key interventions such as the Evidence Symposium on Adolescent health and wellbeing with 16 COs from Sub Saharan Africa, and by building an in house knowledge platform that provides learning products on adolescent participation and civic engagement.

PD-ADAP continued to play a key role in supporting the Generation Unlimited (GenU) partnership and its operationalization in many countries. One of the key actions last year was the development of a GenU advocacy brief and programmatic guide on young people participation and civic engagement. Such products are currently being used by GenU and its partners to mobilize commitment and action on this important agenda. Another strategic collaboration was with World Scouts Movement where UNICEF, together with UNFPA, co-organised with the Scouts the World Non-Formal Education Forum, playing a technical lead role on the domain of non-formal education as a means to promote civic engagement.

In 2019, PD-Disability has continued to shape the global disability rights agenda through being a major actor in global partnerships designed to scale up disability inclusion in development and humanitarian
contexts. Building on the commitments from the 2018 Global Disability Summit, the Disability Section worked closely with the Education Section to partner and engage with Norway, DFID, the World Bank and other partners to formally establish and launch the Inclusive Education Initiative (IEI). The initiative aims to support countries to strengthen disability-inclusive education planning, implementation, and monitoring of learning outcomes for children with disabilities by supporting and encouraging partnerships, promoting data collection, investing in teachers, and aggregating evidence of practice and solutions at scale.

PD-Disability has also focused on scaling up the provision of assistive technology for children with disabilities in collaboration with Supply Division (SD) and through engagement in global partnerships. Jointly with Supply Division, the Section played a key role in operationalization of the Global Partnership for Assistive Technology (ATscale), which aims to provide assistive technology to 500 million people by 2030. The Disability Section has worked very closely with Supply Division and partners (WHO, USAID, DFID, NORAD, and CHAI among others) to contribute to the governance structure of ATScale (UNICEF is a board member and main implementer), with anticipated 10-15 million per year operational budget, which is expected to increase as the partnership progresses. In addition to assistive devices, in 2019, the Section worked closely with WASH Section and SD to undertake a field trial on accessible emergency latrines (an adapted disability-accessible product that works with the squatting plate for emergencies) in Cox’s Bazar, Bangladesh, which will result in accessible latrines being available in the Supply Catalogue and scaled in emergency WASH responses.

Last year, the PD Human Rights Unit (HRU) brought UNICEF’s global and national child rights advocacy to the Human Rights Council (HRC) – the main forum monitoring human rights globally. This included the delivery of 23 thematic or country-specific statements, co-sponsoring 12 side-events, co-organizing of an annual day on the rights of the child on ‘empowering children with disabilities for the enjoyment of their human rights’ (with the EU, GRULAC, OHCHR and NGOs) and contributing to the drafting and negotiation of the HRC annual resolution on the same topic. As a result of this engagement, and in close cooperation with CO and relevant HQ divisions/sections, the profile of child rights was kept high at the HRC; UNICEF national and global advocacy was amplified in that global forum, and the normative framework strengthened.

Through 2019, PD-Gender developed a comprehensive set of tools on how to systematically apply gender analysis in country programme design, planning and implementation. In 2019, the Section focused on increasing usage of these tools to improve the quality of gender reviews. Fundamental to these efforts is the provision of direct technical gender support to countries from headquarters and regional offices, through data collection/analysis, training, partnerships and communications. In 2019, 41 country offices received support from gender experts.

In 2019, C4DHQ achieved a milestone in development and humanitarian programming by finalizing a set of standards and indicators aimed at strengthening and harmonizing the quality, process and measurement of community engagement. The standards are based on extensive consultations amongst a number of UN, bilateral, donor, government and INGO partners and sector experts global, regional and country level. Addressing the identified challenges of uneven practice, unclear accountabilities and gaps in people-centered approaches, the CE standards and indicators represent consensus on the key factors required for establishment of community structures, improving enabling policies and resource allocations and building of local capacities required to empower communities to take their own action, access social services and develop greater resilience. To ensure that the CE standards are widely adopted both internally and externally as a common framework for community systems strengthening, C4DHQ coordinated internal briefings with 4 PD sections and EMOPs, 3 regional network meetings/webinars and
a multi-agency donor meeting on social and behaviour change and this process of institutionalization continues in 2020.

**PD Support to Humanitarian Response in 2019**

In 2019, PD’s engagement in providing technical and programmatic support to humanitarian and fragile contexts was consolidated and expanded, with all PD Sections being involved directly or indirectly on humanitarian response. Some examples are flagged below.

**PD-Health** strengthened the presence in global partnerships on both health in emergencies (HiE) and public health emergencies (PHE), including in-country and remote support. For **HiE**, UNICEF was represented in all the major global partnerships on HiE and has reached an agreement with WHO about linkages between the Global health Cluster and Child Health in Emergencies working groups. PD-Health supported priority countries in developing the Emergency Preparedness Platform (EPP) for emergencies such as natural and man-made disasters and outbreaks. PD-Health (HiE) supported over 20 countries in reviewing humanitarian needs, planning responses and developing Humanitarian Action for Children (HAC), including providing in-country support to seven (7) countries (CAR, Chad, Pakistan, Sudan, Syria, Venezuela and Yemen). PD-Health also developed country case studies on reproductive, maternal, newborn and child health (RMNCH) in fragile setting for DRC, Somalia and Yemen.

For **PHE**, PD-Health represented UNICEF Global Outbreak Alert and Response Network (GOARN) and the Global Task Force on Cholera Control (GTFC), as well as participated in the development of joint policies, strategic response plans, and risk assessments during Ebola and cholera responses. These efforts put children at the centre of health emergencies. PD-Health coordinated UNICEF emergency responses mainly to Ebola in DRC and established an Ebola coordination team in HQ. PD-Health (PHE) also provided preparedness and response guidance regarding few new events to ROs and COs on an ad-hoc basis. The PHE team also launched the International Health Regulations (IHR) guidance for country offices.

PD-Health also worked closely with EMOPS (on response, guidance, review and quality assurance), DAPM (on analysing situation of children in humanitarian settings- sectoral analysis), PFP/PPD (on resource mobilisation), and DOC (communications and advocacy).

In collaboration with the Global Nutrition Cluster (GNC), PD CERP, EMOPS and Emergency Focal Points from other sections, **PD Nutrition** provided coordinated technical and strategic support to 36 countries in seven regions facing humanitarian crises in 2019. In addition, PD Nutrition provided remote support to UNICEF’s Humanitarian Action for Children plans, the UNICEF Emergency Preparedness Platform, and Humanitarian Response Plans to ensure that the needs and rights of women, adolescents and children in humanitarian crises were addressed. In 2019, PD Nutrition designed and launched the build phase for the Global Technical Assistance Mechanism for Nutrition (GTAM), collaborating with colleagues in EMOPS and GNC partners. The GTAM fills a long-recognized gap in the global emergency nutrition architecture by presenting a clear and predictable process to efficiently respond to technical needs and emerging issues. It also provides an avenue for PD Nutrition to exercise its technical leadership as the Cluster Lead Agency for Nutrition.

On example of **PD-HIV's** support to humanitarian situation was the Section’s response to the consequences of **Cyclone Idai** in March 2019. The powerful storm affected more than 2.6 million people in Mozambique, nearly 1 million in Malawi and some 270,000 in Zimbabwe. In Mozambique, PD-HIV supported country-led processes and procedures to reach and provide services to chronically ill patients on HIV treatment, particularly women and children who had been lost to follow-up. In Zimbabwe, the Section supported the Ministry of Health and Child Care to conduct a rapid assessment, coordinated with UNDP and the National AIDS Council, to ensure availability of HIV medicines and other HIV-related
prevention supplies. In Malawi, the Section helped to identify service gaps related to HIV and broader sexual and reproductive health needs, including for HIV testing, HIV treatment and prophylaxis drugs, prevention services, diagnosis and treatment of sexually transmitted infections, and paediatric HIV diagnosis and treatment.

On Early Childhood Development in Emergencies (ECDiE), UNICEF ECD Section has provided leadership in high-level advocacy – including the United Nations High-Level Political Forum for Sustainable Development, the United Nations General Assembly, and the Global Refugee Forum – and inter-agency collaboration to raise awareness on the need for integrated ECDiE interventions as a new area of focus. This process increased the profile of UNICEF as a leader at the intersection of ECD in humanitarian situations.

UNICEF’s Education Section continued to prioritize education in humanitarian settings through technical support to country and regional offices, framing the global discourse on learning in emergency settings in line with the UNICEF Education Strategy 2019-2030, building staff capacity on Education in Emergencies (EiE), innovating to reach vulnerable children with quality learning opportunities, and as a leader of and key partner in global efforts to support EiE. The Education Section provided 236 days of ERT support deployments to Honduras, Nigeria, Mozambique, Bahamas, Venezuela, and support to the Venezuelan crisis in the Latin American and Caribbean Regional Office. Additional field missions were undertaken in Cameroon, Nigeria, Myanmar, and Kenya. PD-Education also finalized the evaluation of UNICEF’s contribution to education in humanitarian settings in 2019, with results will be presented to the Board in 2020. It is expected that this evaluation helps to guide improvements in how UNICEF can further strengthen its contribution to education outcomes for various groups of children that are susceptible to different humanitarian crises.

In 2019, UNICEF continued its role as host of Education Cannot Wait and the Section played a strategic role in its governance on through the Executive Committee and through participation in technical working groups. UNICEF was grantee for 19 Education Cannot Wait programmes in country and regional offices and received $52.7 million from ECW in 2019 to support to education for children in emergencies and protracted crises. ECW also provided support to EMOPS and UNGEI.

In response to an ever-increasing complex and high threat environment, in 2019, PD-CP provided in-country support on CPHA to 18 country offices while providing remote support to 55 country offices across all 7 regions. PD-CP’s prevention and response to the many effects of crises for children and caregivers were strengthened across work streams. PD-CP continue to co-lead the Alliance for Child Protection in Humanitarian Action, which revised the Child Protection Minimum Standards (CPMS) to better address refugee settings and prevention strategies. The CPMS revision involved a sector-wide collaborative process involving 1,900 individuals and 85 agencies. Further, PD-CP led the update of two modules of the Inter-Agency Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS) and continued its collaboration with the United Nations University Center for Policy Research to generate evidence to inform reintegration programming interventions.

To capitalize on the findings of the UNICEF Child Protection in Humanitarian Action Review and Evaluability Assessment (2019), UNICEF is re-examining its humanitarian programming to improve the reach, impact, and sustainability of its contributions to helping children in humanitarian situations around the world. This includes developing a global programme for reintegration of children associated with armed forces and armed groups, in partnership with the OSRSG-CAAC, which recognizes and situates child reintegration as a key intervention that contributes to peace and security along the humanitarian, development and peace building continuum. Further positioning CP’s work for the decade of action, the Child Protection in Humanitarian Action Review and Evaluability Assessment demonstrated a need for a
team name change from ‘Child Protection in Emergencies’ to ‘Child Protection in Humanitarian Action’, to capture the breadth and reality of the humanitarian-development-peace nexus.

The Migration Team in PD provided in-country humanitarian support in Honduras, Colombia, Ecuador, Jordan, Ethiopia, and Kenya. Moreover, it has supported UNICEF’s emergency response in countries receiving migrants from Venezuela through strategic guidance to LACRO and key COs, focusing on: how to make UNICEF’s response truly cross-border and integrated across different sectors and siloes; positioning our response within the Coordination Platform for Refugees and Migrants from Venezuela (R4V); and increasing the visibility of children and their needs with a view to mobilizing additional resources. This included a multimedia mission and assets produced under the umbrella of the Children Uprooted campaign in the Spring of 2019.

The launch of the Water Under Fire Report by the WASH Section was one of the major achievements in 2019. The “Water Under Fire Report” was developed following a long and extensive internal and external consultation were undertaken to develop the framework. The reports call for 3 major changes or areas of action, i.e. i) stop attacks on water and sanitation infrastructure and personnel, ii) build a WASH sector capable of providing high quality water and sanitation services in emergencies and iii) link life-saving humanitarian responses to the development of sustainable water and sanitation systems for all while taking opportunities to build peace. PD WASH also provided onsite support to 11 countries that faced emergency situations in 2019.

CERP continues to increase and strengthen the coherence of PD’s contribution to humanitarian response and seeks all available windows of opportunity to render on-ground technical assistance and management support. In 2019, CERP deployed two staff members (for a period of six weeks each) to support the leadership of the Global Emergency Coordinator (GEC) and to ensure operational efficiency and timely programmatic response to two global catastrophes. In April, soon after Cyclone Idai made landfall near Beira city of Mozambique, a CERP Programme Specialist, as surge capacity, assumed the role of the team leader in Beira, providing quality oversight for UNICEF program response which enhanced UNICEF field presence. Further, during the last quarter of the year, the CERP Section Chief was deployed to Samoa in response to a measles outbreak in the country following the governmental declaration of a state of emergency on 15 November 2019.

The programme guidance on strengthening shock responsive social protection developed by PD-SIP in 2019 presents the rationale, the framework and detailed actions for risk informing different components of a social protection system. In addition, work on developing a tool to assess the readiness of social protection systems was initiated this year. The draft tool was piloted in 4 countries (Nigeria, Kenya, Kazakhstan and India) to test its applicability in different contexts. The tool will be finalized in 2020 and will help countries to identify entry points for strengthening shock responsive social protection.

PD-SIP co-lead the subgroup on linking humanitarian cash transfers with social protection within the cash workstream of the Grand Bargain. The first ever workshop of the subgroup that brought humanitarian cash stakeholders and social protection experts on the same platform to discuss common issues was organized in 2019. To encourage humanitarian cash stakeholders to link humanitarian cash programmes better with social protection, UNICEF initiated an external webinar series and facilitated online discussions on the topic.

In 2019, PD-ADAP supported humanitarian response in 17 L2 and L3 emergency countries with on-site and remote technical assistance focusing on capacity building for programming with and for adolescents. Moreover, the Section, together with the Norwegian Refugee Council (NRC), led an extensive interagency process, under the umbrella of the Compact for Young People in Humanitarian Action (also known as the Compact, which has a membership of more than 60 organizations) to develop IASC Guidelines on Working with and for Young People in Humanitarian Settings and Protracted Crises (currently undergoing
endorsement by the IASC). The aim of the Guidelines is to provide standards and principles for working with young people in humanitarian settings and to create a “go-to guide” for effective programming with and for adolescents in humanitarian settings and protracted crises. The ADAP Section, on behalf of UNICEF, together with NRC also submitted a joint Pledge at the Global Refugee Forum to operationalize the Interagency Guidelines and make humanitarian responses more inclusive of adolescent and youth's needs and priorities and advocate for young refugees and displaced, to have a voice in global platforms.

Continuing its engagement with the United Nations in 2019, the Disability Section supported the development and adoption (June 2019) of the first ever Security Council Resolution of Persons with Disabilities in Armed Conflict. PD-Disability was also a key contributor to the development of the Inter-Agency Standing Committee (IASC) Guidelines on Inclusion of Persons with Disabilities in Humanitarian Action endorsed by IASC Principals in October 2019 and formally launched at a high-level event on November 2019. The guidelines are rooted in a human rights-global based approach and set out essential actions that humanitarian actors must take in order to effectively identify and respond to the needs of persons with disabilities who are most at risk of being left behind in humanitarian settings.

As an example of the support provided to L2 and L3 emergency countries, the Disability Section provided technical in-country support to the response to the cyclone Idai in Mozambique. An important outcome of this technical support was the establishment, by the country office, of a P4 Disability Specialist post to support the inclusive development and humanitarian nexus in UNICEF programming. In order to further support disability inclusion in the response, a Disability Working Group was created as part of humanitarian coordination in-country. Also in 2019, the Disability Section led the interagency collaboration (jointly with OCHA, WFP, UNHCR, IOM and WHO) under the DFID-UN Humanitarian Single Business Case, to strengthen disability inclusion in Humanitarian Needs Overviews (HNOs) and Humanitarian Response Plans (HRPs) resulting in the publication and dissemination of an interagency guidance with agreed standards for disability inclusion in HNOs and HRPs.

In 2019, significant advances were made in C4D contributions to humanitarian programming in terms of strengthening normative frameworks, capacity development and support to field level operations. In terms of support to Level 3 Emergencies, C4DHQ served as lead in coordinating global support to the RCCE pillar of the largest Ebola outbreak of all times in the Democratic Republic of Congo. To support the emergency, a 9.2 million dollar grant was successfully secured from the Gates Foundation which provided support to the response in keeping with the Community Engagement standards with specific technical support to C4D capacities of local government, staff and partners and support for preparedness plans and activities in surrounding countries in WCAR. Acknowledging the core function of social science in informing the response, C4DHQ leveraged its partnership with the Social Science in Humanitarian Action Platform (SSHAP), a consortium of the Institute of Development Studies, Anthropoligica Anthropologists network and the London School of Hygiene and Tropical medicine, to produce more than 10 research and evidence briefs on socio-cultural dynamics in the affected areas. Substantive on-site and remote support was also provided to other L3 and L2 emergencies including the cholera outbreak in Yemen, the nationwide immunization campaigns in Pakistan and the Rohingya refugee crisis in Bangladesh.

PD Key Gender Results

As it can be seen in the description of results in previous parts of this report, gender programming is being fully incorporated in most of the programmatic areas. Below are some examples of specific gender results that are facilitated by the partnerships between the Gender Section in PD and the different Sections.
PD-health continued to support gender-sensitive, children- and women-centred primary health care in countries. The Section advocated for integration of perception of care and respectful maternal care for pregnant women as part of Quality of Care model supported through BMGF grant in five countries, Tanzania, Malawi, Kenya, Ghana and Bangladesh. Mechanisms to improve provision of rights-based care were established and process to report abuse was put in place in pilot facilities. Assessment conducted in the intervention facilities shows reduction of all forms of abuses between the baseline and follow-on assessment. Client satisfaction was also improved significantly (85% reported), with increased utilization of services. In addition, PD-Health supported 52 ENAP Countries with the provision of quality maternal care for adolescent mothers (15-19 years) contributing to 74 percent of live births to mothers aged 15-19 being attended by skilled health personnel as compared to 69 percent in 2018. PD-Health (immunization) focused on developing materials to support country identification of gender-related barriers, and shaping the broader global immunization agenda, specifically, the next Gavi strategy for 2021-25 (Gavi 5.0) and the global Immunization Agenda2030 (IA 2030). PD-Health developed a draft video targeting staff and partners to explain gender-related barriers to immunisation (and potential strategies for health programming) in collaboration with Gavi. Gender related input were also provided to Coverage and Equity Assessment (CEA) guidelines, as well as Gavi’s Gender Policy.

As a partner of the Gavi Alliance supporting HPV vaccine roll-out, PD-Health continued to provide technical assistance and build capacity in countries by improving awareness in the communities and creating demand among adolescent girls and their caregivers. In 2019, eight (8) additional countries (Malawi, Solomon Islands, Kenya, Zambia, Côte ‘Ivoire, Gambia, Liberia, Uzbekistan) introduced the HPV vaccine nationwide. PD-Health has been supporting the integration of other adolescent health and well-being interventions through the HPV plus (HPV+) approach. In 2019, the HPV+ project was introduced to the Second Decade Matrix Group (the technical advisory group for adolescent-related programs with members from all sectors in UNICEF) to establish and strengthen cross-collaboration and dialogue with other sectors in the organization. Two regional offices (ECARO & ESARO) have approved the HPV+ project, and relevant work have already started in selected countries such as Moldova and Tanzania through collaboration among PD-Health HQ, regional offices and country offices.

Through its leadership in the UNICEF-WHO led Global Breastfeeding Collective in 2019, PD-Nutrition focused its advocacy efforts on the theme of breastfeeding and gender equality. This involved leveraging key high-level advocacy opportunities to increase political commitment and investments, such as the Women Deliver conference and the Family-friendly Policies Summit and launching advocacy briefs on breastfeeding and gender equality and breastfeeding and family-friendly policies. These briefs will strengthen country-level advocacy for responsible policies and programmes (implemented by both governments and private sector) that contribute to enhancing maternal and child health and nutrition, early childhood development and gender equity in the workplace.

PD Nutrition also provided technical guidance to countries to establish gender-responsive nutrition programmes; 28 countries had nutrition-sensitive gender policies compared to 25 countries in the previous year. This includes anaemia control programmes for pregnant adolescent girls and women, particularly in settings with limited access to nutritious diets and where early marriage, early pregnancy and other gender-based inequalities are common.

UNICEF ECD Section, in collaboration with gender and other sections and partners, finalized the development of the initial, prototype/working version of the Caring for the Caregiver training module for frontline workers. The goal of the training module is to build frontline workers’ skills in a strengths-based counselling approach that increases caregivers’ confidence and helps them to develop stress management, self-care and conflict resolution skills. Acknowledging that in most cases, women carry a disproportionately high burden of the care responsibility, the Caring for the Caregiver training module
focuses primarily on mothers – but recognizes the importance of effectively engaging all family members, including fathers, in the creation of a supportive and nurturing environment. The unique aspect of the module is that it combines attention to maternal emotional well-being with strengthening the mother’s ability to engage in a meaningful and interactive manner with her infant. The module addresses the mother, the child, the relationship between them, and the caregiving environment. In developing this module, UNICEF ECD Section worked closely with the Gender section to receive feedback on different iterations of the module, thereby ensuring that a gender lens was used in the development process.

**PD-Education** continues to host the United Nations’ Girls’ Education Initiative (UNGEI). UNICEF and UNGEI played at key role in the development of the ‘Gender at the Center initiative’ that was launched during the G7 Education and Development Ministerial in July 2019 to advance gender equality in education. UNGEI produced series of six thematic briefs synthesizing research and learning on SRGBV. The publication highlights innovative practices and initiatives and provides insights and practical recommendations to address SRGBV. Moreover, PD-Education launched the e-Toolkit on Gender Equality in Education. The course, developed in collaboration with Brookings Institution and University of California Berkley, aims to provide UNICEF staff and implementing partners with programming tools and programme examples for designer gender transformative education programmes.

**PD-CP** continued to drive the process of strengthening programme implementation and case management, releasing the UNICEF GBViE Operational Guide and Resource Pack and co-leading the development of the Gender-Based Violence in Emergencies Interagency Minimum Standards; and continuing to lead interagency roll-outs of the IASC GBV Guidelines (risk mitigation) and the Interagency GBV Case Management Guidelines. Notably, in 2019, PD-CP, jointly with UNFPA, led the first ever interagency rollout of Primero/GBVIMS+ in Cox’s Bazar, Bangladesh, equipping caseworkers to support GBV survivors more effectively.

2019 was a promising year for UNICEF’s work on social protection and gender. In March 2019, under PD-SIP leadership, UNICEF signed up to the Social Protection Inter-Agency Cooperation Board Joint-Statement on social protection’s role in promoting gender equality and women’s and girls’ empowerment, and called for greater action to promote gender equality in all of our social protection work. Subsequently together with DFID and ODI, UNICEF organized a side event on gender and social protection during the CSW 63 “social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls”. UNICEF also co-hosted a side event with Doha International Family Institute (DIFI on ‘Gender-Responsive Social Protection for Adolescent Girls to Enable Aspirations and Reach the SDGs in the Arab Region’. Also in the year, PD-SIP introduced new monitoring tools to assess 140+ strong portfolio of country office programmes working on social protection, enabling us to identify for the first time that around 20% of country offices are already explicitly aiming to support gender-sensitive, gender-responsive and gender-transformational social protection work. This is a strong foundation from which there is much to learn.

In 2019, the **PD Disability** and Gender Sections worked with **PD-WASH** on strengthen Menstrual Health and Hygiene for women and girls with disabilities. The WASH Section released a guidance on Menstrual Health and Hygiene that the Section provided substantial inputs on that culminated in a dedicated chapter in the guidance and webinar on girls and women with disabilities. In addition, the Disability, Gender and WASH Sections worked together on an event at Stockholm World Water Week on “Menstrual Hygiene Management: health and dignity for all,” with partners Columbia University, German WASH Network, London School of Hygiene and Tropical Medicine, The Case for Her, The IRC, USAID, WaterAid, WASH United and WSSCC. The event included dedicated group work on menstruators with disabilities. Also in collaboration with the Gender Section, PD-Disability worked with UN Women, UNFPA, UNDESA and OHCHR to secure funding from UN Partnership for the Rights of Persons with Disabilities (UNPRPD) to
increase understanding on how to use an intersectional approach while addressing disability inclusion and gender equality. This 18-month project will result in the development of a tool to support UN agencies and civil society to address disability inclusion at the intersection of factors such as age, sex, gender identity and expression, race, ethnicity, among others in relation to: data collection; programme design, implementation and monitoring; and advocacy for the rights of persons with disabilities in their diversity using an intersectional approach.

**Partnerships, Global Programmes, Joint Programmes and UN Engagement**

In 2019, PD continued its robust and systematic engagement with Global Programme Partnerships (GPPs), providing UNICEF with an opportunity for stronger advocacy to mobilize multiple actors and to catalyse policy changes at global, regional and country levels in favour of children. In this context, PD supports UNICEF with shaping and influencing multi-stakeholder GPPs by managing, coordinating and sitting on the board of various partnerships, and by actively participating in various global initiatives that are relevant to UNICEF’s mandate. All PD Sections have engaged with different partners in 2019, and some examples of this cooperation is presented below.

In addition to interagency collaboration through SDG3+ GAP and Gavi 5.0 (both described earlier), PD-Health partnered with fellow UN agencies and entities via platforms such as H6 Partnership (UNFPA, UNICEF, UN Women, WHO, UNAIDS, WB), Every Women Every Child (EWEC) movement, the Measles & Rubella Initiative (M&RI), the Global Polio Eradication Programme (GPEI), and the partnership for Maternal & Neonatal Tetanus Elimination and the Partnership for Maternal, Newborn and Child Health (PMNCH) in technical areas (e.g., newborn health through the Every Newborn Action plan, Gavi 5.0) or through joint programmes (e.g. cervical cancer elimination). The H6 coordination mechanism has become a crucial channel for UNICEF to interact with other UN agencies through frequent meetings at the principal level and weekly technical working group calls. It has also gained momentum at regional and country levels. The United Nations Secretary-General has expressed interest in positioning the H6 as a role model for UN reform.

Building on the close relationship formed with donors during the consultation process for the development of the new UNICEF education strategy, PD-Education have established an Education Partner Group comprising of 20 of our top resource partners. The objective of the Partner Group is to enhance the likelihood of realizing the ambitious results of the Strategy by serving as a platform to engage, provide guidance, strategic and financial support as appropriate, based on a review of progress and lessons learned. The Partner Group will also explore opportunities to undertake joint advocacy efforts to address key issues identified during implementation of the strategy, leading to acceleration and greater impact. The Partner Group will also enable the “amplification” of lessons learned and analysis of data and evidence for broader impact.

PD-Education contributed to solidify UNICEF’s comparative advantage as convener, advocate and technical advisor to governments to drive real progress in the pursuit of universalization of quality pre-primary education globally. With the Global Partnership for Education (GPE), PD-Education developed the Better Early Learning and Development at Scale (BELDS) approach, which is an innovative method of work in ensuring that ECE is well integrated and/or strengthened throughout education sector planning and implementation processes. The implementation of the BELDS Initiative involved engagement with the Ministries of Education in four pilot countries (Ghana; Kyrgyz Republic; Lesotho; Sao Tome & Principe) through advocacy efforts, technical support and knowledge exchange, leading to the ECE subsector being well-positioned in these countries’ Education Sector Plans and associated operational plans backed by costed budgets; articulation of government’s vision for scaling up ECE; ownership and accountability for
ECE at different system levels. PD-Education’ strategic intervention with small catalytic funds was a determinant factor in unlocking domestic resources as well as international aid for ECE.

The UNFPA–UNICEF Joint Programme on Eliminating Female Genital Elimination (FGM); and the UNFPA–UNICEF Global Programme to Accelerate Action to End Child Marriage (ECM) continued to impress donors with their efficacy, as evidenced by the over $150 million mobilized over the course of 2019. As two of the largest UN joint programmes on singular issues, findings from the Evaluations reinforced their standing as proven examples of how joined-up action can provide essential political, policy and programmatic leverage at all levels to identify and implement collective solutions to achieve the SDGs, specifically, SDG 5.3. To improve programme quality, PD-CP and UNFPA, together with UN Women for ECM, invested in finalising programme guidance for Phase II of the ECM and Phase III of FGM.

Moreover, in 2019, PD-CP generated significant momentum to build on existing, and mobilize new, partnerships to strengthen the access to justice for children agenda. UNICEF, as part of the Pathfinders for Peaceful, Just and Inclusive Societies SDG16+, endorsed a Justice for Children Call to Action that provides a strategic vision that actively places children at the centre of an emerging global movement for justice. The past year also provided significant opportunities to advance the UN Legal Identity Agenda (LIA), which saw an unprecedented consensus being reached across 14 UN agencies, UNESCAP and UNECA and the World Bank ID4D programme on one common approach to CRVS and identity management. Given that nearly 1 in 3 countries – accounting for around one-third of the global population of children under five – will need to accelerate progress to achieve the promise legal identity for all, including birth registration, the LIA will be a crucial forum for accelerating progress towards SDG 16.9.

Under PD-SIP leadership, the year saw significant strides in UNICEF’s reengagement with the International Monetary Fund, including a commitment from both agencies to increase collaboration at country level. This came about as a result of a concerted effort to capture and promote emerging good practices of collaboration at country level, and through both technical collaboration and high level dialogue between UNICEF and IMF HQ. Given the IMF’s considerable influence on government’s fiscal decisions, especially in countries experiencing economic difficulties, this collaboration has the potential to make a significant difference for children, particularly with respect to effective use of domestic resources in health, education and social protection, and thus to SDGs 1, 2, 3, 4 and 10.

PD-SIP ongoing dialogue with IMF, together with PPD support, led to an invitation to the Executive Director to address the IMF Executive Board, only the 2nd UN agency chief ever to have done so. This provided an opportunity to familiarize IMF Board members and senior staff with UNICEF’s work, both our in-depth sectoral knowledge as well as our growing engagement and expertise on public financial management in support of social sector service delivery. Subsequently 17 examples of country collaboration were identified, creating the basis to capture and promote good practices. For 2020 onwards, it is expected that PD-SIP and the IMF to follow up and increase their joint support for a set of selected countries.

Under the leadership of PD-Gender, UNICEF deepened its partnerships with UN agencies in 2019. UN reform and working to leverage the comparative advantages of our sister agencies and our collective strength is now a central feature of UNICEF’s strategies for accelerating SDG progress across its areas of work. Examples include membership into the Inter-Agency Network on Women and Gender Equality (IANWGE), the UNDG Task Team on Gender, and UN Task Force on Violence Against Women, and serves as a Programme Appraisal Committee member of the Programme Advisory Committee for the UN Trust Fund to End Violence against Women. UNICEF also co-leads a sub-group on gender and innovation for the inter-agency Innovation group, participates in working groups of the High-Level Taskforce on Financing for Gender, and in the Women in the UN System group.
The **Human Rights Unit** reinforced the child rights focus of UN-interagency initiatives aimed at generating common understanding on relevant topics across the UN system. This included the contribution of a child rights focus to the SDG Foundational Primer, and the UN Sustainable Development Common Framework Companion pieces on guiding principles (HRBA and LNOB). In addition, the Unit strengthened the collaboration with the UN Secretariat’s Department of Social and Economic Affairs on issues related to indigenous children, including by raising UNICEF’s profile at the UN Permanent Forum on Indigenous Issues in the year of promotion of indigenous languages, and highlighting the critical role of Country Offices in promoting multilingual education, infant and maternal health, child protection and participation in indigenous communities.

**Lessons learned and constraints**

**Lessons Learned**

*Engaging the business sector* presents both opportunities and challenges for achieving results for children. For example, in line with UNICEF’s Business for Results agenda, PD Nutrition continues to leverage the relevance and potential of business in its nutrition work. In order to capture knowledge and lessons learnt at global, regional and country level, PD-Nutrition and PFP started working together to develop a set of 10 case studies on business engagement. The case studies will be practical with clear insights for programming. At the same time, in 2019 PD Nutrition and PFP also initiated development of a position paper on engagement with the food and beverage (F&B) industry. The F&B industry is a critical business sector for nutrition programming, but one that presents particular risks for the organization. With this work PD Nutrition will establish key principles and parameters to inform engagement with the F&B industry. PD and PFP will offer examples and tools to help offices and teams understand the multiple entry points, distinguish different F&B industry actors, and assess benefits and risks related to the different forms of potential engagement with and engagement on the F&B industry. Together the case studies and the position paper will inform the development of programme guidance to inform programming, fundraising and partnership activities with the aim to be relevant to all levels of the organization, including national committees.

The critical importance of **cross sectoral and cross divisional collaborations** to the achievements of the Strategic Plan results are becoming ever more apparent after 2019. PD-CP’s leading work to develop a Programme Division Technical Note for MHPSS is a strong example of successful collaborative work that involved multiple PD Sections such as Health, Education, Adolescents and WASH, as well as other divisions such as DAPM. Other examples in 2019 include, for example, the continued strong links with D&A in strengthening Child Protection, Disabilities, HIV and Social Policy data and evidence, and with EMOPS on the revision of the CCCs.

In the same line, **joint work with other UN agencies and global partners** were strengthened as important mechanisms to accelerate results for children. Global Joint programmes presented solid results in 2019, and were recognized as important strategies to increase efficiencies in programme design and implementation. For example, the gradual transition of WASH to UNICEF under the UNICEF – UNHCR partnership opens up opportunities for partnerships and advancing on the humanitarian-development agenda. However, the implementation of this transition in 2020 requires a plan with clear milestones, timelines and roles, as well as financial resources to ensure adequate WASH technical capacity can be mobilized at UNICEF.

The **strategic use of Global Thematic Funds (GTF) and other funds such as 7% set aside** seems to be an important way to catalyze resources towards global and regional results. Two examples on the smart use of GTFs are related to Nutrition and WASH. Both Sections agree with Regional and Country offices on a set of clear results to be achieved, including monitoring and reporting periods. Preliminary evidence
collected by the WASH in 2019 showed that those countries that took part of the \textit{UNICEF’s game plan to end open defecation} (mechanism that is funded by GTF) have accelerated results in a faster pace than those countries that are not part of the game plan.

\textbf{Knowledge management} has been further consolidated in PD, and strengthening this function, including documentation and sharing emerging and good practices proved to be an efficient method to increase the programmatic reach. For example, development of the global ADAP Knowledge Domain and revamping of the Adolescent and Youth -Engage (AY-Engage) initiative enabled global knowledge sharing on adolescents and youth engagement and programming.

\textbf{Programmatic emphasis on system strengthening} continued to be identified as a core strategy in supporting governments to accelerate and sustain results for children. For education, strengthening systems have a direct link with improving learning outcomes, which is embedded in UNICEF’ SP and a priority in the new Education Strategy. Similarly, PD Health continued to work around and invest in PHC for achieving UHC and SDG3 in 2019, focusing on all aspects of child health. In 2019, the investments set-aside for PHC started showing progress. During the PD OMP MTR, most of the changes in the results structure for PD were focused on increasing the focus on system strengthening and the linkages between humanitarian-development-peace nexus.

\textbf{Advocacy} continues to be seen as an important tool to facilitate results for children. For example, Through high-level advocacy efforts and inter-agency collaboration, PD-ECD have made great progress in terms of raising awareness around the need for integrated Early Childhood Development in Emergencies (ECDIE) interventions and in raising the profile of UNICEF as a leader at the intersection of ECD in humanitarian situations. However, advocacy and provision of integrated ECDIE programmes in humanitarian contexts (acute onset and protracted crises) need to be further accelerated in order to safeguard the rights of the most vulnerable groups of children to development, including early stimulation and responsive care. UNICEF is positioned as a leader in the area of ECDIE through technical and advocacy efforts and growing momentum for ECDIE needs to be sustained as limited resources can slow progress.

\textit{Constraints}

\textbf{Availability of data and different disaggregation} continued to be a constrain for many PD Sections to improve quality of programme design and implementation. Similar to previous years, PD Sections continued to face situations where donors insist on data being disaggregated into different forms, but availability either does not exist, or the cost for such collection is impractical. For Child Protection, while there has been some progress on agreed definitions for child protection indicators (internally through the online resource pack on PME in Child Protection, externally through the Inter-Agency Expert Group on VAC, amongst others), this remains an issue. For Disability, to report on Strategy Plan indicators, the Section now have access to quantifiable data on children with disabilities (expenditure and SMQ data); however, at the country level, the level of understanding and engagement for obtaining and reporting data on children with disabilities is not sufficient resulting in the use of estimates and mis-reporting the number of children with disabilities reached.

For the coming years, there is an ever-present risk that the increased demand for more data, including ‘instant’ and ‘real-time’ data, cannot be met adequately or in a timely manner due to capacity constraints within countries and UNICEF. In many settings, there are no clear resources to build capacity to collect such data or to analyse it at country level. The challenges have become even greater as the push to make improved progress on the SDGs has further driven demand for data. Building national data capacity, including by leveraging and aligning investments from major donors and implementing partners, is essential to help PD and UNICEF to address this issue. PD will be engaged with the Data Administrative Task Team to further implement the Data Administrative Maturity Model as a tool to help countries to
improve their data systems. Besides, PD will keep working with D&A and other parts of DAPM, Regional and Country Offices to increase the quality of data that is collected for reporting on SP results and other global commitments. This will entail building awareness and capacity on data disaggregation tools and ensuring accurate classification of expenditure (using PIDBs, Markers and Tags).

In 2019, despite all progress and contribution to major achievements in the organization, PD results were constrained by financial and human resources that affected all PD Sections, partly created by the increased demand for technical support in both development and humanitarian settings, by the overcrowded international development environment, by the need to accelerate results, and the pursuit to embrace new and innovative programmatic areas and strategies. Two concrete examples are from education and WASH.

The demand Education faced in 2019 to build new partnerships and strengthening existing ones from both internal and external actors was not matched by the Section’s capacity. The Education Section had to deal with an increasingly broad and more technically challenging agenda, with stagnating financial and human resources. With the new Education Strategy, the pace of work and number of unplanned requests could risk lowering the quality of work or reducing UNICEF’s credibility as a global thought leader in education. At the same time, Education staff and programme are largely funded by education global thematic funds, out of which Norway remain the most important donor.

Similarly, analysis of the resource gaps in 2019 revealed underfunded WASH Country Programmes and underfunded programme thematic areas within WASH. The analysis revealed underfunded country programme that are of-track to achieve results. It also brought out several critical programming areas that are under-funded such as WASH in Institutions (Schools and Health Care Facilities), and new emerging areas such as Urban WASH and systems strengthening. The analysis further showed a concerning outlook about funding of humanitarian WASH preparedness and response. Other aspects in the WASH resource constraint compared to previous cycle are the highly earmarked funding, less contributions RR, ORE.

Funding and staff situation is much harder for cross-sectoral areas such as Human Rights, ECD, Disabilities, Social Policy, Adolescents, Urban, Migration and Gender, which have been historically ill-funded, and, consequently, have limited staff capacity to implement their full work programmes, which covers the increase request from country offices for support on their areas of expertise.

PD Sections, supported by PDDO, and in partnership with PPD and PFP have been prioritizing resource mobilization, including pro-active engagement with global strategic partners and key donors. The priority for 2020 is to invest in new partnerships, focusing on diversification of funding. Moreover, PD will keep emphasizing the importance of leveraging domestic resources for children, and the engagement with business as positive agents for children rights.