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1. Executive Summary

In 2015, several years of substantive discussions, political negotiations and advocacy culminated in the adoption of the Sustainable Development Goals (SDGs). Programme Division (PD) worked with internal and external partners to guide the development of the SDGs with robust evidence and data so that the Goals would better reflect child rights, with measurable targets and indicators. Specifically, PD influenced SDG 1 to include reference to children; advocated for the inclusion of learning outcomes and early childhood development (ECD) indicators in SDG 4; and placed child protection issues more prominently within this new development agenda. In addition to advocating for the disaggregation of indicators by sex, location and wealth quintile, PD played a key role in making sure that disaggregation by disability status was included under SDG 4.

To help underpin future implementation of the SDGs, PD worked to strengthen existing global partnerships and establish new ones. Among these partnerships are the first-ever Global Partnership to End Violence Against Children, which is aimed at strengthening the architecture of a new global area of work not included in the previous development agenda (the Millennium Development Goals - MDGs); the Secretary General’s Every Woman Every Child Initiative and its new operational framework; the Global Programme on Ending Child Marriage; a number of global partnerships that support the Education 2030 Framework for Action; the global Vaccine Alliance (GAVI) Partnership Engagement Framework (PEF), as it transitions from the GAVI Business Plan; and the Scaling Up Nutrition (SUN) movement.

PD staff also worked closely with UNICEF’s partners to shape the financial mechanisms that will help fund the SDGs. PD actively contributed to UNICEF’s participation in the Third International Conference on Financing for Development in Addis Ababa and also helped to spearhead the organization’s input into such sector-specific financing mechanisms as the Global Financing Facility in support of reproductive, maternal, newborn, child and adolescent health (RMNCAH) and UNITLIFE, a new micro-levy financing instrument for funding nutrition programmes in Africa. PD also led UNICEF’s efforts to reform financing and aid architecture for education in emergencies and worked with the UNICEF Public Partnerships Division for establishment of a fund associated with the Global Partnership to End Violence Against Children.

In light of the implications of the SDG agenda for UNICEF, PD initiated a series of efforts to explore linkages between what the Division is currently doing and what it will be called to do in the future. Internal discussions helped identify programmatic areas of work where UNICEF’s leadership and focus will be necessary to achieve significant gains for children; these discussions have since informed priorities in programmes and advocacy.

Support to the field through close work with regional offices continued to be the core of PD’s work. This took the form of providing technical assistance, developing programming guidance and tools to address country and regional needs, and mobilizing global resource streams. For example, PD developed and implemented a Polio Global Communication strategy in Pakistan that included redesigned front-line worker training; supported Bolivia, Burkina Faso, Pakistan and Sao Tome and Principe on the use of the Simulations for Equity in Education tool to identify cost-effective strategies for reaching excluded children. The Division developed a notification and alert protocol for reporting to senior management alleged incidents of sexual exploitation and abuse against children by UN civilian and military personnel. It also supported, with World Food Programme, a Joint Nutrition Response Plan in South Sudan designed to strengthen response to a massive nutrition crisis. Another example is the development and piloting of the EQUIST platform to guide policy making aimed at improving equitable outcomes in health and nutrition. In social protection, PD contributed to the creation of the Core Diagnostic Instrument, an inter-agency tool to assess social protection systems.
Further, PD provided: technical assistance and capacity building to Madagascar, Nepal, Peru, Togo and Zambia on use of data for improving equitable system management and fostering community empowerment, through the Data Must Speak project; technical guidance on early childhood development to 41 countries in all regions through support to strategic planning processes, programme implementation and initiatives such as ECD and Peacebuilding and Care for Child Development; and technical support to 25 countries in all regions to address violence against children. Finally, with respect to resource mobilization, PD allocated US$393 million non-thematic ORR and ORE, as well as US$ 69,261,270 global thematic funds to headquarters, regional and country offices in 2015.

Positioning PD to be ‘fit for purpose’ for the new global development agenda also meant enhancing and updating key management practices and tools as a follow-up to the 2014 Global Staff Survey and the PD review that was completed in early 2015. These efforts have led to a renewal of PD’s vision and mission; improved ways of engaging with the field through ‘compact agreements’ with regional offices; strengthened cross-sectoral work through matrix management arrangements; simplified business processes; and brought new initiatives related to internal communication and staff well-being.

In addition to a new global development agenda, 2015 marked a year of significant changes to the global environment in which UNICEF operates. The Ebola virus disease (EVD) posed new challenges to traditional humanitarian response and compelled UNICEF to consider new approaches and processes to reach the most marginalized and vulnerable children. In 2015, PD was involved in key UNICEF and UN efforts to evaluate the organization’s response to the Ebola emergency. Chief among the lessons emerging from the Ebola response effort was the need to strengthen systems – health systems, social support systems, education systems and child protection systems – in order to mitigate the impact of future crises on children’s well-being. PD has helped lead and deepen UNICEF’s engagement in systems strengthening in a number of sectors, including by developing new sectoral strategies, most notably in health and WASH.

The Ebola crisis and response also brought to light significant gaps in the design of effective community mobilization and behaviour change interventions in emergencies. To address those gaps, Programme Division put forward the Communication for Development (C4D) Strengthening Initiative, which gained support and seed money in 2015. The initiative will augment C4D expertise at the regional level. It will also provide start-up funds for developing the parameters of a new coordination architecture for community engagement/C4D in humanitarian contexts. Lastly, it is expected to enhance UNICEF’s surge capacity by creating a network of anthropologists and other social scientists to support C4D emergency response.

On the humanitarian front, in 2015 the Division contributed significantly to UNICEF’s response to Level 2 and Level 3 emergencies through programme guidance, technical assistance and staff deployment. For example, PD organized training courses on conflict sensitivity and peacebuilding for 188 staff members, launched the Inter-Agency Standing Committee’s “Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action” and revised the Education in Emergencies Front Line Responders Training to reflect current developments in humanitarian action. Additionally, the Division supported the creation of emergency response team positions in health, nutrition, education, water and sanitation (WASH) and child protection. PD staff were deployed to Iraq, Nepal, Nigeria, to the Ebola-affected countries and to European countries affected by the refugee/migrant crisis.

Despite significant results and progress, in 2015 the capacity of the Division to deliver some results was hindered by funding shortfalls, staffing gaps and the need to prioritize amid heavy workloads. These led to shortfalls primarily around risk-informed programming, and delays in issuing planned technical guidance and studies. PD also recognized the need to further strengthen the monitoring and
use of global funding streams mobilized to support results at country level, and to formalize the use of compacts as planning tools to prioritize field engagement in coordination with Regional Offices.

2. Main Results Achieved in 2015

In 2015, Programme Division continued to carry out its primary role of global programme leadership to support UNICEF’s mandate – contributing to the achievement of the results outlined in the Strategic Plan 2014–2017. This required global leadership in specific areas and effective technical support to country-level action.

Global and regional programmes

Influencing the new global development agenda

In 2015, PD worked with colleagues throughout the organization and with external partners to guide development of the SDGs with robust evidence and data, so that the goals would better reflect key child rights with measurable targets and indicators. Specifically, PD influenced SDG 1 (End poverty in all its forms everywhere) to include explicit reference to children; advocated for the inclusion of child-specific indicators of nutrition for SDG 2 (Zero hunger) and for the inclusion of learning outcomes and ECD indicators in SDG 4 (Ensure inclusive and quality education for all and promote lifelong learning); and helped to shape SDG 6 (Ensure access to water and sanitation for all). In addition, technical teams from PD worked with partners to place issues of child protection more prominently in the new development agenda; to support explicit reference to disaster risk reduction; and across all SDGs, including SDG 5 (Gender equality), to advocate for the prominence of adolescent girls and rigorous targets related to gender equitable results across the age continuum. PD played a key role in advocating for data disaggregation by disability status and for the monitoring of children’s learning progress at the end of grade 2/3 to be able to ‘catch’ the children not learning adequately and at risk of dropping out.

In tandem with providing technical input into the SDGs, PD staff were engaged in shaping the financial mechanisms that will help fund the SDGs. The Division actively contributed to UNICEF’s participation in the Third International Conference on Financing for Development in Addis Ababa, which resulted in a new global framework for financing sustainable development. PD also helped spearhead UNICEF’s input into sector-specific financing mechanisms such as the Global Financing Facility for reproductive, maternal, newborn, child and adolescent health (RMNCAH); UNITLIFE, a new innovative micro-levy financing instrument to address the large funding gap needed to improve child nutrition; and the International Commission on Financing Global Education Opportunity. PD also led the development of an education in emergencies platform that should provide an opportunity to reform the financing and aid architecture for education in emergencies by mobilizing additional resources and strengthening coordination of education response in emergencies.

Advancing results for children through Global Programme Partnerships (GPPs)

A key component of PD’s work in 2015 was shaping and influencing global multi-stakeholder programme partnerships relevant to UNICEF’s mandate and to implementation of the SDGs. This included negotiating global results frameworks, mobilizing resources for country-level implementation and providing technical support to countries to implement efficiently at scale.

Jointly with the Office of the Executive Director, PD led efforts to establish the Global Partnership and Fund to End Violence Against Children, which key objectives are raising political will and visibility; accelerating action; and sharing knowledge and experience across national boundaries to amplify
solutions and build a global movement around ending violence against children. In effect, the Partnership and Fund match the groundbreaking nature of Target 16.2 of the SDGs, to end abuse, exploitation, trafficking and all forms of violence and torture against children. By convening multiple stakeholders, the partnership will help improve policy formulation, standard setting, coordination of support, and resource mobilisation for country-level action in all contexts, including emergencies.

In health, PD contributed significantly to the development of the Secretary General’s Every Woman Every Child strategy and led the development of its operational framework – which presents a roadmap on ending all preventable deaths of women, children and adolescents within a generation.

UNICEF worked closely with UNAIDS and the other 11 cosponsors during the drafting process for the 2016–2021 UNAIDS Strategy and the Unified Budget, Results and Accountability Framework that operationalizes the strategy. The new ‘Fast Track’ strategy sets out an ambitious set of targets for 2020 of reducing AIDS-related deaths to below 500,000, reducing new HIV infections to below 500,000 and eliminating HIV-related stigma and discrimination. The also emphasizes greater focus on paediatrics and adolescents, and is built around linkages to five SDGs (health, achieving gender equality, reducing inequalities, inclusive societies and strengthened partnerships).

Progress was made on the UNFPA-UNICEF Global Programme on Child Marriage, with the definition of a global results framework and a core package of interventions in 12 countries to reach approximately 6.5 million girls. In order to tackle online sexual exploitation of children, a global programme was launched that is being implemented in 17 countries.

The Division also worked to reshape existing global partnerships so that they would be best positioned to support the new development agenda. For example, PD contributed to the new Sanitation and Water for All (SWA) strategy document; provided technical leadership to the Scaling Up Nutrition (SUN) partnership during a transitional period, and the GAVI Partnership Engagement Framework (PEF), as it transitions from the GAVI Business Plan; United Nations Global Nutrition Agenda to improve UN coordination; and supported the transition and restructuring of the Roll Back Malaria Partnership.

Because Global Programme Partnerships have become increasingly important for achieving results for children, in 2015 the Division undertook a desk review of GPPs to help identify and prioritize those partnerships with the greatest value-added for the most marginalized children. This internal, informal desk review is expected to guide PD’s future discussions on equity and partnerships.

**Strengthening global evidence and data generation**

To underpin UNICEF’s knowledge leadership on the issues most important to children’s well-being, in 2015, PD continued to help generate quality evidence through data collection and analysis, operational research and evaluations.

In the context of the joint UNICEF-UNESCO Out-of-School Children Initiative (OOSCI), the global report “Fixing the Broken Promise of Education for All” was launched in 2015. The report highlighted the crucial role of data in identifying and helping remove barriers that keep children out of school. To date, the initiative has led to the development of more than 40 OOSCI country studies and six regional reports, crucial inputs to advocacy and policy making.

To strengthen evidence around children and AIDS, PD partnered with Oxford University to review such areas as the impact of social protection and service delivery models on HIV treatment and prevention and on adolescent sexual and reproductive health. PD also supported the development of a policy brief and country best practices on EMTCT of HIV to illustrate progress towards the elimination of new
HIV infections among children and improving the health of women living with HIV and to highlight actions needed to achieve and sustain EMTCT in Africa.

The Division contributed to greater knowledge of the issues and opportunities inherent in linking development and humanitarian work by commissioning a study that codified current UNICEF practices and challenges and identified potential future actions.

Additional evidence generation work included the completion of seven evaluation briefs on health systems strengthening; the launch of the Investment Case for Equity in Education; and the finalization by the Evaluation Office, with PD support, of two major evaluations on cash transfers and prevention and response to violence against children, respectively. In addition, a position paper on universal health coverage and two resource papers on adolescent health and non-communicable diseases, respectively, were developed to support the UNICEF Strategy for Health 2016-2030.

In collaboration with UNICEF Division of Research and Policy, PD worked on expanding the evidence base relevant to monitoring implementation of the SDGs. For example, survey modules on children with disabilities and on inclusive education, relevant to SDG 4 monitoring, were developed in 2015. And the pilot of an Inclusive Education Management Information System in Tanzania was conducted to help strengthen education system data on inclusive education. PD also developed and began field-testing a methodology for capturing data on early reading and numeracy skills among children aged 7–14 years within MICS.

Developing guidance and tools for improved programme planning and monitoring

PD continued to prioritize and support the application of the Monitoring Results for Equity System (MoRES) methodology. Working closely with the Division of Research and Policy, PD contributed expertise to development of a compendium that brings together models of evidence-based equity approaches in a variety of contexts.

A new approach to health systems strengthening was finalized in 2015 after extensive consultation. The approach clarifies UNICEF’s engagement in health systems strengthening at national, sub-national and lower levels, in health and related cross-sectoral technical areas. The approach is supported by the EQUIST platform, a tool to guide policymakers to apply an evidence-based approach to design and review policies and strategies aimed at improving equitable outcomes in health and nutrition for children and women, through a step-wise, logical approach. PD helped load data onto and pilot the platform.

PD also contributed to the creation of the Core Diagnostic Instrument, a tool to assess social protection systems. This work positions UNICEF as a key contributor to global inter-agency initiatives on social protection. Also in the area of social inclusion, PD produced eleven guidance and technical notes to support measurement and use of data, including a child-focused budget analysis toolkit, child deprivation in poverty surveys and information on inter-governmental fiscal transfers and on implementing emergency cash transfers.

PD launched the “Child Protection Resource Pack: How to Plan, Monitor and Evaluate Child Protection Programmes” together with Division of Research and Policy, the Evaluation Office and the Field Results Group. The resource pack integrates the MoRES approach and will help guide key child protection interventions.

PD continued to invest in Primero (Protection-related Information Management), an open source software application that aims to help partners securely and safely collect, store, manage and share
data for child protection-related incident monitoring and case management. In 2015, the first phase of Primero was completed, and application was rolled out in Sierra Leone.

In support of adolescent priorities, an Adolescent Assessment Card was developed to improve measurement and action on adolescent results. The tool includes a common set of indicators to identify, measure, and track the progress of adolescent development and well-being.

Working closely with other Divisions as well as Regional and Country Offices, PD initiated the preparation of a UNICEF Protection from Sexual Exploitation and Abuse (PSEA) Guidance document that focuses on sexual exploitation and abuse (SEA) reporting, response, monitoring and prevention. A notification and alert protocol for reporting to senior management alleged incidents of sexual exploitation and abuse against children by UN civilian and military personnel was developed as a result of the sharp increase in SEA reports in the Central African Republic. It specifies the accountabilities across the organization for reporting cases of SEA against children, including in cases where a UNICEF staff member or related personnel allegedly perpetrates SEA against a child or adult victim. The PSEA Guidance document will be used as the basis for strengthening the capacity of UNICEF country offices to prevent and respond to PSEA, specifically to train UNICEF staff and partners on PSEA, and to expand UNICEF capacity to provide victim assistance and monitor the quality of services provided.

Programme strategies were developed in two key sectors, health and WASH. The Health Strategy was finalized in 2015 and seeks to achieve sustainable and equitable coverage of key high-impact interventions. It emphasizes approaches to address inequities, strengthen systems, and promote integrated, multi-sectoral policies and programmes. Implementation will be a major focus of the remaining two years of the Strategic Plan (2014-2017). The WASH Strategy will be finalized in 2016.

A significant area of work was PD’s partnership with the organization’s Field Results Group to develop and promote the Programme Component Strategy Notes, a tool that aims to help country offices efficiently articulate the theory of change in their country programmes. The strategy notes will help identify the right mix of implementation strategies, financial and human resources, partnerships and timeframes necessary to achieve planned results thereby increasing accountability for those results. Forty country offices are expected to use Programme Component Strategy Notes in the next programming cycle.

Mobilizing funds in support of country programmes

Overall, PD’s strategic and technical engagement with donors and partners at the global level – undertaken together with the Public Partnerships Division and Private Fundraising and Partnerships Division – leverages significant resources for global programmes. In 2015, this benefitted country offices and also supported funding of regional capacity in several areas. Key examples include PD’s close work with GAVI Alliance partners and the GAVI Secretariat to secure an additional US$ 36 million in funding for 2016-17. The additional funds will help UNICEF strengthen immunization systems for the most marginalized communities. Additionally, approximately US$59 million was contributed or committed in 2015 for child marriage work, bringing the total resources received to date for the UNICEF-UNFPA Joint Global Programme to Accelerate Action to End Child Marriage to US$94.5 million received since 2014. PD provided technical assistance to twelve country offices and three regional offices to align their child marriage programming to the global results framework, with an emphasis on at-scale and multi-sector programming.

PD has provided technical support to twenty two countries to include integrated community case management (iCCM) into the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) New Funding Model, leveraging over US$200 million in financing for iCCM to date. In the area of education,
the Division supported Nepal in successful efforts to gain funding through the Global Partnership for Education. Additional direct support to nine country offices (in Chad, Union of the Comoros, Democratic Republic of the Congo, Kenya, Nigeria, Somalia, South Sudan, Sudan and Yemen) was provided to strengthen programmes co-funded by Educate A Child; this represents financial support totaling more than US$180 million.

PD provides essential support to fundraising and management of thematic funds at multiple steps along the life cycle of the grants. This includes fund-raising and donor engagement; allocation of resources to regional and country offices; technical support to results reporting; and preparing donor reports. PD has supported strong efforts to increase results based reporting, seen particularly in the areas of education and child protection. In education, PD built and strengthened initiatives to improve results-based reporting and monitor overall progress against the Strategic Plan, resulting in the 2014 Annual Results Report which used a Theory of Change results chain to visualize results. In child protection, triangulating financial expenditure data by programme area and intervention code with the analysis of narrative results reported in the Country Office Annual Reports, has enabled the production of a more comprehensive and results focused Annual Results Report.

PD helped generate US$200 million in funding for polio-related work in 2015. Some highlights of PD’s support to large contributions included US$59.4 million from Rotary International, US$36.8 million from the Centers for Disease Control and Prevention, and US$20 million from the Carlos Slim Foundation. PD also provided direct support to address an outbreak in Ukraine with €900,000 from ECHO (European Commission) and a tentative pledge to support eradication efforts in Pakistan from Germany’s Federal Ministry for Economic Cooperation and Development (BMZ) of approximately €20-30 million for 2016–2020. The Division worked with a new donor for polio, the United Nations Foundation, to secure US$731,000 raised from individuals via Shot@Life campaign; and also identified a potential donor champion in Canada, following their pledge of US$12 million in polio-related funding over four years.

**Facilitating learning and knowledge exchange**

One of the key roles of PD is to facilitate region-to-region learning through knowledge exchange and horizontal cooperation. To promote knowledge exchange around social inclusion and protection, PD hosted a global mapping on child poverty and social protection and developed a ‘knowledge hub’, a virtual platform for sharing and exchanging expertise.

The Division launched the first assessment of WASH in health-care facilities and co-organized a conference with the World Health Organization, where approximately sixty experts representing thirty stakeholders were brought together to share knowledge and experience around WASH indicators.

Work to realize the key programming and institutional strengthening targets of UNICEF’s Gender Action Plan (GAP) was advanced. The GAP Secretariat convened a global gender network meeting to share expertise, lessons learned and systems for accountability. To further the GAP targeted programming priority pillar on ending child marriage, PD supported the First African Girls Summit on Ending Child Marriage in Africa, which resulted in commitments to accelerate actions to end the practice in Africa. UNICEF-generated data projections highlighting that, without accelerating efforts by 2015, the number of child brides in Africa would double by 2050, to 310 million girls, were key evidence to prompt renewed and enhanced commitments across the continent.

Since 2010, PD has collaborated on a highly regarded course on social norms with the University of Pennsylvania. To date, over three hundred UNICEF staff from all seven regions and from various sectors of the organization have completed the course. In 2015, the Division supported the expansion
of this course, with leadership by UNICEF’s Organizational Learning and Development Section, to an online platform with potential for greater reach and impact. PD also supports a C4D learning course with Ohio University that aims to equip staff with knowledge, skills and tools to address socio-cultural determinants of UNICEF programmes and humanitarian actions through C4D. In 2015, seventy staff members completed the course.

Development effectiveness

PD houses the technical leadership for the seven outcomes of the Strategic Plan and its cross-cutting areas. In close collaboration with regional offices, the Division provides support to country offices based on global knowledge and best practice.

Defining compacts with regional offices

In 2015, PD’s technical leadership and guidance to the field was given a boost through the establishment of compacts detailing agreed PD support with each of the seven regional offices. The compacts spell out specific areas where regional offices request PD support and include, among others, PD involvement in country office strategic moments of reflection, mid-term reviews, development of Country Programme Documents and other critical country office programme events, as well as crucial region-wide events. The compacts are organized to include an overall divisional compact, supported by inputs by outcome area. For example, as a result of the compacts, PD engaged swiftly onsite to agree on a way to support the government of the state of Uttar Pradesh, India, in efforts to tackle high rates of malnutrition, and supported “First foods” - a global technical meeting on complementary feeding, which remains a major bottleneck in the stunting reduction in India, and beyond; enhanced UNICEF’s internal clarity around a multi-country nutrition grant covering Burundi, Ethiopia, Mozambique and Rwanda – resulting in better resource and knowledge management and a more unified monitoring system; and enabled follow-up of a project related to HIV testing and innovations in Ukraine and the CEE/CIS region more broadly, and documentation of its impact on early infant testing and adolescent HIV. In the future, building on this firm base, PD will be working further with other divisions and regions to sharpen the compacts and monitor them.

Providing technical support to regional and country offices

PD provided extensive support to regional and country offices. The Division’s technical support included assistance to strengthen programme design, results monitoring, pilot innovative models and, support the augmentation of the delivery of essential services where needed.

A few highlights of PD’s technical support to regional and country offices in 2015 include:

- Technical support was given to countries with regard to their strategic moments of reflection, mid-term reviews and the development of Country Programme Documents: The Division’s contribution to these processes included senior staff missions to Brazil, the Democratic Republic of the Congo, Haiti, and Malaysia, among others, and written or virtual reviews for a number of countries in all regions, including Cameroon, Kazakhstan, Pakistan, and Sudan.

- Support was provided for the application of MoRES: In the area of WASH, case studies to inform future programme design were completed for Benin, Mozambique, Pakistan and Zambia. The MoRES approach was applied to education programmes through three webinars on country cases (Guatemala, Serbia and Togo), the development of guidance on MoRES for education, and through support to four countries (Bolivia, Burkina Faso, Pakistan and Sao Tome and Principe) on the
Simulations for Equity in Education tool to help countries identify cost-effective strategies for reaching excluded or underserved children.

- In addition to virtual technical assistance provided, PD undertook five missions to India to support sanitation, handwashing and hygiene, open defecation free (ODF) and WASH in Schools programme. A key aspect of the technical assistance was the support provided in the negotiation of a US$1 – 1.5 billion loan agreement between the government of India and the World Bank to create the enabling environment and demand for sanitation. Moving forward, PD will help the India Country Office manage the working relationship with the World Bank Water Global Practice, negotiate state level accountability and roles with Development Partners, support upstream work on WASH in Schools programming, and global resources and colorations with partners, such as Global Interfaith WASH Alliance and Global Poverty Project, to eliminate ODF in India.

- To strengthen nutrition programmes during emergencies, the Division provided follow-up support to finalize and implement a joint UNICEF-WFP nutrition strategy, initiated in 2014; and disseminated Severe Acute Malnutrition Programme Guidance. In addition, PD has been in regular contact with the regional and country offices during the development of their emergency response plan. Further, in direct assistance during emergencies, PD supported the Yemen Country Office to identify suitable candidates for surge support in the country.

- Technical support and capacity building was given to governments and UNICEF country offices on education systems strengthening: PD supported the preparation or review of five countries’ education sector analyses (Afghanistan, Burkina Faso, Côte d’Ivoire, Lesotho and Madagascar) and worked with five countries (Madagascar, Nepal, Peru, Togo and Zambia) on use of data for improving equitable system management and fostering community empowerment, through the Data Must Speak project.

- Technical guidance on ECD was provided to 41 countries in all regions: This included support to strategic planning processes, programme implementation, creation of a thematic roster of global consultants, and initiatives such as ECD and Peacebuilding and Care for Child Development (CCD). PD, in partnership with regional offices, the World Health Organization, and government counterparts, strengthened the capacity of health workers to support ECD and deliver the CCD package in Eastern and Southern Africa, Latin America and the Caribbean.

- Through the Optimizing HIV Treatment Access Initiative for Pregnant and Breastfeeding Women Initiative (OHTA), PD and regional offices in Africa supported 4 countries to accelerate their transition to Option B+ protocols and improve programme effectiveness.

- In partnership with UNITAID and Clinton Health Access Initiative, PD continued to work on facilitating market entry and accelerated access to new technologies for point of care (POC) infant diagnostics and viral load monitoring in seven countries. Progress was made through advocacy with national governments for POC-friendly policies, operational guidance, and evaluations of new POC products.

- Technical support was provided to twenty five countries in all regions to address violence against children: In one example, the East Asia and the Pacific region tested a draft programming and monitoring guidance related to communication for development approaches to violence against children.

- Thirty six country offices received support from PD to engage with the Committee on the Rights of the Child in the context of state party reporting on CRC implementation.
• Support was provided to twenty-five countries to initiate programme assessment and data-driven planning exercises focused on adolescents. Working with a diverse range of stakeholders and adolescents, using a technical guidance document and tool developed by UNICEF and partners, country teams are using the assessments to identify priority adolescent populations, locations and interventions to fast-track the adolescent response. A Synthesis Report was developed based on the experience in the first five country assessments and will serve to facilitate comparison, learning and replication in additional countries.

Providing technical support for programme innovations

• PD provided financial and technical assistance to foster innovations in education. This initiative, which began in 2014, has so far supported testing of twelve innovative interventions (five in 2014 and seven in 2015) from which evidence and lessons learned for scaling up and replication will be collected. One notable example of innovation in education is eLearning Sudan, where UNICEF helped design and deploy an electronic game that can be played on tablets as an alternative delivery tool for basic mathematics instruction. eLearning Sudan has been able to leverage grants and awards that are sixty-five times greater than UNICEF’s initial investment, including expansion of the programme to Chad, Jordan and Lebanon.

• As an example of innovations in child protection, PD supported the Sierra Leone Country Office to establish a national case management system and the roll out of the Child Protection Information Management System in all fourteen districts of the country. The information system increases the capacity of child protection actors to track, follow up cases of vulnerable children and monitor the services provided to them. The Division also supported the development and endorsement of tools for data collection and for case management, which are now in use in all districts by government and NGO partners. The information system software (Primero) was installed in all districts and the uploading of all cases began, enabling the Ministry of Social Welfare, Gender and Children’s Affairs and NGO partners to document more than one thousand vulnerable children since Primero’s official launch in August 2015.

• PD worked with UNICEF’s Supply Division to design products with increased accessibility; on implementing new approaches to accessible construction guidelines in Somalia; and on designing disability-inclusive health insurance in the Philippines.

Providing technical support for humanitarian action

With a large number of protracted and complex emergencies requiring exceptional humanitarian responses, in 2015 Programme Division continued to provide extensive support to UNICEF’s humanitarian efforts. Coordinated by PD’s Humanitarian Action and Transition (HATIS) team, and in close collaboration with the UNICEF Office of Emergency Programmes, PD sections actively engaged in preparedness activities and post-crisis recovery and in inter-agency and organizational humanitarian policy development and programme guidance. In line with the Strengthening Humanitarian Action (SHA) initiative, PD established emergency response team positions in health, nutrition, education, WASH and child protection. Examples of PD’s technical support for humanitarian action in 2015 include:

• PD provided direct technical guidance and support to country offices in countries experiencing Level 3 and Level 2 emergency situations. These included both chronic humanitarian crises and emergency situations that occurred or reached a peak in 2015. PD’s in-country support to emergencies included approximately twenty-three deployments to Iraq, Nepal, Nigeria,
countries affected by Ebola and those affected by the European refugee/migrant crisis. PD staff were deployed as part of direct Immediate Response Team missions.

- PD worked with the CEE/CIS regional office to strengthen UNICEF’s response to the migrant/refugee crisis in Europe. Specifically, PD provided in-region support and guidance on WASH and child protection and worked with regional office counterparts to mainstream ECD into the response in the most-affected countries and supported an assessment on the feasibility of cash transfers. In addition to the technical support for on-the-ground operations, PD also inputted to advocacy and policy dialogue to address the child protection concerns for unaccompanied and separated children and rights of migrant and refugee children more broadly.

- In Nepal, PD helped embed disaster risk reduction into the response to the earthquake that occurred in April 2015. This included coordinating UNICEF’s involvement in the post-disaster needs assessment (PDNA), which influenced the response and recovery plans.

- PD contributed to the ‘Getting to Zero’ Ebola response with key support provided to Guinea, Liberia and Sierra Leone. This included technical contributions to strengthen community engagement in recovery efforts that informed the UN funding appeal; strengthening the social mobilization pillar in Sierra Leone; and documenting of good practices and lessons learned.

- Working with regional offices and the UNICEF Office for Emergency Programmes, PD helped develop and implement a comprehensive Education in Emergencies capacity development plan. The plan covers knowledge and skills information management, psychosocial support, conflict and disaster risk reduction and climate change adaptation, needs assessments, protecting schools from attack and conflict-sensitive education and peacebuilding.

- Drawing from lessons learned on the experience with newborn care following Typhoon Haiyan, PD developed draft guidance and a proposal for a kit for newborn care in emergencies.

- The first global assessment and mapping of the use of the ECD kits in emergency and peacebuilding contexts was finalized in close collaboration with the UNICEF Evaluation Office. The assessment identified eighty six country offices that procured an estimated 89,659 ECD kits benefiting approximately 4,482,950 million children globally during 2009-2015.

- In support of inclusive programmes, PD developed practical guidance on how to include children with disabilities using three of UNICEF’s most popular emergency kits. In addition, the disability section, together with Handicap International, developed and piloted in Nepal “How to Notes”, a set of guidelines to strengthen inclusive humanitarian responses.

- The Adolescent Kit for Expression and Innovation was finalized. The kit is aimed at adolescents aged 10–19 years affected by conflict and other crises. Five country offices (Bhutan, Indonesia, Myanmar, Palestine and South Sudan) used prototype kits in 2015. A total of 1,500 kits will be available for use by country offices in 2016.

Following the intensive efforts to combat the Ebola epidemic, Programme Division was involved in key UNICEF efforts to evaluate the organization’s response, and identify lessons learned. Chief among the lessons emerging from the Ebola response effort was the need to strengthen systems – health systems, social support systems, education systems, and child protection systems – in order to mitigate the impact of future crises on children’s well-being. PD has helped lead and deepen UNICEF’s engagement in systems strengthening in a number of sectors, including by developing new sectoral strategies, most notably in health and WASH.
Also building on the lessons of the Ebola response, PD secured endorsement from the Office of the Executive Director and procured US$2 million in seed funding for a C4D strengthening initiative. The goal is to address institutional and capacity gaps; and strengthen C4D expertise at the regional level with a focus on enhancing humanitarian and emergency surge capacity in this area.

In addition to increased investment in system strengthening, lessons learned from the Ebola epidemic also reiterated the need for UNICEF to further link its humanitarian and development work. At the global level, the Division was a strong advocate for children during the UN World Conference on Disaster Risk Reduction in Sendai, Japan where the post-2015 Framework for Disaster Risk Reduction was established. Programme Division also worked closely with other UNICEF Divisions to strengthen the humanitarian-development link in UNICEF’s approach, notably by working with UNICEF Office of Emergency Programmes and the Division of Human Resources on a humanitarian learning initiative. Additionally, PD also worked with other Division on the development of the guidance on risk-informed programming, to be finalized in 2016. The guidance will be aligned with UNICEF’s programming processes, including MoRES, and embedded into the Programme Policy and Procedure Manual.

In direct support to country offices, PD helped the Nepal country office embed disaster risk reduction into the response to the quake and this had an influence on both response and recovery plans. PD worked with Handicap International, to develop and pilot ‘How-to Notes’ in Nepal. These provided greater visibility of children with disability during the Nepal emergency response, where disability was one of five eligibility requirements for cash transfers, pre-contracted partners helped identify children with disability, and pre-quake drills had considered the mobility of children with disabilities. This shows example of how a comprehensive approach to ‘before’, ‘during’ and ‘after’ can add up to children’s well-being when crisis hits.

Guiding global talent management

PD plays an important role in talent management to help UNICEF position people and institutions with the right skills in the right place at the right time. In partnership with the Division of Human Resources, PD worked to strengthen and develop talent groups in some sectors.

The WASH talent pool, consisting of 32 people, continued to be used and updated in 2015 to ensure that candidates are well matched to the needs of the offices and well equipped in shifting WASH agenda in countries. The Nutrition Talent pool, which was approved in February 2015, consists of 43 candidates (30 P-4 and 13 P-5) and has been extensively used to speed up recruitment in nutrition. In education, PD made significant progress in 2015 in the development of the Global Talent Group for education with a focus on increasing technical competencies at the P-3, P-4 and P-5 levels through close collaboration with Regional Education Advisers and the Division of Human Resources.

Significant areas of current or persistent shortfalls

Despite significant results and progress, in 2015 the capacity of the Division to deliver some results was hindered by such circumstances as funding shortfalls, staffing gaps, the need to prioritize heavy workloads and other constraints. This led to shortfalls primarily related to the finalization of risk-informed programming and delays of planned technical guidance and studies. This work was meant to benefit for the countries developing their CPD’s in 2016, accelerating the consolidation of how UNICEF assesses, analyzes and programmes around conflict, climate, disaster epidemics and other shocks.
Looking ahead, the Division foresees an increasingly less predictable funding outlook. The strong US dollar is affecting currency conversion rates of donations from non-US dollar donors. What is more, the situation in some European donor countries that must address the migrant/refugee crisis in that region is likely to result in funding being redirected to domestic needs. In the area of children and AIDS, UNICEF has experienced a dramatic decrease in funding. This has caused a change in management of the programme at country level and has widespread implications for UNICEF’s efforts in this area. Other outcome areas experienced challenges in meeting planned results due to capacity shortfalls resulting from lack of funding.

PD also saw delays in implementing planned initiatives to support country offices, mainly due to funding and staffing constraints and to an expanding dossier of work that required greater prioritization of the capacity of the Division. Some examples of this: in education, the development of a long-term agreement to provide specialist education technical support to country offices, regional offices and headquarters was stalled in 2015, and progress to develop a guidance document on early learning was delayed. In health, the ‘Narrowing the Gaps II’ study required substantial support from the team, delaying other planned work (including application of EQUIST in countries and completion of District Health Systems Strengthening guidance).

Finally, there were delays in the Division’s work on developing strategic visions, including short- and longer term goals, for the four targeted programming priorities of the GAP. Also delayed was a mainstreaming paper specifying gender priorities in each of the seven outcome areas.

Management highlights

Positioning PD to be ‘fit-for purpose’

In 2015, PD engaged in an effort to enhance and update key management practices and tools, following two important review processes: a review of the Division itself in 2014 and early 2015; and the Global Staff Survey, carried out in 2014. Both of these have led to significant changes that, eventually, will help improve many aspects of the work culture and processes in the Division.

The PD review focused on four priority areas: PD vision and core functions; improving engagement with the field; improving internal coordination and positioning PD to be ‘fit for purpose’; and PD management, staff well-being, working culture and internal communication.

An inclusive process guided the review and led to key actions, most notably:

- Adjustment of the PD vision and mission statement to better reflect PD’s core functions and accountabilities, namely: global technical leadership, technical assistance to the field, influencing global policy issues; engagement in key programme partnerships; and collaboration on fundraising and technical talent management.

- Identification of ways in which PD can improve its engagement with the field. Within this context, “compacts” were agreed with regional offices, five PD positions were out-posted to benefit from closer contact with regional and country offices on a regular basis, and five Emergency Response Team posts within PD were established to strengthen field support to emergency response.

- To emphasize the need to break the traditional sectoral silos to improve the effectiveness of cross-sectoral initiatives, priority results to be achieved through cross-sectoral collaboration were identified for ECD and adolescent development (the ‘second decade’). Matrix management arrangements were developed for each priority result. These include time-bound deliverables that
have the overarching objective of improving programme effectiveness to consolidate and amplify results for young children and adolescents across all outcome areas of the Strategic Plan 2014–2017.

**Strengthening PD's work culture, communication and staff well-being**

Analysis of the results of the 2014 Global Staff Survey led to a number of important initiatives within the Division in 2015. PD took steps to address weaker results in the Global Staff Survey in the areas of office efficiency and effectiveness, knowledge and information sharing, office leadership and management, career and professional development and work-life balance. To address some of these shortfalls, the Division Director’s office and Staff Association representatives met with staff throughout the Division to commit to 31 concrete actions (the Division’s GSS Action Plan). By the end of 2015, 50 per cent of these actions were completed, 30 per cent were ongoing, and 20 per cent were pending.

Several notable accomplishments emerged directly from PD staff. These included the development of a step-by-step manual on work processes and the development and piloting of a peer-to-peer mentoring programme by and for general service staff. Additional changes were initiated through management-staff collaboration across three areas: leadership and management, career development, and work-life balance (see Annex II).
Annex I: Evaluations, Research, Studies, Surveys, and Publications Completed in 2015

NUTRITION

- **Title:** Basic Newborn Care and Neonatal Resuscitation: A multi-country analysis of health system bottlenecks and potential solutions  
  **Year:** 2015  
  **Sequence Number:** BMC Pregnancy and Childbirth 2015 (suppl.2): S4  
  **Themes:** Breastfeeding key component of newborn care

- **Title:** The Rise and Fall of Universal Salt Iodization in Vietnam: Lessons learned for designing sustainable food fortification programs with a public health impact  
  **Year:** 2015  
  **Sequence Number:** Food Nutr Bull 2015: 1-14.  
  **Themes:** Salt iodization programme

- **Title:** The Importance of Nutrition for Women and Adolescent Girls: A review of evidence and actions for UNICEF  
  **Audience:** UNICEF technical staff. To review the evidence for interventions to improve women’s nutrition and make recommendations for programming.  
  **Authors:** UNICEF. Academic consultant: Jessica Fanzo, PhD  
  **Quantities:** Electronic only  
  **Estimated Cost:** US$14,000

- **Title:** Consolidated Learning and Best Practice on Nutrition Cluster Transitioning  
  **Year:** 2015  
  **Sequence Number:** N/A  
  **Themes:** Learning and good practice in transitioning from cluster to sector coordination, including benchmarks and UNICEF investments

- **Title:** Data-driven Monitoring of Vitamin A Supplementation Programmes: A guide for district (area-based) managers  
  **Year:** 2015  
  **Sequence Number:** N/A  
  **Themes:** Vitamin A, monitoring
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<thead>
<tr>
<th>Title</th>
<th>Audience</th>
<th>Authors</th>
<th>Quantities</th>
<th>Estimated Cost</th>
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<tr>
<td>UNICEF Managing USI Communications: MUSIC. IDD Newsletter 2015; 43:4: 11-12</td>
<td>Practitioners</td>
<td>Bagriansky J, Situma R, Kupka R</td>
<td>Newsletter article (no UNICEF copies produced)</td>
<td>US$800/staff time</td>
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<tr>
<td>The Role of Child Health Days in the Attainment of Global Deworming Coverage Targets among Preschool-Age Children. PLOS Neglected Tropical Diseases. 2015. DOI: 10.1371/journal.pntd.0004206</td>
<td>Practitioners</td>
<td>Kumapley R, Kupka R, Dalmiya N</td>
<td>Journal article (no UNICEF copies produced)</td>
<td>US$2,250 (consultant time was also used in collecting and cleaning the data, as well as writing up findings, but this was not exclusively for a journal publication, so those costs not included), plus staff time</td>
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**WASH**

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<th>Type of report</th>
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<th>Management response</th>
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<td>Mali CLTS impact evaluation</td>
<td>2015</td>
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<td>Impact of WASH interventions, CATS</td>
<td>No management response</td>
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<td>Mali WASH in schools impact evaluation</td>
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<td>Themes</td>
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<td>Mali WASH in schools programme evaluation</td>
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<td>Impact of WASH interventions, WASH in schools, programme evaluation</td>
<td>No management response</td>
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<td>India Poo2Loo media campaign study</td>
<td>2015</td>
<td>Evaluation</td>
<td>CATS, Communication campaign</td>
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<td>India CATS in Odisha</td>
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<td>Angola CLTS programme review</td>
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<td>CATS, Programme evaluation</td>
<td>No management response</td>
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<td>Mongolia WASH in schools and kindergartens project evaluation</td>
<td>2015</td>
<td>Evaluation</td>
<td>WASH in schools, Programme evaluation</td>
<td>No management response</td>
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<td>Bangladesh Value for Money analysis of the DFID-funded WASH programme</td>
<td>2015</td>
<td>Evaluation</td>
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<td>No management response</td>
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<td>Nepal Value for Money analysis of the DFID-funded WASH programme</td>
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<td>Zambia Value for Money analysis of the DFID-funded WASH programme</td>
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<td>Evaluation</td>
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<td>No management response</td>
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<td>Nigeria Value for Money analysis of the DFID-funded WASH programme</td>
<td>2015</td>
<td>Evaluation</td>
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<td>No management response</td>
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<td>Benin WASH sustainability check</td>
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<td>Management response completed but not saved in the MR Tracking system</td>
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<td>2015</td>
<td>Evaluation/survey</td>
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Themes: WASH, sustainability
Management response: Management response completed

Title: Mauritania WASH sustainability check
Year: 2015
Type of report: Evaluation/survey
Themes: WASH, Sustainability
Management response: Management response completed but not saved in the MR Tracking system

ECD

Title: Global Assessment of UNICEF’s Early Childhood Development Kit 2009–2015
Year: 2015
Authors: UNICEF

Title: Mapping of ECD Parenting Programmes in low and middle income countries
Year: 2015
Authors: UNICEF

HUMAN RIGHTS

Title: Accountability for children’s rights
Year: 2015
Themes: This working paper explores how social accountability can help engage children meaningfully in matters that affect them and their communities, and how it can further support governments in delivering upon their child rights obligations and related international commitments, such as the SDGs.
Authors: UNICEF

Title: Child-sensitive accountability and the post-2015 agenda
Year: 2015
Themes: The paper argues that children and young people, including the most marginalized, need to be engaged in public and social accountability mechanisms to make the post-2015 agenda effective, relevant and responsive to their needs and concerns. The paper outlines what needs to happen to make all children’s and young people’s engagement possible
Authors: UNICEF

DISABILITY

Title: Assistive Technology for Children with Disabilities: Creating opportunities for education, inclusion and participation
Type: Discussion paper
Audience and objectives: Programme specialists and policy makers. This discussion paper highlights the importance of assistive technology and how it can make a critical impact on the lives of children with
disabilities and enable them to enjoy opportunities like any other children. This discussion paper draws on a wide range of research, studies and evidence while discussing the key issues around assistive technology and factors to be considered to ensure that such technologies can be accessed by girls and boys with disabilities around the world.

Authors: WHO and UNICEF
Quantities: 400 copies
Estimated cost: Approximately US$4,000 (print + design, excluding accessible formats)
Note on accessibility: This publication was also produced in accessible formats Daisy, ePub, accessible HTML, easy-read

Title: Pager on Disability in SDGs Issue Brief: The rights of children with disabilities
Type: Issues brief
Audience and objectives: All. This brief highlights which SDG goals disability inclusive and suggests targets for each of these goals.
Authors: UNICEF (joint paper by disability section and UNICEF SDG team)
Quantities: 200 copies
Estimated cost: Approximately US$300

Title: 14 webinars and 14 companion technical booklets on inclusive education
Type: Technical information
Audience and objectives: UNICEF staff and partners. The purpose of the webinars/technical booklets is to introduce UNICEF staff as well as a wide range of government counterparts and development partners to the various areas related to inclusive education for children with disabilities, and to foster their capacity and willingness to learn more and take action about inclusive education. The intent is to provide responses to some of the questions that are encountered very frequently in the field, while also providing the arguments, evidence and good practices needed to enable UNICEF country offices to initiate (or strengthen) national dialogue and advocate for Inclusive Education with governments and partners.
Authors: UNICEF (CEE/CIS regional office in close collaboration with education and disability sections at HQ)
Quantities: Electronic format
Estimated cost: Unknown. Costs beyond staff cost were funded by CEE/CIS budget.

Title: Guidance note for emergency kits (basic primary education, ECD, recreation)
Type: Guidance note
Audience and objectives: UNICEF staff working in emergency context, caregiver, teacher, instructor or trainer. The objective for these kits is to give practical ideas for including children with disabilities in all activities.
Authors: UNICEF (disability section and Supply Division)
Quantities: Electronic format
Estimated cost: n/a
EDUCATION

**Title:** The Investment Case for education and equity  
**Audience:** The report is intended primarily to support advocacy with governments, donors, education policy makers and private sector leaders. It will also be valuable to development professionals.  
**Objective:** The report is primarily intended to support advocacy for education and equity. It calls on the international community and governments to affirm and deliver on their commitment to equitable, inclusive education. More specifically, the report makes the case for more investment in education; it urges governments and development partners to promote more equitable policies and more effective spending for education and learning outcomes; and it encourages broader partnerships (including a greater role for the private sector and other non-traditional donors) in mobilizing funding and resources for education, in particular for basic education in low-income countries.  
**Authors:** UNICEF  
**Quantities:** 500 copies  
**Estimated cost:** US$8,325 for printing

**Title:** Fixing the Broken Promise of Education for All  
**Audience:** Education practitioners and decision makers  
**Objective:** There is a critical need for good data to inform the educational policies that can reduce the barriers that continue to stand between children and their fundamental right to an education. This report sets out some of those policies and strategies. They include a deeper focus on improving the quality of education so that children will be more likely to go to school and stay in school if the education on offer is fit for purpose. It also advocates for universal secondary education, drawing from and building on the lessons learned since 2000 on universal primary education.  
**Authors:** UNICEF and UNESCO (published by UNESCO)  
**Quantities:** Online and in print (by UNESCO)  
**Estimated cost:** No cost for UNICEF (all costs funded by UNESCO)

**Title:** Emerging Practices in Design, Monitoring, and Evaluation of Education for Peacebuilding Programming Guide  
**Audience:** Education and peacebuilding programme managers, monitoring and evaluation specialists  
**Authors:** Search for Common Ground  
**Quantities:** Electronic and hard copy (200 copies)  
**Estimated cost:** US$62,215 ($54,278 (87%) from UNICEF + $7,937 (13%) from partner)

**Title:** Education and Transitional Justice: Opportunities and Challenges for Peacebuilding
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<th>Audience: Education and peacebuilding practitioners, transitional justice practitioners</th>
<th>Authors: The International Center for Transitional Justice</th>
<th>Quantities: Electronic only</th>
<th>Estimated Cost: US$791,589 ($510,000 (64%) from UNICEF + $281,589 (36%) from partner)</th>
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| **Title:** Horizontal Inequality in Education and Violent Conflict  
**Audience:** Education and peacebuilding practitioners, academics and researchers  
**Authors:** FHI360  
**Quantities:** Electronic only  
**Estimated cost:** US$30,056 |
| **Title:** Does horizontal education inequality lead to violent conflict?  
**Audience:** Education and peacebuilding practitioners, academics and researchers  
**Authors:** FHI360  
**Quantities:** Electronic only  
**Estimated cost:** US$30,000 |
| **Title:** Investment in Equity and Peacebuilding: Uganda Case Study  
**Audience:** Education and peacebuilding practitioners, academics and researchers  
**Authors:** FHI360  
**Quantities:** Electronic only  
**Estimated cost:** US$15,000 + $27,795 = $42,795 |
| **Title:** Investment in Equity and Peacebuilding: South Africa Case Study  
**Audience:** Education and peacebuilding practitioners, academics and researchers  
**Authors:** FHI360  
**Quantities:** Electronic only  
**Estimated cost:** US$15,000 + $37,825 = $52,825 |
| **Title:** What Ministries Can Do to Protect Education from Attack and Schools from Military Use: A menu of actions  
**Audience:** Education and peacebuilding practitioners, national and international, development and humanitarian, academia  
**Authors:** Global Coalition to Protect Education from Attack  
**Quantities:** Electronic, printed versions TBD  
**Estimated cost:** US$50,000 |
| **Title:** Literature Review: Youth Agency, Peacebuilding and Education  
**Audience:** Education and peacebuilding and youth programming practitioners, national and international; academia  
**Authors:** Mieke Lopes Cardozo, Sean Higgins, Elizabeth Maber, Cyril O. Brandt, Nebil Kusmallah, Marielle Le Mat from the PBEA Research Consortium (University of Sussex, University of Amsterdam, and Ulster University)  
**Quantities:** Electronic only  
**Estimated cost:** US$115,500 |
| **Title:** Literature Review: The Role of Teachers in Peacebuilding |
** Audience:** Education and peacebuilding practitioners, national and international, academia  
** Authors:** Lindsey Horner, Laila Kadiwal, Yusuf Sayed, Angeline Barrett, Naureen Durrani, and Mario Novelli from the PBEA Research Consortium (University of Sussex, University of Amsterdam, and Ulster University)  
** Quantities:** Electronic only  
** Estimated cost:** US$174,012 (costs largely covered by partner)

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**Title:** The Integration of Education and Peacebuilding: A Review of the Literature (hyperlink not yet available)  
** Audience:** Education and peacebuilding practitioners, national and international, development and humanitarian, academia.  
** Authors:** Alan Smith and Christine Ellison from Ulster University  
** Quantities:** Electronic only  
** Estimated cost:** US$115,500

---

**Title:** EFA Global Monitoring Report 2015 Gender Summary - Gender and EFA 2000-2015: Achievements and Challenges  
** Audience:** Education and gender practitioners  
** Authors:** EFA 2015 Global Monitoring Report Team (Directed by Aaron Benavot), in partnership with ENGEI  
** Quantities:** Electronic and printed (by UNESCO)

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**Title:** United Nations Girls Education Initiative Annual Report 2014  
** Audience:** Education and gender practitioners  
** Authors:** UNGEI  
** Quantities:** Electronic and print (100 copies)

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**HEALTH**

**Title:** WHO/UNICEF Joint Statement: Temperature-sensitive health products in the Expanded Programme on Immunization cold chain  
** Year:** 2015  
** Type:** Joint statement  
** Authors:** UNICEF and WHO

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**Title:** Achieving the Malaria MDG Target: Reversing the incidence of malaria 2000–2015  
** Year:** 2015  
** Type:** Report  
** Authors:** UNICEF and WHO

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**Title:** Cluster survey evaluation of a measles vaccination campaign in Jharkhand, India, 2012  
** Year:** 2015  
** Type:** Working paper/discussion paper/research paper  
** Authors:** UNICEF
Title: Common childhood infections and gender inequalities: A systematic review  
Year: 2015  
Type: Working paper/Discussion paper/Research paper  
Authors: UNICEF and University of Edinburgh (co-publication partner)

Title: Excessive salt and sodium intake in China  
Year: 2015  
Themes: Working paper/discussion paper/research paper  
Authors: UNICEF and China CDC (co-publication partner)

Title: Let’s Take it to the Clouds: The potential of educational innovations, including blended learning, for capacity building in developing countries  
Year: 2015  
Type: Working paper/discussion paper/research paper  
Authors: UNICEF and University of Queensland (co-publication partner)

Title: The establishment and development of maternal near-miss audit in China  
Year: 2015  
Type: Working paper/discussion paper/research paper  
Authors: UNICEF and China CDC (co-publication partner)

Title: Emergency obstetric care in China – a national representative facility survey  
Year: 2015  
Type: Working paper/discussion paper/research paper  
Authors: UNICEF and China CDC (co-publication partner)

Title: Household Survey Analysis of the Impact of Comprehensive Strategies to Improve the Expanded Programme on Immunization at County Level in Western China  
Year: 2015  
Type: Working paper/discussion paper/research paper  
Authors: UNICEF and China CDC (co-publication partner)

Title: Effect of home-based complementary food fortification on anemia prevalence among infants and young children aged 6–23 months in poor rural regions in China  
Year: 2015  
Type: Working paper/discussion paper/research paper  
Authors: UNICEF and China CDC (co-publication partner)

Title: Factors That Influence Caregivers’ Acceptance and Utilization of Multiple Injections. The Case of Zambia and Tanzania  
Year: 2015  
Type: Working paper/discussion paper/research paper  
Authors: UNICEF and UNICEF ESAR and Tanzania and Zambia country offices (co-publication partners)
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<th>Title: Adoption and use of the bottleneck analysis approach in Ghana’s health sector</th>
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<td>Year: 2015</td>
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<td>Authors: UNICEF and Ghana country office (co-publication partner)</td>
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<tr>
<td>Authors: UNICEF and Anthrologica, University of Oxford, GmbH (Germany) and University of Cape Town (co-publication partners)</td>
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<th>Title: A Global Strategy for Every Woman Every Child Every Where in Every Setting: Situations of emergencies and its impact on women, children and adolescent health</th>
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<td>Year: 2015</td>
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<td>Type: Working paper/discussion paper/research paper</td>
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<td>Authors: UNICEF and UNFPA, WHO, UNOCHA and United Nations Foundation</td>
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<td>Authors: UNICEF and Liberia country office, West and Central Africa regional office</td>
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<th>Title: Bangladesh political economy analysis briefing note. Factors that shape the prioritization and allocation of resources for reproductive, maternal and newborn health</th>
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<td>Year: 2015</td>
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<th>Title: Indonesia political economy analysis briefing note. Factors that shape the prioritization and allocation of resources for reproductive, maternal and newborn health</th>
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<td>Nepal political economy analysis briefing note. Factors that shape</td>
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<td>The political economy of health, particularly reproductive,</td>
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<td>maternal, newborn and child health, in four countries of South and</td>
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<td>East Asia</td>
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<td>Scaling up Nutrition and Immunization. Annual Progress Report to</td>
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<td>Canada DFATD (January–December 2014)</td>
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<td>Report on the Freeze-Preventive Passive Container Meeting</td>
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<td>Mexico City, Mexico, 18-21 October 2015: Implications for</td>
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<td>Evaluation of accelerating the implementation of the investment</td>
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<td>case for maternal, newborn and child health in Asia and the Pacific</td>
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<td>programme. Final country report: Bangladesh</td>
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<td>Evaluation of accelerating the implementation of the investment case for maternal, newborn and child health in Asia and the Pacific programme. Final country report: Indonesia</td>
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<td>World Immunization Week 2015 monitoring and evaluation report</td>
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<td>Expansion of syndromic vaccine preventable disease surveillance to include bacterial meningitis and Japanese encephalitis: Evaluation of adapting polio and measles laboratory networks in Bangladesh, China and India, 2007–2008</td>
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<td>Integration of HIV in Child Survival Programs: a novel programmatic pathway towards the 90-90-90 targets</td>
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<td>Patching the Gaps towards the 90-90-90 targets: Tuberculosis co-infection among children on ART in Nigeria</td>
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<td>Evaluation of Integrated Community Case Management in Eight Districts of Central Uganda</td>
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<td>Editorial: Vaccine Special Issue on Vaccine Hesitancy</td>
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<td>Introduction of inactivated polio vaccine and switch from trivalent to bivalent oral poliovirus vaccine worldwide, 2013–2016</td>
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<td>Threats to polio eradication in high-conflict areas in Pakistan and Nigeria: a polling study of caregivers of children younger than 5 years</td>
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<td>Effect of an integrated community-based package for maternal and newborn care on feeding patterns during the first 12 weeks of life: a cluster-randomized trial in a South African township</td>
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<td>Impact of maternal HIV seroconversion during pregnancy on early HIV vertical transmission, South Africa 2011–2012</td>
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<td>An assessment of the contribution of the Catalytic Initiative Integrated Health Systems Strengthening programme on Malawi's success in child mortality reduction</td>
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<td>Missed Opportunities for Early Infant HIV Diagnosis: Results of a national study in South Africa</td>
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<td>Assessing scale up of mHealth innovations based on intervention complexity: Two case studies of child health programmes in Malawi and Zambia</td>
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<td>Care seeking behaviour for children with signs of acute respiratory infection in sub-Saharan Africa – an analysis of 6 cross-sectional household surveys</td>
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<td>Determinants of utilization and community experiences with community health volunteers for treatment of childhood illnesses in rural Sierra Leone</td>
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<td>Global efforts to tackle measles</td>
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</tbody>
</table>
Title: Child health priorities and interventions: Effective interventions and strategies for ending preventable newborn and child deaths, and promoting child growth, development and well-being
Year: 2015
Type: Journal article
Authors: UNICEF and WHO, Save the Children, Hospital for Sick Children (Toronto), University of Melbourne

Title: Review. Countdown to 2015 and beyond: fulfilling the health agenda for women and children. In The Lancet 385:466-76
Year: 2015
Type: Journal article
Authors: Requejo JH et al. (Countdown group)

Title: Review. Countdown to 2015: a decade of tracking progress for maternal, newborn, and child survival. In The Lancet
Year: 2015
Type: Journal article
Authors: Victora CG et al. (Countdown group)

Title: Missed Opportunities along the Prevention of Mother-to-Child Transmission Services Cascade in South Africa: Uptake, Determinants, and Attributable Risk (the SAPMTCTE). In PLoS One 10(7): e0132425
Year: 2015
Type: Journal article
Authors: Woldesenbet S et al. (UWS)

Title: Millennium Development Goals: Background. Arch Dis Child 100:S2-S4 doi:10.1136/archdischild-2013-305437
Year: 2015
Type: Journal article
Authors: Chopra M & Mason E. (University College London)

Title: Missed Opportunities along the Prevention of Mother-to-Child Transmission Services Cascade in South Africa: Uptake, Determinants, and Attributable Risk (the SAPMTCTE). In PLoS One 10(7): e0132425
Year: 2015
Type: Journal article
Authors: Woldesenbet S et al. (UWS)

Title: Improving health aid for a better planet: The planning, monitoring and evaluation tool (PLANET). In J Glob Health Dec; 5(2): 020404
Year: 2015
Type: Journal article
Authors: Sridhar D et al.
Title: The role of ‘hidden’ community volunteers in community-based health service delivery platforms: examples from sub-Saharan Africa
Year: 2015
Type: Journal article
Authors: South Africa Medical Research Council, University of Western Cape, Institute of Tropical Medicine, UNICEF HQ, UNICEF Niger, Tulane School of Public Health and Tropical Medicine

Title: Health e-Bulletin Issue 1
Year: 2015
Type: Newsletter
Authors: UNICEF

Title: Health e-Bulletin Issue 2
Year: 2015
Type: Newsletter
Authors: UNICEF

Title: Health e-Bulletin Issue 3
Year: 2015
Type: Newsletter
Authors: UNICEF

HIV

Title: Analysis on social protection, school dropout and HIV risk behaviour among adolescent girls in South Africa
Year: 2015
Type: Working paper/discussion paper
Authors: UNICEF and ESARO, Innocenti, Oxford University

Title: Social Protection: Potential for improving outcomes amongst adolescents
Year: 2015
Type: Working paper/discussion paper
Authors: UNICEF and ESARO, Innocenti, Oxford University
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<td>Morbidity and mortality in HIV-exposed uninfected children</td>
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<td>Integration of HIV in child survival platforms: a novel programmatic pathway towards the 90-90-90 targets</td>
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<td>Journal Article</td>
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<td>Policy brief based on vulnerability analysis synthesis report</td>
<td>2015</td>
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<td>M&amp;E Option B+ Framework</td>
<td>2015</td>
<td>Working paper/discussion paper</td>
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<td>Recommendations for PMTCT in Emergencies</td>
<td>2015</td>
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<td>IATT LPV/r Oral Pellets Administration Brief</td>
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<td>Technical Reports of the country assessment of adolescent HIV</td>
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<td>All In! Brief</td>
<td>2015</td>
<td>Programme/policy brief</td>
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<td>Operational Guidance for UNICEF Field Offices to support Adolescent HIV Prevention, Treatment and Care</td>
<td>2015</td>
<td>Technical guidelines</td>
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<td>Technical Briefs on HIV and Young Key Populations</td>
<td>2015</td>
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<td>UNICEF</td>
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<tr>
<td>Guidance document on Adolescent Assessment and Decision Makers Tool (AADM)</td>
<td>2015</td>
<td>Training materials</td>
<td>UNICEF</td>
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Title: Report on the external mid-term, formative evaluation of the optimizing HIV treatment access (OHTA) for pregnant and breastfeeding women initiative in Uganda, Malawi, Ivory Coast and the Democratic Republic of the Congo
Year: 2015
Type: Report
Authors: South African Medical Research Corporation

Title: MAC AIDS Fund Annual Donor Report
Year: 2015
Type: Report
Authors: UNICEF

Title: Children and AIDS Statistical Update
Year: 2015
Type: Report
Authors: UNICEF

SOCIAL INCLUSION

Title: Public policy and inequalities of choice and autonomy
Year: 2015
Type: Journal article
Authors: Tania Burchardt, Martin Evans and Holly Holder

Title: SDG Child Poverty Profiling Tool: Child Deprivation in Poverty Surveys
Year: 2015
Type: Study
Authors: Sarah Friedman, Cecilia Calderon and Martin Evans

HATIS

Title: Linking Development and Humanitarian Action Study
Year: 2015
Sequence number: 2015/1
Type of report: Qualitative study
Themes: Linking development and humanitarian action
Management response: To be incorporated into the Risk-Informed Programming Guidance package currently in development. Other recommendations in review.
**Title:** Humanitarian Sector Coordination Transition Study (Education and Nutrition)  
**Year:** 2015  
**Sequence number:** 2015/2  
**Type of report:** Qualitative study  
**Themes:** Transition of humanitarian sector coordination  
**Management response:** Products being further developed and nuanced as part of the second phase. Products will be developed into guidance in 2016, which will be finalized and rolled out later in the year/2017.

**Title:** Strengthening Resilience in a Changing Climate: Child-Centered DRR  
**Year:** 2015  
**Sequence number:** 2015/3  
**Type of report:** Qualitative study  
**Themes:** Disaster risk reduction, resilience and climate change.  
**Management response:** Use the guidance piece and the best practices shown on the showcase to integrate DRR into programming.

**Title:** Disaster risk reduction. Guidelines for member states to safeguard children's rights and wellbeing.  
**Year:** 2015  
**Sequence number:** 2015/4  
**Type of report:** Guidance. Co-authored by SAVE, Plan, World Vision and UNICEF.  
**Themes:** Disaster risk reduction  
**Management response:** Used for advocacy in Sendai and remains relevant as the new framework is implemented at country level.

**Title:** Child Poverty and Fragile States  
**Year:** 2015  
**Sequence number:** 2015/5  
**Type of report:** Research study  
**Themes:** Child poverty, fragile states, peacebuilding.  
**Management response:** To inform the UNICEF fragility agenda

**Title:** Contributions of social services to peacebuilding and resilience  
**Year:** 2015  
**Sequence number:** 2015/6  
**Type of report:** Research study  
**Themes:** Social services, resilience, peacebuilding  
**Management response:** To capture best practices and inform the resilience and peacebuilding agenda

**CHILD PROTECTION**

**Title:** Assistance to Victims of Landmines and Explosive Remnants of War: Guidance on Child-Focused Victim Assistance  
**Year:** 2015
Title: Child Protection Resource Pack: How to Plan, Monitor and Evaluate Child Protection Programmes
Audience and objectives: UNICEF child protection officers, planning and monitoring and evaluation officers.
Authors: Thomas Winderl (Consultant), Jennifer Keane, Karin Heissler, Caroline Bacquet
Quantities: 700
Estimated cost: US$148,000

Title: Protecting children from violence: A comprehensive evaluation of UNICEF’s strategies and programme performance
Year: 2015
Type: Evaluation
Theme: Violence against children, evaluation

Title: Inter-Agency Standing Committee. 2015. Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action: Reducing risk, promoting resilience and aiding recovery
Audience and objectives: Humanitarian stakeholders include international and national actors across all humanitarian sectors (national and international NGOs, United Nations agencies and government agencies). The overall goal is to support humanitarian stakeholders in fulfilling their responsibility to protect all of those affected by crisis to reduce the risk of GBV, promote resilience and aid recovery.
Authors: The lead authors were Jeanne Ward and Julie Lafrenière, with support from Sarah Coughtry, Samira Sami and Janey Lawry-White.
Quantities: 1,300 main books and 6,850 thematic area guides
Estimated cost: US$1 million including resources for four global reviews, design, editing and printing.

Title: Making Decisions For The Better Care Of Children: The role of gatekeeping in strengthening family-based care and reforming alternative care systems
Audience and objectives: Governments, partners, people working in alternative care systems
Authors: Chrissie Gale, Corinne Czaky
Quantities: (printed or electronic only) not printed by UNICEF; electronic copy available
Estimated cost: excluding UNICEF staff costs (i.e., research, writing, editing, copy-editing, design, printing and distribution) US$32,000

Title: We all need Families at the End of the Day’ (3 Videos)
Audience and objectives: Governments, Partners, People working in Alternative Care systems, Donors (individual and others)
Authors: Dovana Films
Quantities: (printed or electronic only) not printed by UNICEF; electronic copy available
Estimated cost: excluding UNICEF staff costs (i.e., research, writing, editing, copy-editing, design, printing and distribution) $50,000 (for all three)

Title: An Analysis of Child Care Reform in Three African Countries: Ghana, Liberia and Rwanda
Audience and objectives: Governments, partners, people working in alternative care systems
Title: Country Care Profile Ghana
**Audience and objectives:** Governments, partners, people working in alternative care systems
**Authors:** Ghazal Kesharvarzian, Kelley Bunkers
**Quantities:** Not printed by UNICEF; electronic copy available
**Estimated cost:** Excluding UNICEF staff costs (i.e., research, writing, editing, copy-editing, design, printing and distribution) included in costs for: An Analysis of Child Care Reform in Three African Countries: Ghana, Liberia and Rwanda

Title: Country Care Profile Liberia
**Audience and objectives:** Governments, partners, people working in alternative care systems
**Authors:** Ghazal Kesharvarzian, Kelley Bunkers
**Quantities:** Not printed by UNICEF; electronic copy available
**Estimated cost:** Excluding UNICEF staff costs (i.e., research, writing, editing, copy-editing, design, printing and distribution) included in costs for: An Analysis of Child Care Reform in Three African Countries: Ghana, Liberia and Rwanda

Title: Country Care Profile Rwanda
**Audience and objectives:** Governments, partners, people working in alternative care systems
**Authors:** Ghazal Kesharvarzian, Kelley Bunkers
**Quantities:** Not printed by UNICEF; electronic copy available
**Estimated cost:** Excluding UNICEF staff costs (i.e., research, writing, editing, copy-editing, design, printing and distribution) included in costs for: An Analysis of Child Care Reform in Three African Countries: Ghana, Liberia and Rwanda

Title: Passeport pour la Protection
**Audience and objectives:** Governments, partners, birth registration specialists
**Authors:** Gopalan Balagopal, Jaap van der Straaten, Rina Gill, Patricia Ray
**Quantities:** Not printed by UNICEF; electronic copy available
**Estimated cost:** Excluding UNICEF staff costs (i.e., research, writing, editing, copy-editing, design, printing and distribution) (French translation costs only): US$7,500

Title: Toward Universal Birth Registration: A systemic Approach to the Application of ICT
**Audience and objectives:** Governments, partners, birth registration specialists
**Authors:** (Editors): Mia Harbitz, Kendra Gregson
**Quantities:** Not printed by UNICEF; electronic copy available
**Estimated cost:** Excluding UNICEF staff costs (i.e., research, writing, editing, copy-editing, design, printing and distribution) funded by Inter-American Development Bank – no cost to UNICEF