



unicef 
for every child

DATA FOR
Children Action Plan
Do-It-Yourself Toolkit







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List of abbreviations

ADaMM	Administrative Data Maturity Model
CO	Country Office
CPD	Country Programme Document
CRVS	Civil Registration and Vital Statistics
D4C	Data for Children
DAPM	Division of Data, Analytics, Planning and Monitoring
DepRep	Deputy Representative
DIY	Do-It-Yourself
MoH	Ministry of Health
HMIS	Health Management Information System
HQ	Headquarters (UNICEF New York)
LOE	Level of Effort
LTAS	Long-Term Agreement for Services
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Survey
NSO	National Statistical Office
NSDS	National Strategy for the Development of Statistics
PARIS21	Partnership in Statistics for Development in the 21st Century
PME	Planning Monitoring and Evaluation
Rep	Representative
RO	Regional Office
SDGs	Sustainable Development Goals
SitAn	Situation Analysis
TOR	Terms of Reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNPAF	United Nations Partnership Framework

Jargon buster

This jargon buster glossary contains the definitions of some of the terms commonly used in UNICEF Data for Children work. It is not a complete list of all the terms you might come across, but we hope it's helpful in navigating these concepts.

TERM	ONE-WORD DESCRIPTOR	WHAT'S IT ABOUT?	WHO SPEARHEADS IT AT UNICEF?	LINKS (WHERE RELEVANT)
Data for Children (D4C) Strategic Framework or UNICEF Data Strategy	Strategy	The Data for Children Strategic Framework highlights key principles in UNICEF data work and areas of investment needed to strengthen the use of data in driving better outcomes for children.	HQ Division of Data, Analytics, Planning and Monitoring	Data for Children Strategic Framework
Data Must Speak	Initiative	An initiative in the Education Sector that helps countries use existing data to identify problems, pose solutions and direct resources where they are most needed, in order to expand access to education and improve learning for all.	HQ Education Section	Data Must Speak site
Helix	Platform	The Helix platform is a central location for publication of key UNICEF data sets for both internal and external use. It is underpinned by a range of data collection, sharing, cleaning and quality control processes and tools, data standards, and common definitions. It actively collaborates with a range of agencies, data communities, and national statistical organizations to foster Sustainable Development Goals (SDGs) and other indicators' good data practices.	HQ DAPM	Helix site
Magic Box	Initiative	A collaborative data sharing platform that enables UNICEF to harness real-time data generated by the private sector in order to gain critical insights into the needs of vulnerable populations and make more informed decisions about how to invest its resources to respond to disaster, epidemics and other challenges.	HQ Office of Innovation	Magic Box site
Responsible Data 4 Children (RD4C)	Initiative	RD4C is an initiative to promote the responsible use of data on and for children, including data protection, privacy, and use. The work focusses on providing practical guidance and tools to assist country offices (COs) and development partners implement good practice around seven core principles.	HQ Child Protection Section	Responsible data for children site
Administrative data	Concept	Data collected through the routine delivery of a service, rather than a targeted one-off data collection such as a survey. Admin data are collected as an integral part of the routine management of client interactions, supply, planning and delivery of a product or service across a defined population.		Administrative data resource page
Big data	Concept	Extremely large data sets that may be analysed computationally to reveal patterns, trends, and associations.		

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TERM	ONE-WORD DESCRIPTOR	WHAT'S IT ABOUT?	WHO SPEARHEADS IT AT UNICEF?	LINKS (WHERE RELEVANT)
Data innovation	Concept	Taking emerging approaches and tools and testing how they can be applied across contexts.		
Data landscape	Concept	In our usage, 'data landscape' refers to a country's overall data ecosystem as understood from a child-focussed perspective. It comprises the national legal framework governing data flows, the national statistical system, administrative data system and human capacities for processing, analytics, and applications present in its data environment. In a country context, the data landscape is typically highly complex and it likely grows more complicated by the day, as sources of data proliferate and new use cases emerge, governments and end-users demand more applications and analytical access, and new data storage or processing developments are required.		Data landscape resource page
Data quality framework	Framework	A framework that defines the key elements of quality that should be considered in data production and use – including how these should be addressed in our own work, and how we can evaluate data and data sources – to ensure appropriate use.		
Data savvy	Concept	Data savvy refers to the notion of being comfortable dealing with data and wanting to make it part of everyday ways of working. It involves the following elements: inclination to use data, awareness of how using data can help and enough skill to use data comfortably and correctly. Data savvy is important as it enables more effective government engagement, increased cooperation across sectors and offices, better evidence-based planning and better use of existing data.		Data Savvy Channel
Open data	Concept	Refers to data that are freely available without restrictions from copyright, patents or other mechanisms of control, that are easily accessible worldwide and use standard interfaces. The data must be structured using shared standards and their lineage must be auditable.		UNICEF Open Data
Real-time data	Concept	Refers to information that is gathered through periodic or continuous measurement in the field and presented for use immediately after collection to provide a view of current conditions. The speed relies on technology applications that can be used in relation to other classic data processes, e.g. household surveys, admin data, polling, and even qualitative data collection. The speed from data collection to presentation may vary, but the critical element is more 'timely' data. That is, data that are available for use at the time it is needed to effectively inform decision-making.		

Further information on these concepts (along with many others) is available on the Data for Children SharePoint site, which can be accessed [here](#).



OVERVIEW



BACKGROUND: Data for Children Strategic Framework

The UNICEF Data for Children (D4C) Strategic Framework (2017) outlines the organization's belief in and commitment to data for children:

When the right data are in the right hands at the right time, decisions can be better informed, more equitable, and more likely to protect children's rights.

To translate this strategy into reality, UNICEF must approach its data work more systematically. We cannot address all the challenges facing children by ourselves, but we can use data to help us, and others, improve decision-making and, in turn, child outcomes.

In the three years since UNICEF adopted the global Framework, more than 20 COs developed their own action plans, using a combination of internal talent and external consultants. We have learned a lot through the trial and error of these efforts; this toolkit brings together the most valuable lessons from that experience to support other Country Offices planning to undertake this work.

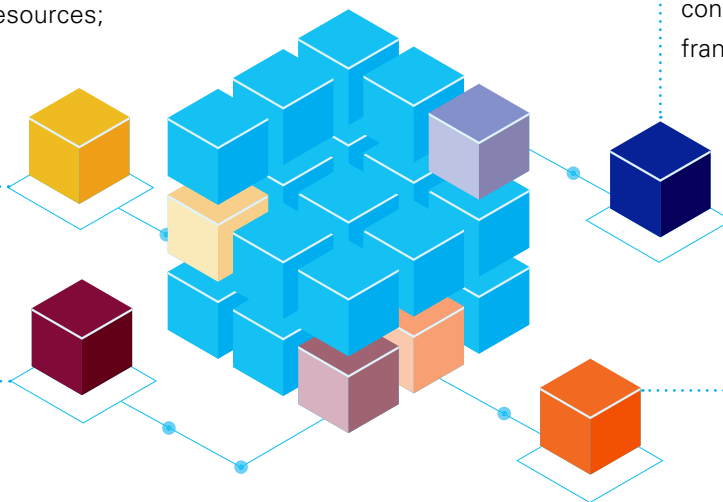
The global framework is general, through necessity. It is best brought to life by developing a D4C Action Plan at a country level. The process of developing an action plan can help Country Office identify:

○ **WHERE** we can make better decisions by better utilising existing data and resources;

○ **WHAT** to prioritize for future investments, based on UNICEF's comparative advantage, the Sustainable Development Goals, shorter-term humanitarian objectives (depending on context), continental and/or regional frameworks and national priorities;

○ **WHICH** sectors or topics may need additional investigation or understanding;

○ **HOW** to make the case for additional support, to ensure no child is left behind.



The Do-It-Yourself Toolkit

This Do-It-Yourself (DIY) Toolkit provides guidance for COs interested in creating their own D4C Action Plans. The first half of the DIY Toolkit (pp. 1 to 46) explains why COs should embark on building a Data-for-Children Action Plan; when is the best time to start developing one; how to develop it in 10 steps following a practical and user-friendly guide; and what success looks like (your final product). The second half of the DIY Toolkit (pp. 47 to 66) consists of templates, sample materials, and analytical tools designed to make the process of D4C action planning technically robust yet achievable with in-house capacity and within a reasonable timeframe. The two parts of DIY are closely related and tightly cross-referenced.

This toolkit aims to help COs embrace data work as part of their core business, and not as something extrinsic to their day-to-day work.

Approaches to D4C action planning

There are three ways in which a CO can approach the development of a D4C Action Plan: (i) exclusively using UNICEF (in-house) capacity; outsourcing to an external firm through one of the global long-term agreements (LTAs); or (iii) through a combination of these two approaches. Each choice comes with trade-offs on costs, timelines and ownership. Whichever route the CO chooses to follow, we strongly suggest that you use the DIY Toolkit as a reference guide.

Phasing of D4C action planning

The development of a D4C Action Plan can be done in four phases (design, assessment, action planning, and workplans), each of which is subdivided into individual steps. The overall structure of the DIY Toolkit closely follows the four phases below, as shown in Figure 1.

FIGURE 1: The four phases of D4C action planning



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Duration of D4C action planning

Depending on CO size, complexity, and planned objectives, it can take from 4–12 weeks to develop a Data for Children Action Plan. A large or complex CO and country context may require an extended period to make contact with and meet all stakeholders for consultation. In smaller offices or less complex contexts, the timelines can be scaled back.

D4C action planning is about outcomes for children

The DIY Toolkit and action planning process are intended to help countries evaluate the data demand, supply and use in the national data landscape through a child lens – *what data are needed to improve outcomes for children*. Given this, it is not intended to focus on programme monitoring, nor does the process replace evaluation planning.

As resources are continually restrained, optimization of resources becomes paramount. This, in turn, requires that we identify where UNICEF has a comparative advantage, a clear mandate, or can help fill a critical gap. A landscape analysis should help us considerably in identifying and amplifying these opportunities.

If you are interested in receiving specific feedback on the development or implementation of a D4C Action Plan, please reach out through the [Data Helpdesk](#).

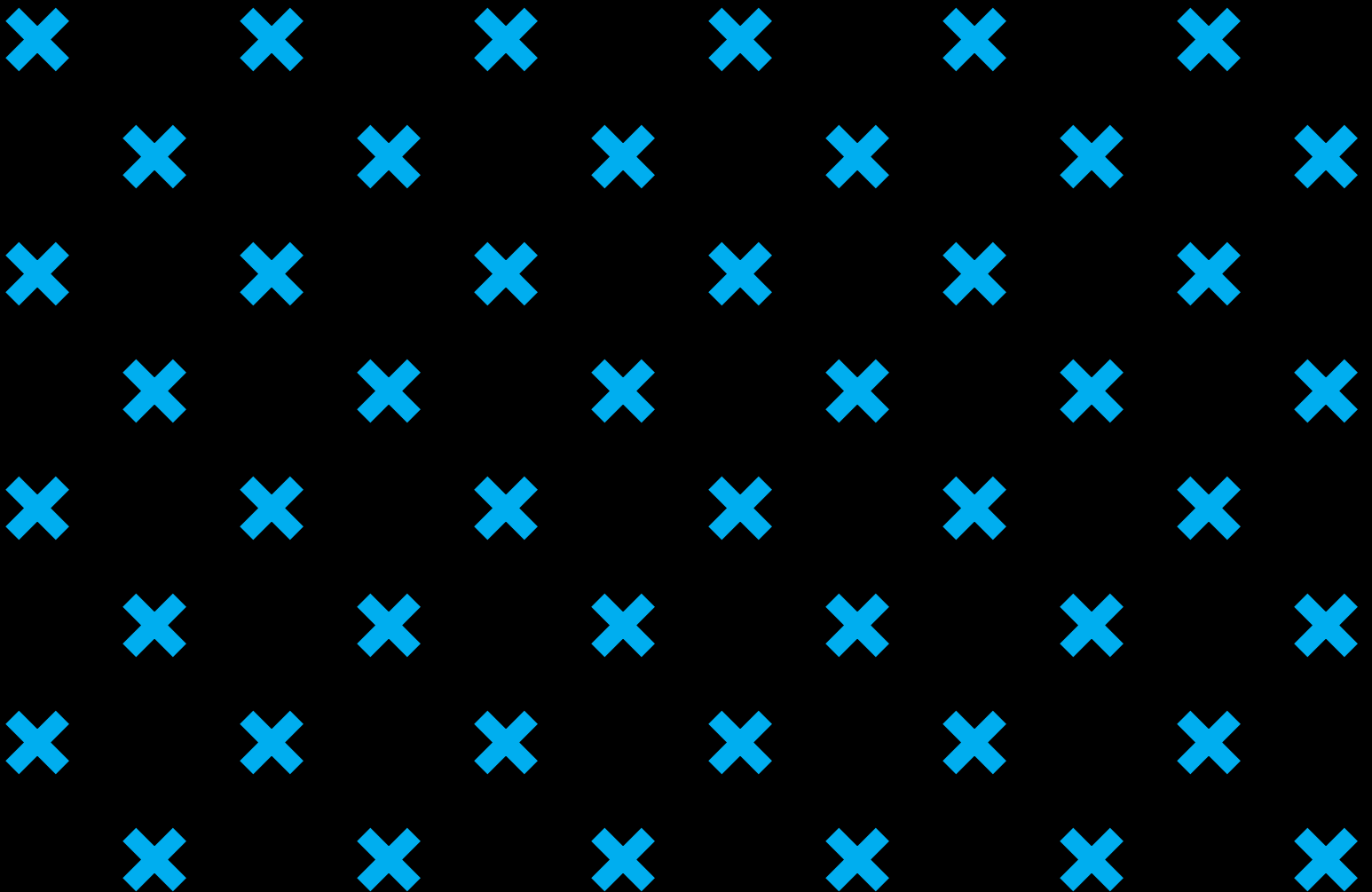
VALIDITY FOR DATA PLANNING FOR HUMANITARIAN ACTION

This DIY resource also integrates key questions to help drive D4C action planning which addresses data needs, solutions and use, specific to countries with high or very-high emergency risks, with a view to supporting risk-informed policy advocacy and programming for children. The range of approaches, the basic phasing and options for scope described above are also relevant for humanitarian situations.

In addition, UNICEF is currently experimenting with ways to implement a lighter, shorter adaptation of D4C action planning to help COs and partners adjust data investments in rapidly shifting contexts, including COVID-19 and other ongoing humanitarian situations.

01

WHY DEVELOP A DATA FOR CHILDREN ACTION PLAN?



Data for Children

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The overarching goal of data landscaping is to produce a D4C Action Plan which defines a focussed, practical range of investments that will contribute to the achievement of priority results for children, and identify a series of actions that UNICEF can take to make progress toward these goals.

The D4C Action Plan can benefit a CO by identifying:

- **Where** we can make better decisions by better utilising existing data and resources;
- **What** to prioritize for future investments, based on UNICEF's comparative advantage, the SDGs, shorter-term humanitarian objectives (depending on context), continental and/or regional frameworks and national priorities;

- **Which** sectors or topics may need additional investigation or understanding;
- **How** to make the case for additional support, to ensure no child is left behind.

In addition to identifying these issues, COs have also used the process itself to:

- Build interest and momentum around data for children priorities within the office and with external partners;
- Fundraise for discrete projects and advocate for government investment;
- Position UNICEF as a leader in the national data ecosystem.

BELOW: In KG, they teach us the letters and the numbers, and we play together," says Mohammad, 6, in his Kindergarten class in Za'atari Refugee Camp. "When I grow up I want to become a policeman and I am going to drive their beautiful cars with all the lights and sirens."

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Demand, supply and use of data to monitor outcomes for children

The Data for Children Strategic Framework focusses on data for and about children: their well-being and perspectives, the environments in which they live, and ways in which services and systems reach – or fail to reach – them. This includes the data that UNICEF needs in order to set priorities and targets, plan programmes, and understand the situation of children. It also includes the data needed by governments, community service partners, and communities to do the same. Making sure UNICEF and its partners have – and use – the right data at the right time requires that we consider all steps of the data life cycle, including consideration of the demand for, supply and uses of those data.

This toolkit is intended to help countries evaluate their data needs and national data landscape through this lens – what data are needed to improve outcomes for children. It is not intended to focus on programme monitoring or evaluation for internal reporting. We therefore distinguish the monitoring data UNICEF generates for internal planning, monitoring and evaluation of its programmes from the broader notion of data for children as used in this toolkit.

National data ecosystems should facilitate the demand, supply, and use of data. In a functioning ecosystem, the right data are in the right hands at the right time and used to impact decisions. When demand, supply or use falls short, the potential of data to improve results also falls short.

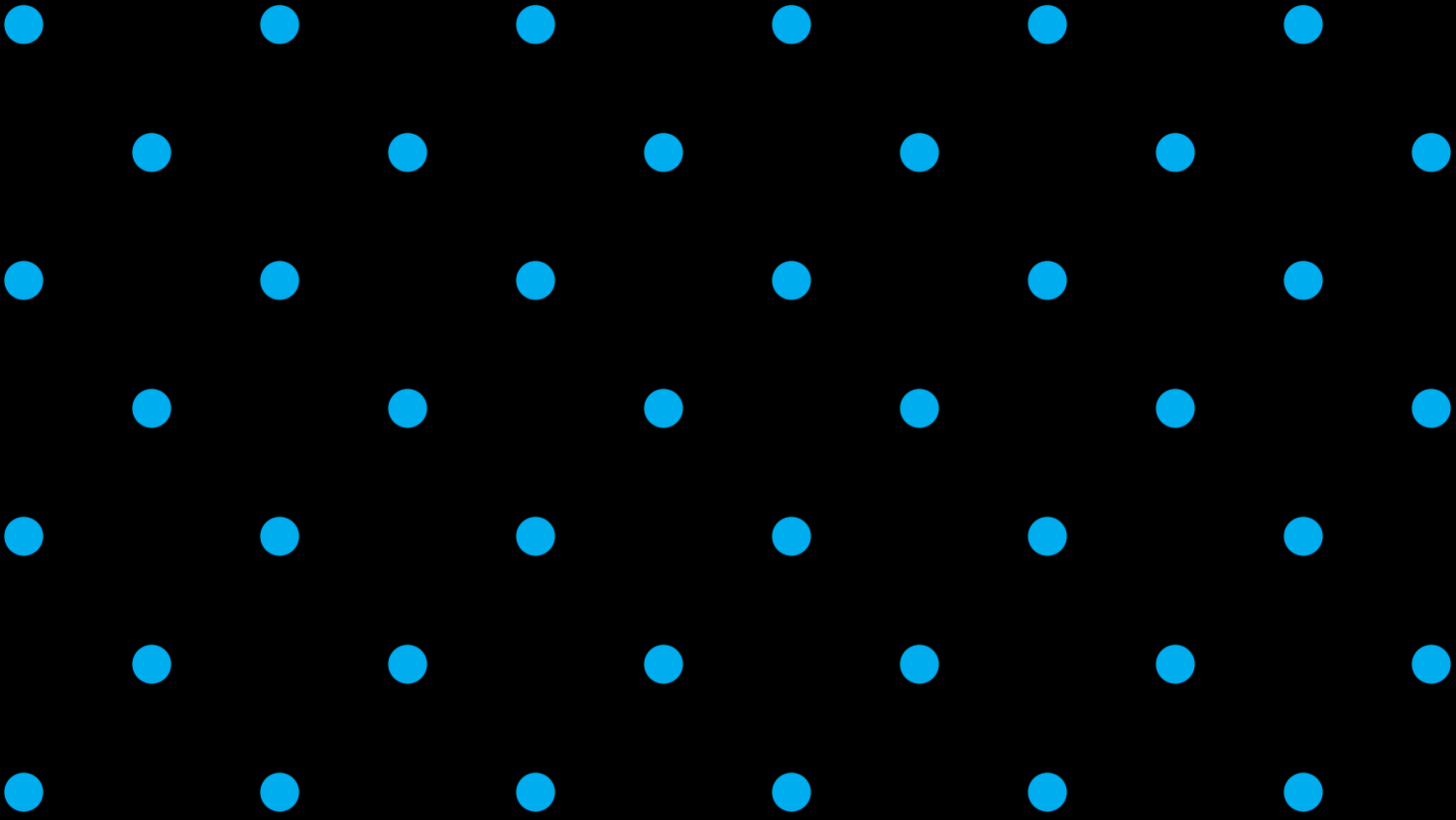
- **Data demand:** UNICEF is committed to driving demand for data because that demand – the needs and purposes of end users – should shape the types, quality, formats, and frequency of data that are produced in any given context. The demand for data can come from many different corners, including government, UNICEF, and civil society. Ideally, leaders and decision-makers seek out data that are relevant to the types and timeframes of decision-making and then put the data to use for those purposes. Demand may be out of balance if decision-makers are not comfortable with or committed to using data in their work, or if they insist on data collection but then fail to make use of the data that are available.

- **Data supply:** Generating appropriate, reliable, and timely data to meet the demands of decision-makers and advocates is the second component of investing in data for children. The supply side of the data economy is fed by a wide and ever-expanding set of data sources. The collection and analysis of many of these forms of data are longstanding elements of the work of governments and international institutions alike. The dimensions of data quality, frequency, and disaggregation are essential to considering the health of a data ecosystem's data supply. Data that are relevant, timely, accessible, and actionable are the most likely to be put to use.
- **Data use:** links facts revealed by data with relevant policy and programming implications. Expanding data use requires: understanding user capacities, potential use cases, and constraints; having data of the appropriate quality, frequency, and disaggregation; and communicating data effectively.

02

WHEN SHOULD A COUNTRY OFFICE DEVELOP A D4C ACTION PLAN?

The timing of a D4C Action Plan should be opportunistic



The goal is to make this as useful for – and as used by – UNICEF, government, and other partners as possible. One of the best ways to achieve this is to link the Action Plan process with existing planning or strategy formulation processes in either CO or government planning cycles. Linking to these processes can help the Action Plan leverage existing momentum and support. Ideally all COs will consider undertaking a data landscape assessment and planning exercise as a routine part of the development of, or implementation planning for, country plans.

The chart below includes several potential entry points that COs may consider when developing an action plan.

In most contexts, entry points for UNICEF to develop a D4C Action Plan match government and broader UN agencies' timelines. If these timelines are not in sync, external entry points may also offer an opportunity for a D4C Action Plan. COs have successfully implemented D4C Action Plans before, during, or after such entry points – with associated benefits and drawbacks to each.

FIGURE 2: Entry points for developing a D4C Action Plan

INTERNAL ENTRY POINTS

Developing new country programme	Mid-term review of country programme	Developing new humanitarian or refugee response plan	Stand-alone exercise
<i>Integrate within (or in response to) the situation analysis</i>	<i>Integrate within the revised situation analysis</i>	<i>Integrate within humanitarian needs assessment processes and development of monitoring plans</i>	<i>Formative evaluation or other research exercise</i>

EXTERNAL ENTRY POINTS

National strategy or planning processes	National SDG reporting/review process ²	New UNDAF, UNDAF mid-term review process (also UNPAF, UNDAP, etc.), humanitarian preparedness or response planning
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FIGURE 3: Timing considerations

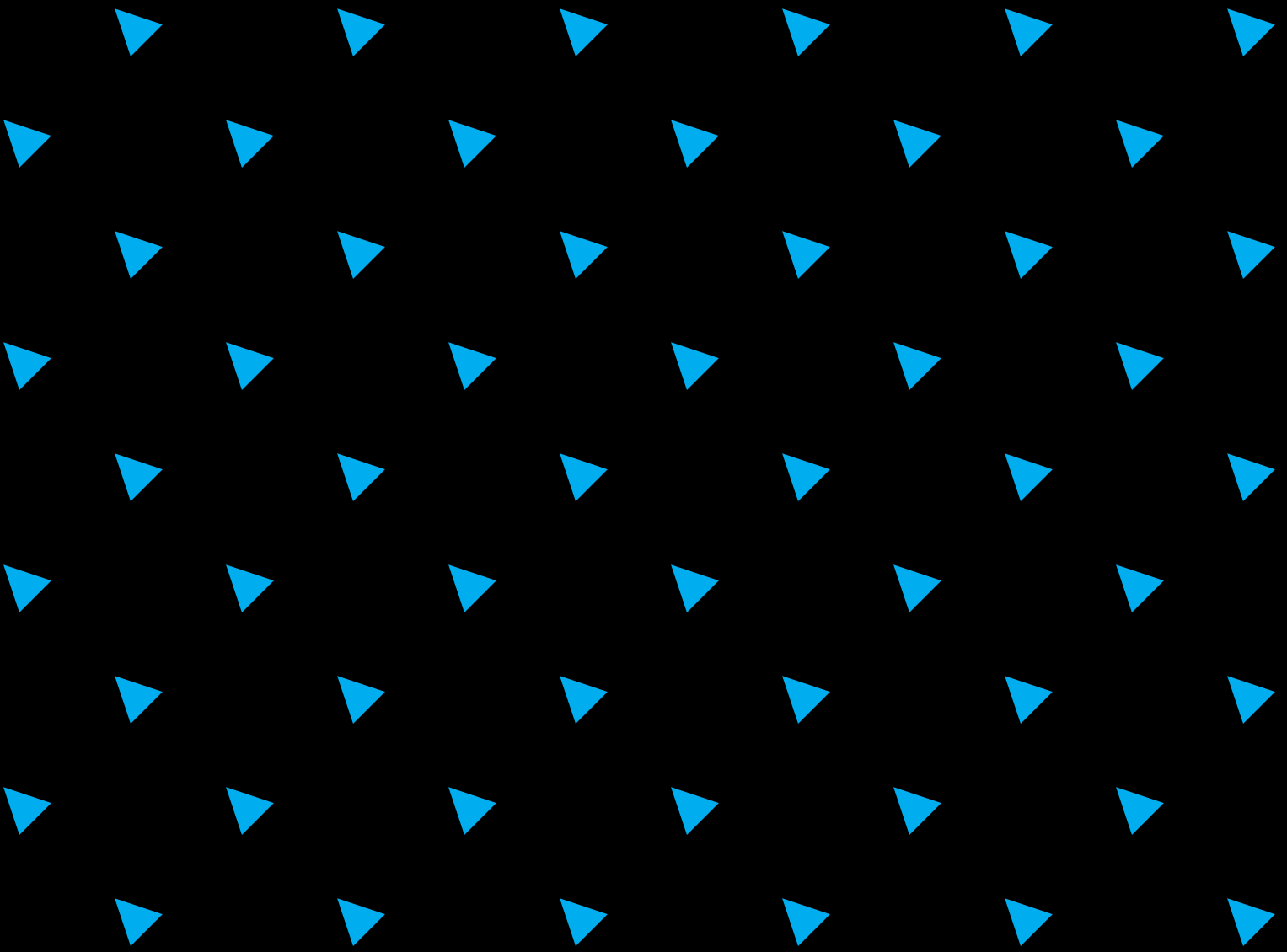
TIMING	CONSIDERATIONS
Before entry points	<ul style="list-style-type: none"> Can serve as evidence for prioritization and advocacy for data investments Can make it easier to include D4C recommendations as costed parts of the Country Programme Document (CPD), annual workplans, or other internal/external initiatives May limit the extent to which the D4C process can leverage recent research (i.e., SitAn, Common Country Assessment, National Strategy)
During entry points	<ul style="list-style-type: none"> Can use planned convenings for consultations and validation of findings May limit the extent to which the D4C process benefits from established research or accepted priorities May be difficult to find staff time for development and consultation of an additional product in the midst of other priorities
After entry points	<ul style="list-style-type: none"> Can allow for recommendations that benefit from recent research (i.e., SitAn, Common Country Assessment, National Strategy) Can leverage existing momentum to increase interest in the D4C process May limit the extent to which D4C recommendations can be incorporated within the existing country programme or annual workplans, especially in budget decisions

1. For example, National Statistical Development Plan elaboration.

2. For example, the Voluntary National Review process.

03

WHAT ARE THE EXPECTED OUTPUTS?



Outputs from this process have – and should – vary across COs and be adapted to meet the needs of each CO and national context. Some have found a standalone, internal D4C Action Plan most useful. Other COs have created fully-fledged data diagnostic reports, policy and advocacy briefs to share with broader audiences.

At a minimum, we encourage COs to focus on developing a clear and implementable action plan as the main output of the data landscaping process. The process should ideally result in outputs that capture:

- The country and/or CO priorities for children and the scope of the review and planning process;
- An analysis of the data landscape and the key issues to be addressed, including:
 - » Sources and quality of the demographic data for children;
 - » A broad overview of relevant national data systems and structures, including their adaptability to guide humanitarian action in the event of a crisis;
 - » An overview of the key partners and UNICEF’s role or comparative advantage in priority sectors;
 - » Key data needs/demands and gaps, currently and considering how these would change in the event of a humanitarian crisis;
 - » Success stories of what is working, could be shared, or could be leveraged in other settings or sectors;
 - » Entry points or opportunities that could be leveraged for greater impact;
- An action plan summarising:
 - » Priority areas for new or continued data investments, including with a humanitarian risk-informed lens;
 - » Data investments to scale-down;
 - » Key recommendations based on the data landscape analysis.

While the Action Plan should remain the key output of this work, any analysis should include sufficient detail to justify the recommendations and subsequent decisions. We encourage COs to plan ahead for the types of information and level of detail that will be most useful to the target audience. For example, teams with an incoming head of office should produce documents that make it clear to a new Representative (Rep) or Deputy Representative (DepRep) how decisions on key investments were made.

Figures 4(A-B) below offer a few examples of the types of recommendations that COs have included in their D4C Action Plans. The next section will explore the details of the D4C Action Plan process. Full examples of D4C Action Plans from several countries can be found [here](#).



LESSON LEARNED

The first CO to take the global D4C Strategic Framework to a country level used a two-step process, producing two separate documents for the Data Landscape Diagnostic and Strategic Action Plans. Feedback from COs revealed that early efforts placed too much emphasis on the diagnostic, at the expense of a quality and usable action plan. Given that, we now recommend rebalancing efforts to focus on an actionable plan, which should include an appropriately deep, but not overwhelming, comprehensive review of the larger data landscape.

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FIGURE 4A: Example of items in the recommendation matrix of a Country Office D4C Action Plan
(more detail is provided in the report itself)















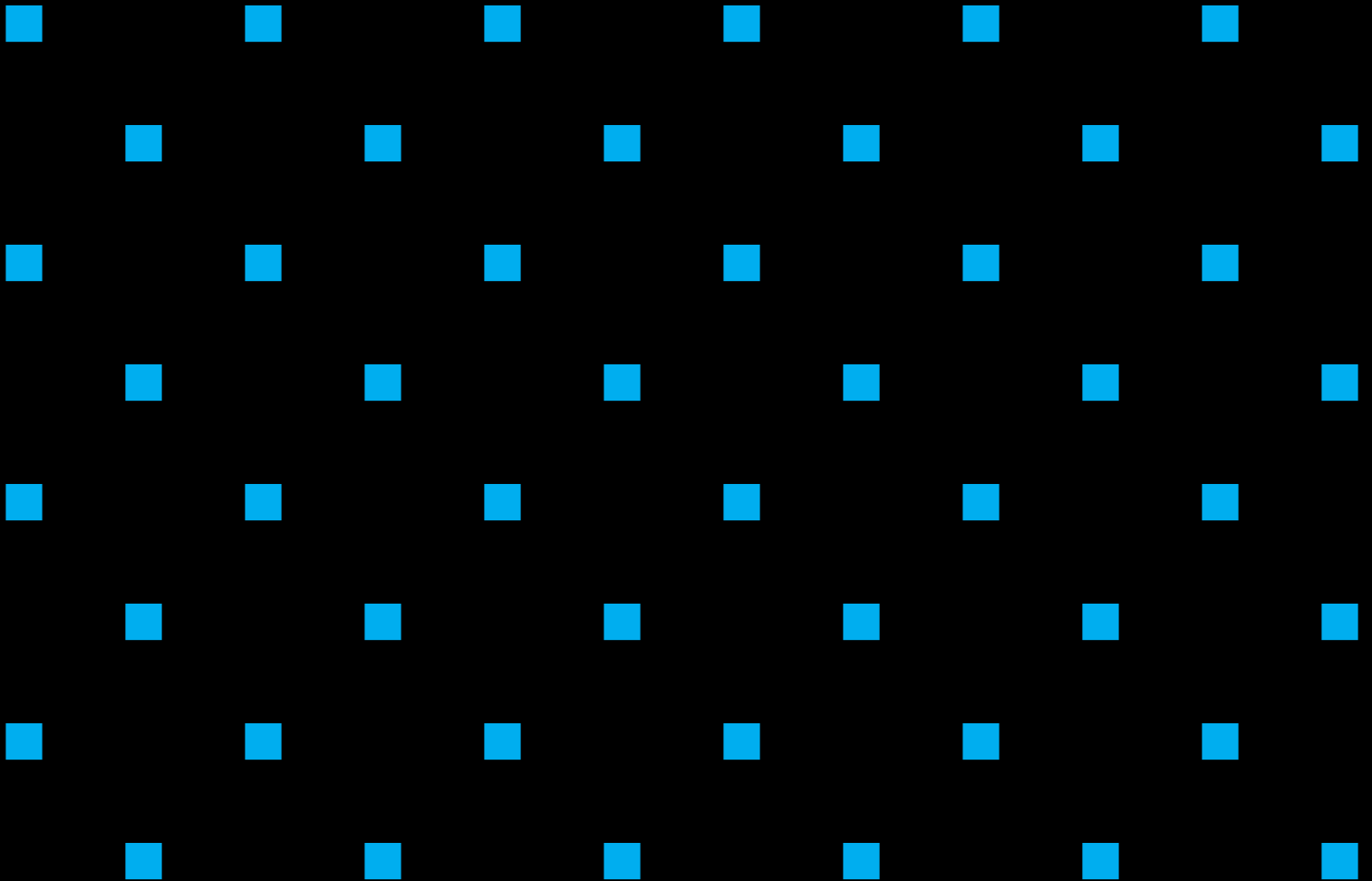
SECTOR	ISSUE OR OPPORTUNITY	PROPOSED ACTION(S)	RATIONALE	PRIORITY/ URGENCY
 Child protection	Coordination and governance	Support clear governance (roles and responsibilities) for use of Gender Base Violence Protection Unit (GBVPU) administrative system	This system is already being built out. While there are clear roles defined re: IT processes, governance of data issues was less well defined.	 High priority (happening now)
 Early childhood development	Leverage existing successes	Produce, publish and disseminate ECD-MIS reports for 2018 and 2019	Building of a relational database is well under way. It is critical to ensure linkages with existing databases within MGECW and with those of MoEAC and MoHSS. Considered a high priority by a key development partner (European Union).	 High priority (happening now)
 Education	Make better use of available data sets	Additional analysis – potential opportunities: Learner disability, school finance and performance, shifts in child populations and dropout trends (especially between years), continuing efforts to drive local level use	Regularly collected EMIS data are key for decision making in the education sector and beyond	 Moderate
 Health & Nutrition	Leverage existing successes	Continue supporting the work on MHA1/MoHSS birth registration	This programme has significant support and was repeatedly noted as a success during interviews. The need for continued support to build engagement across all levels of the health sector was requested	 High
 Social Policy	Make better use of available data sets	NSA geospatial capacity: Deprivation analyses, DRM, etc.	Geospatial analyses and capacities in the NSA that can support social policy advocacy	 Moderate

FIGURE 4B: Example of items in the recommendation matrix of a Regional Office D4C Action Plan

REFORM AREA	PRIORITY	ACTIVITY	KEY DELIVERABLE FOR REGIONAL OFFICE	RESOURCE REQUIREMENTS	TIME REQUIRED	INDICATIVE COSTING	LEVEL WITHIN UNICEF
Data gap	 High	Continue adapting MICS for use in humanitarian settings	Adapted MICS (either post-emergency module or methodology for using non-representative sample)	Post-emergency conflict can be piloted by adding on to existing survey, but using non-representative samples will require further case studies	1 year	N/A	Regional Office
Data user-producer engagement	 Middle	Making advance release calendars standard for UNICEF data sources and encouraging stats offices to do the same (particularly in relation to UNICEF funded/supported data collection)	Advance release calendars	Regional Office could support website develop to be able to hold advance release calendars for each country	6 months (to allow for trialling different surveys)	Can be done in house	Both
Data user-producer engagement	 Middle	Setting up and actively engaging in statistics user/producer groups with RO representation, under a National Statistics Coordination Committee within the National Statistical System	User producer groups set up and maintained	UNICEF RO sectoral expert join a couple of countries user groups, and switch these out on a rotation each year. This will encourage engagement between RO and COs but also ensure standards across the region.	Continuous	Should consider flights of RO representatives to COs to attend group / committee meetings	Both
Data literacy	 Low	Celebrating World Statistics Day on 20 October	Blog posts and web material campaign advertising some of the material developed so far (ex UN fundamental principles, release calendars, training material, progress so far)	Minimal	Every year, allow 2 months preparation		Both

04

HOW SHOULD WE CREATE A D4C ACTION PLAN?



COs have taken a variety of approaches in developing the scope of their D4C Action Plans:

- **Externally**, in partnership with government, in order to collaboratively shape priorities;
 - » See example output from the [Philippines](#)
- **Primarily internal**, with a view to how UNICEF can support government priorities;
 - » See example output from [Zimbabwe](#)
- **All internal**, where the context calls for a narrower focus.
 - » See example output from [Myanmar](#)

The CO can follow any of these options through a fully do-it-yourself (DIY) approach or by hiring an outside firm through the global long-term agreements (LTAs) to do some, or most of the work.

Each choice comes with trade-offs on costs, timelines and ownership, which should be taken into consideration when deciding which approach to take. We recommend that COs decide on the scope *before* deciding whether to outsource the work externally. Note that even if the work is outsourced, the CO will need to be closely involved for the best outcome. More detailed guidance on how to determine the scope is provided in section Phase I: Design on p. 23, below.

Whatever the *scope* (external, primarily internal, or all internal) and *modality* (DIY or outsourcing to a firm), we propose that COs use this DIY toolkit as a primary resource guide and approach the development of a D4C Action Plan in four phases: design, assessment, action planning, and workplans (see Figure 5 below). What follows are recommendations for how to structure each phase into distinct steps – who should be involved and what activities should be pursued.



ABOVE:: Rosalie Ouedragou, a 70 year old woman, with two of her orphans children at her home in Ouagadougou, the capital of Burkina Faso. The retired woman took care of more than 150 vulnerable children during her life.

© UNICEF/UNI394761/Dejongh

CONSIDER REACHING OUT TO REGIONAL OFFICE (RO) OR HEADQUARTERS (HQ) FOR SUPPORT IN THIS PROCESS

Colleagues can share lessons learned from other CO contexts, help with defining approach, deciding on scope, prioritization and next steps. Engaging regional and headquarters teams earlier in the process increases the likelihood of optimizing your resources.

Email us at: dataforchildren@unicef.org or reach out through the [Data Helpdesk](#).

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FIGURE 5: Data action planning in four phases



Depending on CO size, complexity, and objectives for its action plan, it can take from 4–12 weeks to develop a D4C action plan. The timeline presented below is for a large or complex CO and country context, where it may take an extended period to make contact with and meet all stakeholders for consultation. In smaller offices, or less complex contexts, these timelines can be scaled-back substantially, and the bulk of the work can be undertaken in one month, if planned well.

Entry points outlined in the previous chapter (when to develop D4C Action Plan) and modality (DIY or outsourcing) may impact the timelines and should be incorporated into the planning timeframes.

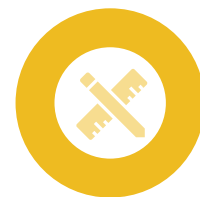


LESSON LEARNED

The main challenges that COs have faced in meeting these timelines have been slower-than-planned review, revision, and finalization processes. Putting these parts of the plan into an office-wide planning calendar from the outset and having senior management follow through on accountability have been the most effective ways to keep offices on track with ambitious timelines.

PHASE

01



D4C ACTION PLAN DESIGN

(WEEKS 1–2) 

GOAL: During Phase I, the CO should come together (e.g. during the Programme Group Meeting) to agree on:

- The scope of the exercise based on country and CO priorities (rapid data landscape assessment versus more detailed assessment focussed on administrative data across sectors or within specific sector(s));
 - Which route is best for the CO to follow (relying on internal capacity versus outsourcing to external service provider);
 - Who at the CO would be best positioned to coordinate the process;
 - How senior staff (especially the Dep Rep and Section Heads) would support the process;
 - External and internal stakeholders for consultation;
 - The timeframe and accountabilities for accomplishing the work.
- The decisions made during this phase are not cast in stone; the CO may decide to adjust some of the decisions made in this phase as the data action planning evolves.

FIGURE 6: Phase 1 (design) steps

1 DEFINE
SCOPE

2 CONSULT
INTERNALLY

3 CONSULT
EXTERNALLY

4 SET PROJECT
TIMEFRAME

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STEP 1:

Define the scope

Scope is essentially two components:

A. Internal versus external framing

As explained above, COs have taken a range of approaches to developing D4C Action Plans: external, in partnership with government, with a view to understand the broader data landscape in a country; primarily internal, with a view to supporting government priorities (as formulated in key national documents); and completely internal, focussed on UNICEF priorities in relation to data.

These categories are not absolute and it may be useful to think about this as a continuum. It is, however, important that your decision is clearly communicated both within UNICEF and to counterparts.

The scope that you choose should reflect the entry points that you have identified, the capacity of the office to influence external priority setting, and the level of interest from external partners. For example, if the government is planning a revision of their National Strategy for the Development of Statistics (NSDS) or national development plan, there may be greater advantage in a broader scope to your review and the opportunity to use the Action Plan as a means to influence this process, opposed to a situation where the office will be more focussed on how to engage with these priorities in its own programming.

Often, adopting a broader approach to D4C action planning has resulted in the creation of an externally-facing product, and/or leading a collaborative validation process. This may involve different resource considerations, for copyediting, design, validation hosting, etc. If taking a very internal focus, consider how this could relate to the broader work of the United Nations Country Team (UNCT) and how much focus should be given to the role of the broader partnership.

B. Broader review versus a sectoral focus

From the beginning of the process, it is also useful to outline clearly defined objectives and goals for the assessment. The data landscape and action plan process is one of many tools available to COs to support analysis of data needs and may not be the most appropriate way forward if you have a very specific sectoral focus.

To help you decide on what best suits your context, some of the key differences in these tools (and approaches they embody) are noted below, in Figure 7.

When deciding about the scope, it is useful to think of it as a continuum, where the first step would be to rapidly assess the broader data landscape which includes admin data, surveys, humanitarian data and other data sources and collection processes. The second step would be to assess the admin data landscape from a cross-sectoral perspective. The third and last step would be to zoom in on one or more specific sectors.

The CO need NOT include all three elements; nor does the CO have to start with the first step. If it's more appropriate for your context, you may proceed to assess a particular sector in line with the country priorities. We do encourage you to always situate your analysis in the broader national data context and to always consider the humanitarian-development nexus.

**FIGURE 7: High-level overview of the different approaches and associated tools to assess D4C**

APPROACH/TOOLS	SCOPE	EXPECTED OUTCOMES/FOCUS
D4C Do-It-Yourself Toolkit (this document)	Cross-cutting*	Broad review of data needs and priorities for children at the national/sub-national level. Ideally placed to support CO planning processes and budgeting, particularly around data for children. Allows fundraising for discrete projects and advocating for government investment. Positions UNICEF as a leader in the national data ecosystem.
Cross-sectoral Administrative Data Assessment **	Cross-cutting	<p>A maturity assessment of national administrative (routine) data systems for children – provides a benchmark for what country systems should be able to achieve and key components required to support these. Useful to inform both national planning, and to understand where UNICEF could influence this.</p> <p>Can be applied at a sectoral level to provide a broad overview of maturity, but not specifically intended for this.</p>
Responsible Data for Children – Ecosystem Mapping	Cross-cutting or sectoral	Tools developed specifically to create discussion around how data are managed and used with a view to improve governance.
Sector-specific Administrative Data Assessments	Sectoral	Sectoral assessment tools exist for many of the areas in which UNICEF works, or are otherwise under development. These focus on creating a detailed understanding of how systems measure up against specific best practice – in areas such as system design, data flow, and key data elements collected and indicators. They do not generally address cross cutting issues that sit outside the control of the specific line ministries.

*May have specific sectoral areas of greater focus, but is intended to consider these in the broader data landscape.

** An abridged outline of the elements that define the maturity of the national administrative data landscape for children is provided in Figure 14 (p. 40).

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ISSUES TO CONSIDER WHEN DECIDING YOUR SCOPE

The choice of which tool to use should be driven by your specific country/CO needs.

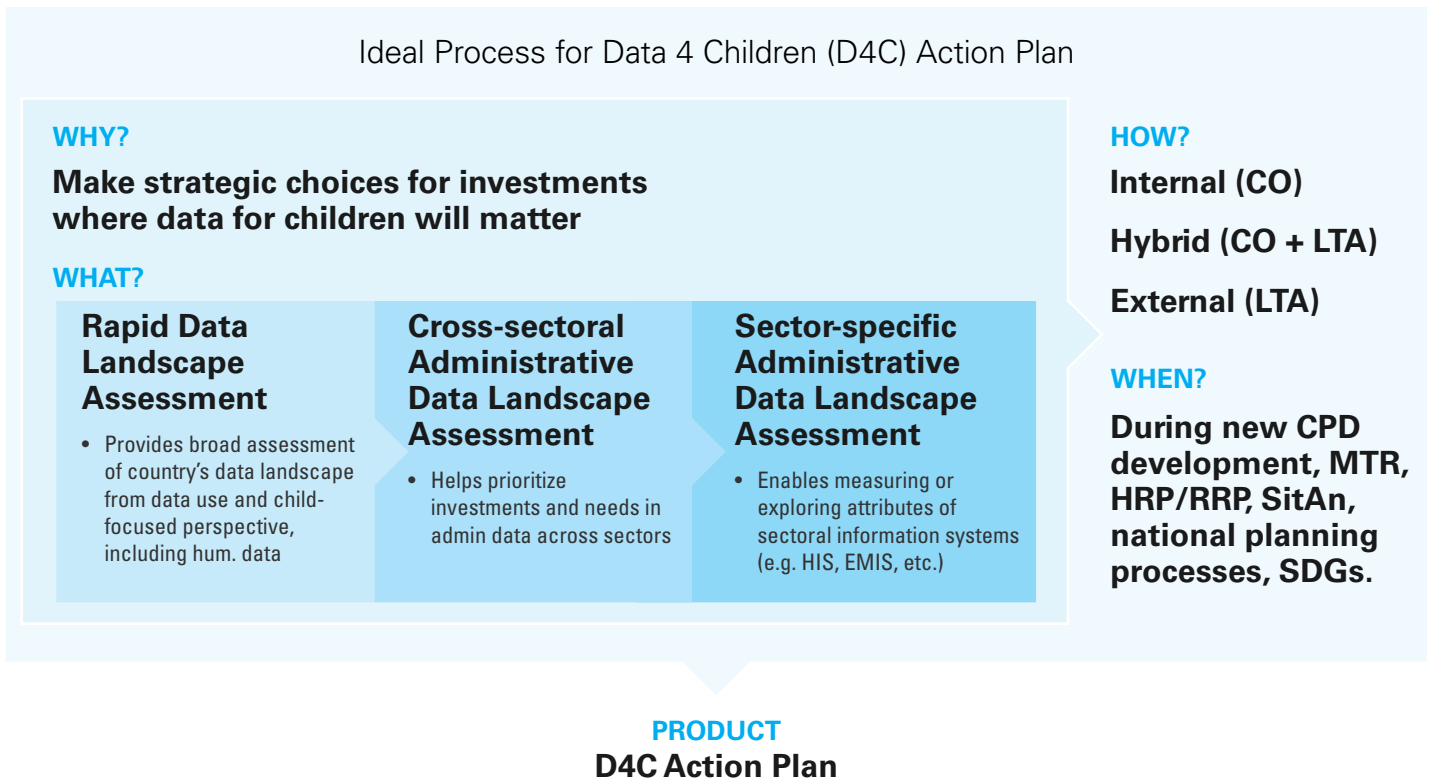
For example, if there is one pressing issue or priority for the CO, such as addressing specific learning outcomes for children, or improving data on children in residential care, then it may be appropriate to start with the more narrow scope tools specifically focussed on these issues. You may still think about how these fit into the broader national context at a later stage, using your findings as leverage to have these broader conversations with counterparts (government, civil society or UN system). If there are several areas of more general interest, a data landscape analysis and action plan with specific attention to these areas may be appropriate.

For most COs however, we would encourage starting with the broader data landscape and using this to identify areas if, or where, a more detailed assessment and planning (such as unpacking admin data, data governance, or a specific sector) would be useful as an outcome of this work. COs do not need to undertake additional assessments if these do not match their needs.

Regardless of the approach you select, the work should ultimately produce a clear, actionable plan.

The choice of tool is also not mutually exclusive and countries may use elements from each to best suit their needs.

For example, if the national government is specifically focussed on administrative data, it may be useful to use the cross-sectoral approach to assess the admin data landscape as part of a broader data landscape analysis. The abridged and streamlined version of the routine tools to do this are included in this DIY Toolkit (Figure 14, p. 40). Equally, a broader analysis may highlight areas where there may be value in undertaking a more detailed sectoral analysis as a follow up action. Please reach out to the data help desk for support in identifying the most useful tools for your needs.

**FIGURE 8: Suggested scoping process when formulating a Data for Children Action Plan**

The process outlined in this DIY Toolkit is designed to guide the CO in conducting a rapid assessment of the data landscape from a high-level view, focussing on data use and understanding the data landscape through a child lens. Regardless of the overall scope the CO decides makes sense for the country, every D4C Action Plan should:

- Complement existing government needs and priorities;
- Address UNICEF priority results, strategies, and comparative advantages, using risk reduction and preparedness lenses.
- Include actions that UNICEF can take independently, as well as actions that call for engaging with government, UNCT and other partners;
- Take an integrated approach across sectors, and bridge development and humanitarian workstreams;
- Combine 'quick wins' and 'bigger bets' to build momentum around data for children;
- Consider the humanitarian/development nexus and how your data needs or priorities may change in the event of a sudden or slow-moving humanitarian situation.

In thinking through how broad a scope you want to take in examining the demand, supply, and use of data, you may want to limit (or expand) the types of data you intend to cover in your analysis. Common categories include:

- Censuses
- Surveys and other periodic collections
- Administrative or routine data systems
- GIS data and data systems
- Community feedback mechanisms
- Privately held data, including big data and new data collection and processing technologies

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STEP 2:

Consult internally

It is important to approach the development of the D4C Action Plan as an inclusive initiative. This approach helps ensure that staff are invested in the process and that the D4C Action Plan provides useful information across office sections and meets priorities. The process has been most successful when led by a D4C lead with the backing of the Rep or Dep Rep's office, the Social Policy or Planning Monitoring and Evaluation (PME) section, or an officer with strong data background from the Programme Section. Based on experiences across COs to date, the chart below outlines recommended roles for the D4C Action Plan process.

Engaging the sectors internally (within UNICEF) first will help identify the broader set of sectors (external to UNICEF): which government sectors to approach, who to approach within these sectors and what to bear in mind when approaching them.

[We strongly encourage COs to consult their RO and HQ early in the process when deciding on the scope, rather than waiting until later in your discussions.](#)

FIGURE 9: Recommended UNICEF staff roles and rationale

STAFF ROLES	WHY?
Representative or Deputy Representative <i>Guides the D4C Action Plan process</i>	Reps and Dep Reps are best positioned to have a CO-wide view of programmes and programmatic goals. They are also best positioned to support follow-through in planning, budgeting, etc.
Social Policy or PME section (with Rep/ Dep Rep's office endorsement) or a Programme Section Officer with strong data background <i>Lead the D4C Action Plan process</i>	Like Reps and Dep Reps, these teams have an office-wide view of data and can help ensure recommendations are grounded in appropriate analyses. Where relevant, it is important to engage the Emergency Specialist or lead as they can help facilitate info needs and contextual constraints in the most likely humanitarian scenarios the country faces.
Section heads <i>Shape design, informational inputs, validation of the D4C Action Plan</i>	These staff can provide the best insight into their data needs, relevant partners for interviews/validation, staff capacities, and priorities.
Emergency Advisor, Gender Focal Point, Field Office Staff <i>Shape design, informational inputs, validation</i>	These staff can help ensure a joined-up, cross-sectoral approach and that cross-cutting issues are appropriately incorporated.
Sectoral staff <i>Provide informational inputs and participate in validation</i>	These staff can provide the best insight into their data needs and priorities as well as ongoing work with government and implementing partners. They are also some of the most common users of sectoral data and data systems.
Regional Office and Headquarters <i>Provide advisory and technical support during design and validation</i>	These staff can help incorporate existing UNICEF knowledge around key stakeholders, investments, and lessons learned from other contexts. In particular, Regional and Headquarters staff can support quality assurance, D4C Action Plan review, and participate in receiving outcomes, particularly as Regional and Headquarters seek to identify and address common needs across country offices.



STEP 3:

Consult externally

When thinking which external stakeholders are the most important, it is useful to consider the priorities and scope of the exercise. Once you decide who are all the key/interested external stakeholders, think about the following practical considerations which will impact the landscaping process.

Regardless of whether the product is internally or externally oriented, most D4C Action Plans should include inputs from not only UNICEF staff, but also government partners, UNCT colleagues and other national stakeholders. In some country contexts, a wider consultative or dissemination approach may not be feasible. COs should come to an internal

consensus on scope, based upon national context and relationships with government partners.). Sample Terms of Reference to guide you when engaging stakeholders and/or outsourcing the work to an LTA can be found in Annex I (p. 48).

FIGURE 10: Recommended external stakeholders

STAKEHOLDER TYPE	COMMON STAKEHOLDERS
Government	Ministries of Planning, Ministries of Finance, National Statistical Offices, Line Ministries, Legislative or Executive Offices
UN Agencies	United Nations Development Programme, United Nations Population Fund, United Nations Resident Coordinator/Humanitarian Coordinator, Food and Agriculture Organization, World Health Organization, World Food Programme, United Nations High Commissioner for Refugees
Other	Bilateral and multilateral development partners, regional organizations and partnerships, civil society organizations, NGO implementing partners, private sector, academia

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KEY CONSIDERATIONS

Which stakeholders need to be engaged up-front

before the process starts for setting the scope and priorities, or as part of the coordination process (e.g. the National Planning Authority, Prime Minister's Office or National Statistics Authority)?

Are formal permissions or letters of support needed before next steps

(and what impact this may have on timing), for example, from the National Planning Authority, Prime Minister's Office or National Statistics Authority)?

Which stakeholders do you need to meet with directly

(e.g. Deputy Directors tasked with planning, monitoring or evaluating government development plans), and which stakeholders have political influence and are therefore worth meeting with as part of the interview schedule (e.g. Permanent Secretary, Director General or other senior civil servant in key ministries)?

Who exactly do you need to speak to in those agencies and institutions

(Director or Deputy Director level, etc.); can you engage with several people in the same meeting or is it better to meet with one person at a time? Which UNICEF sectoral specialists should be engaged in those setting discussions and can they help make connections?

Which stakeholders can you engage with

simply through the focus group discussions, for example, validation of findings etc? Often this may be a broader group?

Are there any considerations regarding the political environment

when presenting the findings, for example, are there issues in bringing civil society and government together?



STEP 4:

Set project timeframe

Once scope and outputs have been agreed, the final step should be to agree on a project timeframe. The D4C Action Plan can be completed by most offices in 4–12 weeks, depending on office commitments, turnaround times, and the number of external stakeholders involved. It is helpful to factor in a week in the planning timeframe to allow for inputs from the RO and/or HQ, who typically provide a valuable second pair of eyes and lend a cross-country perspective.

Estimated staff resource needs can span 5.5 to 35 days, depending on the specific approach an office takes. A detailed breakdown of staff resourcing – particularly for the D4C Action Plan lead (Social Policy or PME section) and administrative support – can be found in Annex II (p. 50). With this in mind, consider the timing of your D4C Action Plan process.



KEY CONSIDERATIONS

- Are there hard deadlines for completion based on other processes within the country (government planning cycles, adoption of a new CPD, etc.)?
- Are there annual reporting cycles or holiday periods that may limit participation of key stakeholders?
- Are major government consultations needed?
- Are there existing engagements that CO can piggyback on to solicit inputs or advocate for D4C?

These and other major time considerations should be factored into planning calendars.



TOOLS TO SUPPORT PHASE 1 (DESIGN) OF THE D4C ACTION PLAN

- Annex I: Sample **Terms of Reference** for hiring a consultant or to communicate to stakeholders when developing D4C Action Plan
- Annex II: **Staff resourcing** for the D4C Action
- Annex III: Contacts of **Long-Term Agreements** (LTAs)

PHASE

02



D4C ACTION PLAN ASSESSMENT

(WEEKS 2–7) 

GOAL: The goal of this phase is to identify priority decisions, challenges, and opportunities for UNICEF, government, and other partners.

Once the scope, outputs, and timeframe have been determined, you should pursue a desk review and stakeholder consultations with CO staff and key partners. This process will probably be undertaken by a D4C Action Plan lead with administrative support. See Annex II (p.50) for a detailed overview of roles and staff time.

Common to both desk review and actual assessment is the intention to get at answers regarding the current demand, supply and use of data across the landscape, as well as a better understanding of the ability of the overall data ecosystem to deliver core information for and about the well-being of children, both now and in the future, including taking into consideration likely humanitarian scenarios. The desk review should inform any additional questions or areas you may wish to explore with stakeholders, while these discussions should also identify any additional material that you may need to review.

*Please note that stakeholder consultations as referred to in Phase II (assessment) are a fairly formalised method of gathering data using a semi-structured interview process and are distinct from fairly informal engagement with stakeholders in Phase I (design).

FIGURE 11: Phase 2 (assessment) steps

5 DESKTOP REVIEW

6 STAKEHOLDER CONSULTATIONS

7 ASSESSMENT

8 VALIDATION OF FINDINGS



STEP 5:

Desk Review

Figure 12 at right presents an overview of the types of key documents for desk review, based on experiences in other country contexts. See Annex IV (p. 54) for a deeper overview of what to look for in key desk review documents.

Based on the scope, some of the documents suggested in Figure 12 may be more important or instructive than others. A desk review can help identify who and what types of questions should be asked during stakeholder consultations. The desk review may also offer an opportunity to revise the scope for data landscaping (e.g. whether it should be broader or sectoral); help identify key areas and common themes or issues which may constitute barriers to effective data work; and shape the content and focus of specific questions to be asked. The desk review can also be conducted with a view to actionable recommendations which will be formulated as part of the D4C Action Plan. It is not merely a theoretical exercise, but the first step in formulating an action plan.

FIGURE 12: Desk Review Documents

Government Documents	<ul style="list-style-type: none"> • National Vision Documents • National/Sectoral Strategic Development Plans • National Strategy for the Development of Statistics⁴ • National M&E Plans • Policies on Gender, Humanitarian Resilience/Response • Sectoral/Ministerial Annual Workplans • National or sub-national disaster risk assessment and/or preparedness plans, overall and by sector • National climate change assessment
UNICEF Documents	<ul style="list-style-type: none"> • Country Programme Document, Situation Analysis • Most recent humanitarian risk analysis (Emergency Preparedness Platform) • Evaluations • Country Programme Results Matrix, Programme Strategy Notes • Annual or rolling workplans • Existing research products • Regional and Headquarters guiding policies and documents
Other Documents	<ul style="list-style-type: none"> • Continental and regional vision documents/strategies to which the country is a signatory • Common Country Assessment, UNDAF, UNDAF Evaluation • PARIS21⁵ • Development partner country project documents/ analyses/ strategies • World Bank Systematic Country Diagnostics • Current UNCT/HCT emergency preparedness plans or recent Humanitarian Needs Overview, Humanitarian Response Plan, Refugee Response Plan, crisis modelling and impact assessments

4. A National Strategy for the Development of Statistics (NSDS) is a very useful resource in the context of the D4C Framework and should be a key document for review. An NSDS includes an assessment of priorities and gaps in the National Statistical System. The D4C process applies a different lens and our findings do not have to fully align with the NSDS. However, the NSDS has been validated by government; using it as a reference can avoid the duplication of efforts. Further, it can also serve as a useful advocacy tool – especially if the NSDS fails to adequately address the needs of children. In some country contexts, D4C can be positioned as a vector to complement government efforts to operationalise NSDS, with a child-focussed lens.

5. Established in 1999 by the European Commission, International Monetary Fund, Organisation for Economic Co-operation and Development, United Nations and World Bank, the Partnership in Statistics for Development in the 21st Century (PARIS21) is a global partnership that seeks to improve evidence-based decision-making for sustainable development.

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STEP 6:

Stakeholder Consultations

Ideally, your discussions with stakeholders should include individuals from a range of backgrounds: technical, programmatic, management, and senior roles. The goal is to capture diverse perspectives of those who demand, supply and use data, including an often-overlooked perspective of community stakeholders as the end-users of data. Consultations can also help identify where official policy does not align with actual practice in the field and may indicate reasons for this disconnect. Perspectives of community-level stakeholders are particularly enlightening in this regard.

Before you reach out to partners, it may be useful to share a summary TOR of your D4C action planning process (See Annex I, p. 48 for a sample). After you've conducted the consultation, share a succinct summary of findings/deliberations to allow your counterpart to provide any additional input and verify the content. Engaging your counterpart in writing, both before and after the consultation, increases trust and transparency, helps cement the partnership regarding D4C and ensures your counterpart understands that D4C is mutually beneficial. See Figures 9 and 10 (pp. 28 and 29) for suggested stakeholders, and Annex V.A (p. 56) for sample semi-structured interview guides (one for government, Annex V.B for UNICEF/UN counterparts).

The desk review and stakeholder consultation process, as outlined above, should help the team understand whether the various elements of the current data landscape are close to or far from delivering the core functions of a healthy data landscape. The actual tools and instructions for assessing those key elements are laid out later in this document.



KEY CONSIDERATIONS

Holding internal consultations first and using a semi-structured interview guide.

Holding consultations within UNICEF first can help inform discussions with external partners. Using a semi-structured interview guide can help keep discussions focussed and findings consistent. See Annex V for sample semi-structured interview guides. These should be adapted for your individual setting based on your desk review and scope.

Would an individual or group setting be best?

Group consultations can reduce the time requested from colleagues and partners. However, depending on the professional culture and context, group settings may dissuade some from speaking frankly.

Understand what counterpart priorities are.

Whether you are consulting with colleagues from UNICEF, or counterparts from the UN or government, make sure you understand what their priorities are in relation to data. This will help you position D4C as a tool to support their work, while simultaneously increasing receptivity for D4C, an important asset that will help you promote a wider data-for-children 'culture' in the landscape where you operate.

Keeping a register of stakeholders consulted.

This matrix should include name, date consulted, role, organization, and contact information. This is both good practice for research and makes it easier to re-engage with these stakeholders during the validation and implementation process.

Being explicit about how anonymous your conversation will be.

In any written product, quotations should not be directly attributed or attributable to any one individual or organization. This protects the privacy and reputation of the interviewee, and the reputation of, and the relationships with, UNICEF.

Knowledge from previous consultations or strategies.

Relevant knowledge might include findings/recommendations: whether these are in line or contradict the D4C work; what methods or advocacy tools were more or less successful for achieving change; and which stakeholders may be relevant to the D4C work.

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STEP 7:

Assessment of the national data landscape for children

Purpose of assessment

Before a D4C action plan can be formulated, it is necessary to analyse the data gathered from a desk review and stakeholder consultations – this is what we refer to as assessment – intended to provide a broad, cross-sectoral understanding of the national data landscape as a whole. Specifically, the assessment (or ‘diagnostic’ as it is sometimes called) is meant to (1) help the CO identify priority decisions, challenges, and opportunities for UNICEF, government, and other partners when it comes to current demand, supply and use of data across the landscape, and (2) help the CO understand the ability of the overall data ecosystem to deliver core information for and about the wellbeing of children, both now and in the future, including in the most likely humanitarian scenarios.

The rapid assessment will look at the extent to which the data landscape as a whole can provide timely and appropriate information to monitor the well-being of children and to deliver appropriate services to them.

Tools for assessment

The assessment tools consist of the National Data Landscape Assessment Framework (Figure 13, p. 37 below) and, if appropriate for the context, the Administrative Data Maturity Model (Figure 14, p. 40). The assessment of the data landscape looks across six key dimensions. These six focus areas have been identified through data landscaping experience in over 20 COs and are supported by the literature as activities that strengthen the use of data information in decision-making:

1. Strategic priorities and evidence-informed planning and preparedness;
2. Data demand (needs) and decision-making (use);
3. Data supply, sources, quality, and national statistical system, and ability of these systems to adapt to crises;
4. Governance, accountability, coordination and responsible data use and communication;
5. Capacity, bottlenecks and opportunities in data use;
6. Inclusivity.

The assessment framework also features two adjacent dimensions that may be added on to the more basic analysis if it is of value to the CO and are outlined in more detail in Figure 14.

7. Cross-sectoral administrative data maturity assessment;
8. Sector-specific administrative data maturity assessment.

This assessment framework is meant to guide analysis of data from semi-structured interviews and desk review based on the scope of work decided by the CO in Phase I. The assessment framework consists of six dimensions and, if the office chooses, can also include additional consideration of administrative data systems.

The semi-structured interview guides are qualitative surveys containing 29 questions. The questionnaires should be modified to meet specific needs by adding or subtracting questions as necessary. Each questionnaire is broken up into the six topical areas as outlined in the assessment framework.



FIGURE 13: National data landscape assessment framework

DIMENSION	DESCRIPTORS	KEY PROMPTS	KEY DOCUMENTS TO CONSIDER
Strategic priorities & evidence-informed planning and preparedness	SDGs, national development, and UNICEF priorities for children have been localized (to the country) and reflect key issues (based on evidence) including humanitarian risk-reduction and emergency preparedness.	<ol style="list-style-type: none"> 1. What are the priority development outcomes for children, based on: <ol style="list-style-type: none"> a. Government priorities? b. SDG priorities/development outcomes? c. UNICEF priorities? 2. What are the key sectors driving priority outcomes for children? 3. In these sectors, what are the key strategy and management questions and areas of concern related to the priority outcomes? 4. What are the key risk-informed programming and emergency preparedness issues you are, or should be, addressing in policy and programmes? 	<ul style="list-style-type: none"> • National Vision Documents • National M&E Plans • Humanitarian Resilience/Response • Sectoral/Ministerial Annual Workplans and policies • Country Programme Document • Situation Analysis
Data demand (needs) & decision-making (use)	<p>Data demands/needs for national (and sub-national) priorities are clearly defined and reflected in appropriate work plans.</p> <p>Decision-makers have timely access to the data they need when they need it.</p> <p>Data needs for resilience and responsiveness fit for humanitarian situations are addressed in key data sources for children.</p>	<ol style="list-style-type: none"> 5. What data do we need to respond to these priorities/specific questions that we're trying to answer? When/how often do we need the data and with what level of precision? 6. Are the data used to inform decision-making (types of services to offer, allocation of staff or other resources, programme or strategic planning, and types of advocacy initiatives)? 7. Are actions taken after a decision has been made? 8. Can the data be used at subnational level? 9. How will data needs shift in the event of the most likely humanitarian scenarios – in terms of priority sectors and questions; geographic locations if emergency risks are sub-national; and quality of data needed (frequency, granularity)? 	<ul style="list-style-type: none"> • Country Programme Document • Situation Analysis • National M&E Plans • Existing research products
Data supply, sources, quality, and national statistical system	<p>Demographic data on children is reliable, up-to-date and sufficiently disaggregated. (Do we know who we are serving?).</p> <p>Data collection is extensive and sufficiently linked to use cases.</p> <p>Data sources are appropriate and sustainable.</p> <p>National Statistical Office is an independent agency with adequate legal, financial, and human resources to fulfil its functions as the coordinator of the National Statistical System.</p>	<ol style="list-style-type: none"> 10. What demographic data on children are available/what data currently exist within government systems? 11. Which routine data (administrative data systems) and non-routine data (population-based data, research/evaluation, sentinel surveys and other data) projects are already in place and who is working on these in the key sectors flagged in Q2. above? Are private sector data considered a data source? 12. Are the data disaggregated by gender, sex, age, disability, etc. to the levels needed? Are surveys, microdata, and analyses made public in machine-readable format in a timely fashion? Are data geolocated? 13. Are adequate data on humanitarian-related risks (climate change, disaster, conflict, disease outbreak), available, geolocated, accessible, and interoperable with other data sets? 14. Do data quality framework and/or procedures exist and are they used (nationally and within sectors)? What is the quality of data needed? 15. Is there a unique identifier used? How are the systems linked? 16. Does UNICEF directly collect or handle data on individual children? 17. In the event of the most likely humanitarian crisis scenarios, how are data systems/processes above likely to be affected? (i.e. will they withstand the shocks) and will they be able to shift to address different data needs, including different types of information, frequency and granularity of data? 	<ul style="list-style-type: none"> National Coordination Strategy/Plan National/ Sectoral Strategic Development Plans National Statistical Development Plans/ Strategies Evaluation, Country Programme Results Matrix, Programme Strategy Notes Section strategies, annual workplans Existing research products

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FIGURE 13: National data landscape assessment framework

DIMENSION	DESCRIPTORS	KEY PROMPTS	KEY DOCUMENTS TO CONSIDER
Governance, accountability, coordination and responsible data use & communication	<p>Enforced legal or policy framework that facilitates appropriate data governance within and across ministries.</p> <p>Functional coordination mechanism for the national statistics system, inclusive of line ministries (admin data), gender, etc.; with NSDS exists and reflects key challenges and opportunities for children.</p> <p>Legislation and general implementation of data protection and use.</p> <p>Reports or analyses are prepared in different formats, or information products, to match the information needs of different target audiences including communities.</p>	<p>18. Are data collection and reporting processes legally established with clear accountabilities and enforcement mechanisms?</p> <p>19. Does legislation protect personally identifiable or otherwise sensitive information; do government staff understand how to apply data privacy in their work?</p> <p>20. Is there regular coordination and ethical data sharing across sectors, ministries, and locations?</p> <p>21. Do national data standards, formats, and definitions support data sharing?</p> <p>22. Is there a specific target audience intended to receive/review a report of synthesized or analysed data in government/UNICEF sector you work in? Are communities explicitly mentioned as data users?</p>	<p>eGovernance</p> <p>Data governance</p> <p>Regional and Headquarters guiding policies and documents</p>
Capacity, bottlenecks and opportunities in data use	<p>All have an appreciation of the value of data and evidence in decision-making, and the individual mandate and skillset to apply data and evidence to their work.</p> <p>Investments and planned projects including national infrastructure and IT rollout.</p>	<p>23. Are there capacity needs that limit the extent to which data can be supplied and/or used – human, technical, financial?</p> <p>24. What types of challenges do you encounter in using data?</p> <p>25. What are the key bottlenecks for government/UNICEF to make use of data?</p> <p>26. What other activities and investments are planned or are ongoing in the national data ecosystem?</p> <p>27. What are some possible short-term and long-term gains out of investments in improving data?</p> <p>28. Are there any successes that you think should be shared or scaled for greater impact?</p>	<p>Common Country Assessment, UNDAF, UNDAF Evaluation</p> <p>Development partner country project documents/analyses/strategies</p> <p>World Bank Systematic Country Diagnostics</p> <p>Relevant academic research</p> <p>Completed sectoral assessments</p>
Inclusivity	<p>No one is left behind – data collection processes, systems, analyses, and uses take into account the context-specific groups of children and young people that may be at a particular disadvantage.</p>	<p>29. Are there any groups of children or young people who you want data on that you cannot get, or who may be disadvantaged in the current collections/reporting?</p>	<p>Situation Analysis</p>
Cross-sectoral Administrative Data Assessment	<p>Please refer to Figure 14 on p. 40</p>		



TOOLS TO SUPPORT THE SEMI-STRUCTURED INTERVIEWS

- **Semi-structured interview guide for UNICEF staff** (Annex V.A, p.56)
- **Semi-structured interview guide for government partners** (Annex V.B, p. 58)



KEY LESSON LEARNED

- At the conclusion of the assessment phase, consider holding an internal session with UNICEF staff to share initial findings. Holding this session can help uncover key gaps in analysis or stakeholder consultations and maintain office-wide buy-in as the process moves forward.

What a Mature Administrative Data Landscape Looks Like in Practice

SPECIAL FOCUS: ADMINISTRATIVE DATA

For COs interested in undertaking a more in-depth analysis of the cross-sectoral administrative data landscape, please refer to Fig. 14 (p. 40). Guidance and tools are also available for COs seeking to conduct admin data landscape assessment within a specific sector or sectors. Please reach out to the [Data Helpdesk](#) for support identifying which tool is the best fit for your needs.

The cross-sectoral admin data landscape can be assessed by using the Administrative Data Maturity Model (ADaMM). The following is an extract of the elements that define the maturity of the national administrative data landscape for children. It is recommended that components are prioritized according to the following broad groups of maturity, with all countries encouraged to achieve at least a 'functional' level of maturity. For more details of the characteristics that relate to each outcome statement, or how to use the admin data maturity model, please contact the Data for Children helpdesk for the most up-to-date version. (add admin data link here – model will be revised for release shortly).

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FIGURE 14: Administrative Data Maturity Model (ADaMM)

Outcome Statement	Lens	Outcome Statement	Lens
MATURITY LEVEL 1 - FORMATION		MATURITY LEVEL 4 - FLEXIBILITY AND FORM	
Core administrative data systems for children exist at national level, with national coverage.	<i>National</i>	Systems are able to 'flex' to changing community needs.	<i>Community</i>
MATURITY LEVEL 2- FOUNDATIONAL		Cross-sectoral collaboration supports a holistic approach to data for planning, innovation, and service provision.	<i>National</i>
Administrative data are integrated as part of a broader national statistical system	<i>National</i>	Interaction with administrative data systems is simple, minimizing duplication and redundant data collection, as well as barriers to participation.	<i>Community</i>
Systems create and recognise a legal identity for every child from birth, including provisions for those whose birth was either un-registered or who enter the territory and are unable to provide a legally recognised identity.	<i>Child-focussed</i>	Systems are able to stay up to date and relevant, making appropriate use of new innovations and responding to changing national priorities.	<i>National</i>
Administrative data systems and data use do not expose children to harm through their own operations/functions	<i>Child-focussed</i>	MATURITY LEVEL 5- ENGAGEMENT	
Data required to support the realisation and protection of children's rights under international conventions and development commitments are produced and available	<i>Child-focussed</i>	Communities are actively engaged with the data that relates to them, and trust that the data represents their interests.	<i>Community</i>
National admin data systems provide timely data for national planning and accountability.	<i>National</i>	Data are used to generate broader 'public good'; contributing to research and knowledge generation on topics of benefit to the community.	<i>National</i>
Systems are inclusive; effectively monitoring to ensure that "no child is left behind", as well as providing the data needed for systems to effectively address disparities where they exist.	<i>Child-focussed</i>	MATURITY LEVEL 6 - INTEGRATION	
MATURITY LEVEL 3- FUNCTIONAL		Admin data can be integrated effectively with other data sources in decision-making processes.	<i>National</i>
Systems engender confidence in the way data are collected, handled, and used across the data landscape, and trust in published data and results.	<i>National</i>	Supports a holistic approach to services and care to support better outcomes through coordination across programmes, locations, and sectors.	<i>Child-focussed</i>
Data are actively used in national (and sub-national) planning, monitoring and evaluation.	<i>National</i>		
Systems are both sustainable and resilient to 'system shocks'	<i>National</i>		
Data are used to identify local needs, and to inform and improve local services and programmes.	<i>Community</i>		
Admin data specifically addresses key disaster preparedness and planning needs (at national and broad sub-national level).	<i>National</i>		

If your office is interested in going deeper on a particular sector or thematic issue pertaining to admin data, [get in touch with expert UNICEF colleagues](#) or reach out to the [UNICEF Data Help Desk](#).



STEP 8:

Validation of findings (internal, with UNICEF staff)

At this stage, there are two routes a CO can follow:

- Produce a longer diagnostic document, outlining the key findings, likely directions for action, and more.
 - » **PROS:** This process has added value in some contexts (and may be necessary for future buy-in from some government partners).
 - » **CONS:** In some country contexts it may significantly delay the development of the action plan, especially if reviews and revisions take an extended period.
- Produce a shorter diagnostic document summarising key findings which then inform recommendations.
 - » **PROS:** Reduces the time to produce the country specific D4C Action Plan.
 - » **CON:** Some governments require a more extensive case analysis before agreeing to the plan.

Whichever route the CO chooses to follow, it is recommended that key findings are documented and validated through engagement with main partners and inform the development of the D4C Action Plan. Detailed guidance for a participatory validation exercise is provided as Annex VII, p. 62.

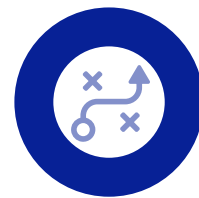


TOOLS TO SUPPORT PHASE II (ASSESSMENT) OF D4C:

- Annex IV: Sample **Desk review** mapping tools, p. 54
- Annex V: Sample **Semi-structured interview guides:** 1. UNICEF/UN; 2. Government counterparts, pp. 56/58.
- Annex VI: Sample **Validation Exercise Guide** (Internal), p.60

PHASE

03



D4C ACTION PLAN DEVELOPMENT

(WEEKS 7–10) 

Goal: is to define a focussed range of areas in which improved demand, supply, or use of data will contribute to the achievement of priority results.

FIGURE 15: Phase III steps

9 ACTION PLAN DEVELOPMENT

10 VALIDATION OF RECOMMENDATIONS (EXTERNAL)



STEP 9: Action Plan development

Following internal validation of findings, you should move forward with elaborating the D4C Action Plan. You should plan to do some initial filtering and prioritization of consultation findings. **Annex VII includes sample findings report outline (VII.1, p. 62) and sample Activity Matrix (VII.2, p.63).** Figure 16 below provides an outline to follow when formulating the D4C Action Plan.

FIGURE 16: Outline of D4C Action Plan follows the logic of the assessment framework in Fig. 13

Features the same six core dimensions. The template is structured to allow you to identify key themes, conduct a thematic analysis of findings emanating from desk review and your consultations, and group these according to the six dimensions of the national data landscape using action-oriented language. When formulating key issues, you may choose to focus on any number of the descriptors provided in Fig. 13, while prioritising those where UNICEF investment may have the greatest potential to drive results for children. The template further provides room for capturing additional analysis of admin data, be it cross-sectorally or sector-specific, should the CO decide to combine the broader data landscape action planning with any of the admin data dimensions. Finally, a populated sample of the Action Plan is provided in Figure 4A (p. 20).

DIMENSION	KEY ISSUE	WHAT IS NEEDED	UNICEF ROLE	SPECIFIC ACTIONS REQUIRED	RESPONSIBILITY WITHIN UNICEF	URGENCY
1. Strategic priorities & evidence-informed planning and preparedness						
2. Data demand (needs) & decision-making (use)						
3. Data supply, sources, quality, and national statistical system						
4. Governance, accountability, coordination and responsible data use & communication						
5. Capacity, bottlenecks and opportunities in data use						
6. Inclusivity						
Cross-sectoral admin data						
Sector-specific admin data						

Data for Children

Action Plan

STEP 10:

Validation of recommendations (external)

When the D4C Action Plan has been drafted, most offices will want to hold a validation workshop with a particular emphasis on engaging their external partners to solicit comments and suggestions to strengthen proposed actions. The validation process need not be highly formal or technical and should take whatever format is most likely to lead UNICEF and its partners toward implementing the plan.



KEY CONSIDERATIONS

Validation ought to respond to three essential questions:

1. Have the consultations revealed the right issues to focus on?
2. Are there any major omissions?
3. Do the proposed solutions and priorities make sense?

It is important to contextualise these findings against the work others are doing in data landscape, be it UN partners, development partners, civil society or government counterparts. Following the validation workshop(s), you should come away with concrete actions linked to individuals, teams, or external organizations responsible for follow-up. Suggested priorities for action can be structured around three broad categories:

1. Cross-cutting data issues of significance which should be supported through a multi-agency or UNCT engagement with the government;
2. Priority cross-sectoral data issues for UNICEF;
3. Sector specific data actions.



TOOLS TO SUPPORT PHASE 3 (ACTION PLAN DEVELOPMENT) OF D4C ACTION PLAN:

- Annex VII Sample **Action Plan Tools**: Sample Findings Report Outline (Annex VII, p.62) and Sample **Action Plan Activity Matrix** (Annex VII, p. 63)
- Annex VIII: Sample (External), p. 64



ULTIMATELY, YOUR D4C ACTION PLAN SHOULD:

- Complement partner government needs and priorities;
- Address UNICEF priority results, existing strategies, and comparative advantages;
- Include both initiatives that involve engagement with government, UNCT, and other partners; and actions that can be taken independently by UNICEF;
- Take an integrated approach to development and humanitarian workstreams, and across sectoral teams;
- Combine 'quick wins' and 'bigger bets' to build momentum around data for children.

[See sample D4C Action Plans on the Data for Children intranet site](#), and tools in Annexes IV to VIII.

ABOVE:: On 6 August 2020, psychologist Olena Davydova (right) asks “What is depicted here?”, as she works with a child in Bilokurakyno, Eastern Ukraine. In Ukraine, disruptions caused by the COVID-19 response and associated containment measures disproportionately affect children and their families. 42,000 children, including those with disabilities, were sent back home from boarding schools and other child care institutions as a result of measures enacted to stem the spread of COVID-19.

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PHASE

04



BUILDING RECOMMENDATIONS INTO WORKPLANS

(WEEKS 10–12)

Once the D4C Action Plan has been finalized, the CO should work to incorporate validated actions into office and section rolling/annual plans, the country programme document, and/or other documents as appropriate.

If the planning and monitoring team led the D4C Action Plan process, it may be easier for that team to continue and incorporate validated D4C actions in revisions of current documents or drafting of future workplans.⁶ Regardless of where the CO is in the work year, quick and lower-spend actions can still be incorporated, for example, by modifying the terms of reference for upcoming research, adding in no-cost advocacy work, or re-allocating unspent funds.

Finally, your office should also take advantage of standing government partner reviews, national sectoral round-tables, and/or regular UNCT meetings to revise workplans, as well as SDG-related platforms as appropriate and relevant in the country context (e.g. Voluntary National Review, SDG Working Groups, etc.) should there be relevant and concrete actions from the D4C process to incorporate.

CONSIDER REACHING OUT TO YOUR RO/HQ FOR SUPPORT IN THIS PROCESS

Colleagues can share lessons learned from other country office contexts, help with prioritization and advise on next steps. You can reach out through the [Data Helpdesk](#) to be connected with the best support and resources.

6. For D4C Action Plans developed within an existing CP, actions can be incorporated into annual/rolling workplans during the first quarter review process. If starting a new Country Programme Document, actions should be incorporated during the last quarter of the previous year.



ANNEXES



ANNEX I

DRAFT TERMS OF REFERENCE

OVERVIEW

BACKGROUND & RATIONALE

UNICEF work on data for children is based on a simple premise: we believe that better collection, analysis and use of data drives better results for children. When the right data are in the right hands at the right time, decisions can be better informed, more equitable, and more likely to protect children's rights. To translate that potential into results, UNICEF must approach its data work more systematically – learning from our experience, building on our strengths, filling our capacity gaps, and expanding our partnerships.

To that end, UNICEF has developed a global Data for Children Strategy. The strategy outlines UNICEF's general approach to data work – including the full spectrum of work required to drive demand for, strengthen the supply of and enable the use of data – as well as some concrete directions for the organization as a whole. The next step in the process is translating that framework into action at the country and regional levels.

TITLE	UNICEF Strategic Planning of Data and Evidence for Children
LOCATION OF ASSIGNMENT	[Country]
LANGUAGE(S) REQUIRED	English, [Local language]
DURATION	[X] working days over [X] months
ANNUAL WORK PLAN REFERENCE	[X]
SECTION & UNIT	[X]

PURPOSE

UNICEF [country office] is undertaking an initiative to develop a Strategic Action Plan that will drive investments in the national data for children ecosystem. The Action Plan will identify areas where UNICEF and partners can best support the smart demand, supply, and use of data, to drive better results for children.

A critical component of this work will be consultations with UNICEF partners. These consultations will aim to explore key priorities and needs regarding data and evidence; and uncover potential opportunities for future partnerships and investment.

EXPECTED RESULTS

This will produce a Strategic Action Plan for the country office and contribute to UNICEF's regional and global learning on how to prioritize investments in national data systems. The following steps are envisioned:

- Design: determine process scope, external and internal stakeholders, and timeframe
- Consultation: desk review and discussions with UNICEF, government, and other ecosystem stakeholders
- Development, validation, and prioritization

- Revision and translation into CPD, annual workplans, and other relevant processes

KEY COMPETENCES, TECHNICAL BACKGROUND AND EXPERIENCE REQUIRED

The lead for this work should have a master's degree in international development, public policy, or another relevant field. Other recommended skills include:

- A constructive attitude, flexible approach to changing circumstances and desire to help the organization learn.
- At least 8 years of experience in policy and planning work related to international development and/or humanitarian work, with a strong preference for experience working with data systems and specialists.
- Demonstrated skills in strategic planning, effective communication of technical topics and relationship management.
- A solid understanding of UNICEF's core areas of work.
- Excellent written and spoken language skills in English and the local language.
- Proven ability to work in a multi-cultural environment, establish and maintain effective working relationships, and meet deadlines.

TIMEFRAME

Start date: [DD MM YYYY]

End date: [DD MM YYYY]

DELIVERABLES

DURATION
(ESTIMATED # OF DAYS) DEADLINE

Action Plan design

Action Plan consultations completed

Action Plan draft completed

Action plan validation and prioritization conducted

Translation of Action Plan into UNICEF workplans and other processes

TOTAL

ANNEX II

ESTIMATING STAFF TIME

Depending on your CO context and resources, you may want to take different approaches to developing a D4C Action Plan. Below are outlines of three different scenarios – with indicative UNICEF staff working days and/or external costs. These assume internal and external consultations with approximately 15–20 stakeholders, and a national-level analysis.⁶

Note that timeframes will vary based on the scope of your assessment (not just who is doing it).

If you are interested in receiving specific feedback on a D4C Action Plan approach, please reach out to us at dataforchildren@unicef.org.

1. FULLY INTERNAL: MANAGED AND CONDUCTED BY UNICEF STAFF

LEAD	ADMIN	DESCRIPTION
1	1	Internal meetings and design finalization
12	3	0.5 days adapting consultation guide and identifying stakeholders; 3 days desk research; 2 days internal consultations; 4 days external consultations; 2.5 days processing and validating analysis
5	2.5	Writing and revising D4C Action Plan; soliciting inputs and incorporating feedback
6	4.5	Prep and hosting internal and external workshop; mainstreaming action steps
24	11	

This model assumes a 12 week process, with one D4C Action Plan lead (likely from Social Policy or PME sections) and administrative support (meeting facilitation, documentation, and logistical support) from other staff.

Estimated UNICEF staff time needed is **35 days**.

2. HYBRID: CONDUCTED BY UNICEF STAFF WITH LTA COMPANY ADVISORY SUPPORT

	LEAD	ADMIN	DESCRIPTION
PHASE I	0.5	0.25	Internal meetings and design finalization
PHASE II	9	1.5	(Lead): 0.5 days desk research; 2 days internal consultations; 4 days external consultations; 2.5 days processing and validating analysis
PHASE III	5	0.25	Writing and revising action plan; soliciting inputs and incorporating feedback
PHASE IV	3	0.5	Prep and hosting internal and external workshop; mainstreaming action steps
Total Days	17.5	2.5	

6. COs should consider building in additional time for deeper analyses of specific issues, based on interest (i.e., applying the Administrative Data Maturity Model; deep-dives on specific sectors; consideration of complex political or structural issues, such as devolution).

The hybrid model assumes the CO will drive research and stakeholder outreach, with remote advisory support from an LTA firm. Specific advisory support could be tailored for each country context.

The above Level of Effort (LOE) assumes that a company's advisory services would include:

- Support developing the workplan, identifying key informants, and collating desk research materials;
- Reviewing interview notes/analytical framework;
- Providing inputs on key trends/findings;
- Providing feedback on draft D4C Action Plan, in line with good practice and knowledge from other country contexts;
- Remote support of the validation meeting.

The CO would be responsible for:

- Conducting desk research and leading key informant interviews;
- Drafting the D4C Action Plan;
- Leading validation meeting;
- Mainstreaming D4C Action Plan recommendations.

Estimated UNICEF staff time needed is **20 days**.

These estimates do not take into account time needed to refine the TOR for an LTA firm or to negotiate and process a final budget with the selected vendor. While selecting a firm from the LTA list can significantly reduce recruitment and contracting time, any contracting process does still require investment of human resources from the CO up front. Using the LTA, the contracting time should take approximately 1 day of the lead person's time and 2 days of admin time, though a longer time frame for contract approval processes should be built into the schedule.

Estimated cost for the company's services would be **US\$15,000–US\$20,000**, depending on the terms of reference and excluding reimbursable costs such as travel. A mechanism for ensuring predictability of company costs would be to design a contract for company staff time, which could be allocated according to CO needs.

3. EXTERNAL: CONDUCTED BY LTA COMPANY AND MANAGED BY UNICEF STAFF

	LEAD	ADMIN	DESCRIPTION
PHASE I	0.5	0.25	Kickoff meetings
PHASE II	0.5	1	Consultation facilitation
PHASE III	1	0.25	Providing feedback on D4C Action Plan
PHASE IV	1	1	Participating in validation workshop
TOTAL DAYS	3	2.5	

Experience across more than 13 COs has reinforced the value – and need – to have a UNICEF CO focal point for managing the activities of the external company. However, broader engagement from CO staff will also be critical – before, during, and after the D4C Action Plan is developed – to ensure buy-in and integration of recommendations into programmes and workplans.

Estimated UNICEF staff time needed is **5.5 days**.

As above, these estimates do not include contracting time. After contracting, estimated UNICEF staff time (focal point) needed would be 5.5 days, exclusive of broader staff engagement during inception, consultation, and validation/implementation. While this is the minimum amount of staff time needed, experience in several countries has shown that the more engaged UNICEF staff and leaders are in the process, the better value the outputs have and the more likely the uptake of the results. Estimated cost for the firm's services would be **US\$45,000–US\$60,000**, exclusive of reimbursable costs.

ANNEX III

CONTACTS OF LONG-TERM AGREEMENTS (LTAS) FOR DEVELOPING DATA FOR CHILDREN ACTION PLANS

COMPANY NAME	CONTACT	BACKGROUND
Development Initiatives (DI)	info@devinit.org	DI is an international development organization that focusses on putting data-driven decision-making at the heart of poverty eradication.
Development Gateway (DG)	info@developmentgateway.org	DG is an international non-profit organization with nearly two decades of technical expertise to develop tools, processes, and custom analyses to help partners achieve results. DG makes development data easier to gather, access, use, and understand.

These LTAs are valid through January 2021. A new round of bidding will take place in late 2020, with more firms available in early 2021.

To discuss the work of these firms and their appropriateness for your context, please reach out via the [Data Helpdesk](#).



ABOVE:: On 20 June 2019, Mohammad Yunus, 14, stands guard in a watchtower, looking for migrating elephants in the Kutupalong refugee camp in Cox's Bazar, Bangladesh. "I've seen two elephants since I've lived here," he says. "The last time I saw an elephant was six months ago. It walked into camp in the middle of the night and four people died.

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ANNEX IV

ANALYSIS TOOLS

1. Sample desk review mapping tool

Strategy/ Policy	Relevance to Data for Children	Section/key result/ CPD relevance
LEAD GOVERNMENT AGENCY: MINISTRY OF EDUCATION [EXAMPLE]		
Education Sector Development Plan 2020-2024	"Are there planned investments in new or existing data systems? (Ex: EMIS will be expanded to integrate with CRVS system)"	Education Section
	"Are there any identified data gaps or evidence priorities? (Ex: notes gap of data on children with disabilities, and forthcoming education census to address gap)"	
	"Are there any identified points of collaboration across ministries? (Ex: MoEd identifies need to collaborate with MoH on school-based vaccine programs)"	
	"Are there any accountability mechanisms or processes identified? (Ex: specifies that M&E reports will be delivered to the legislature based on EMIS as verification source)"	

Policy/ Law	Exist?	Details	D4C Relevance	Notes
Data Sharing	Y/N	Policy name, date enacted	Can shape data access	"Is implementation monitored? Incentives or penalties for (non)-compliance?"
Freedom of Information			Can shape data access	
Data Privacy			Can shape data access	
National Statistical Act			Can shape data supply, demand	
National Identity or Civil Registration			Can shape data supply, demand, use	

Template available in the Excel Action Plan Toolbox.

2. Sample data source mapping tool (basic)

Need	Survey or System	Custodial Agency	Collection Frequency	Latest/ Next	Use Cases	Data Trust/ Quality Perception	Currently Used
Planning; Monitoring	Census	Bureau of Statistics	Every 10 years	2012/ 2022	"Population denominator (all sectors); Disability data, disaggregated to region (child protection, education)"	Fair: delays in processing/ disseminating data; microdata not shared; high confidence in methodology used and applied	Yes; UNICEF, Govt

Also available in the Excel Action Plan Toolbox.

3. Data source mapping tool (advanced)

Data Source				UNICEF Relevance				Collection			
Name	Type	Custodian	Notes	Sections that Use	UNICEF Use Cases	Quality/ Trust	Quality/ Trust Detail	Frequency	Latest	Next	Comments

Format			Disaggregation						Notes
Access Level	Machine-Readable	Notes	Sex	Age	Location	Disability	Income	Notes	Comments

SEMI-STRUCTURED INTERVIEW GUIDE FOR UNICEF

Interviewee section:

Interviewee name and business title:

Date:

Time:

INTERVIEWER: We know your time is valuable, so thank you for agreeing to meet with us. We're conducting these interviews in order to get a better understanding of the decision-making and data use processes within UNICEF. This interview should take around one hour.

Setting the tone.

Would you please begin by describing your role within UNICEF?

-
1. What are the **priority development outcomes for children**, based on:
 - a. Government priorities?
 - b. SDG priorities/development outcomes?
 - c. UNICEF priorities?
 2. What are the **key sectors** driving priority outcomes for children?
 3. In these sectors, what are the **key strategy and management questions and areas of concern** related to the priority outcomes?
 4. What are the **key risk-informed programming and emergency preparedness issues** you are, or should be, addressing in policy and programmes?
-
5. What data do we **need** to respond to these priorities/specific questions that we're trying to answer? When/how often do we need the data and with what level of precision?
 6. Are the data used to inform **decision-making** (types of services to offer, allocation of staff or other resources, programme or strategic planning, and types of advocacy initiatives)?
 7. Are **actions taken** after a decision has been made?
 8. Can the data be used at **subnational level**?
 9. How will data **needs shift in the event of the most likely humanitarian scenarios** – in terms of priority sectors and questions; geographic locations if emergency risks are sub-national; and quality of data needed (frequency, granularity)?
-
10. What **demographic data** on children is available/what data currently exist within government systems?
 11. Which **routine data** (administrative data systems) and **non-routine data** (population-based data, research/evaluation, sentinel surveys and other data) projects are already in place and who is working on these in the key sectors flagged in Q2. above? Are private sector data considered a data source?
 12. Are the data **disaggregated** by gender, sex, age, disability, etc. to the levels needed? Are surveys, microdata, and analyses made public in machine-readable format in a timely fashion? Are data **geolocated**?
 13. Are adequate data **on humanitarian-related risks** (climate change, disaster, conflict, disease outbreak), available, geolocated, accessible, and interoperable with other data sets?
 14. Do **data quality framework** and/or procedures exist and are they used (nationally and within sectors)? And what is the quality of data needed?
 15. Is there a **unique identifier** used? How are the **systems linked**?
 16. Does **UNICEF** directly collect or handle data on individual children?
 17. In the event of the most likely **humanitarian crisis scenarios**, how are data systems/processes above likely to be affected? (i.e. will they withstand the shocks) and will they be able to shift to address different data needs, including different types of information, frequency and granularity of data?
-
18. Are data collection and reporting processes **legally established** with clear accountabilities and enforcement mechanisms?
 19. Does legislation **protect personally identifiable or otherwise sensitive information**; do government staff understand how to apply **data privacy** in their work?
 20. Is there regular **coordination and ethical data sharing** across sectors, ministries, and locations?
 21. Do **national data standards**, formats, and definitions support data sharing?
 22. Is there a specific **target audience** intended to receive/review a report of synthesized or analysed data in government/UNICEF sector you work in? Are **communities** explicitly mentioned as data users?
-
23. Are there **capacity needs** that limit the extent to which data can be supplied and/or used – human, technical, financial?
 24. What types of **challenges** do you encounter in using data?
What are the **key bottlenecks** for government/UNICEF to make use of data?
 25. What other **activities and investments** are planned or are ongoing in the national data ecosystem?
 26. What are some possible short-term and long-term gains out of **investments in improving data**?
 27. Are there any **successes** that you think should be shared or scaled for greater impact?
-
28. Are there any groups of **children or young people** who you want data on that you cannot get, or who may be disadvantaged in the current collections/reporting?

Wrap-Up

1. Do you have any additional comments or topics you feel that we have missed?
2. Are there other people you think we should interview?

Thank you for your input!

SEMI-STRUCTURED INTERVIEW GUIDE FOR GOVERNMENT PARTNERS

Interviewee organization:

Interviewee name and business title:

Date and Time:

Interviewer/ Note-Taker:

We know your time is valuable, so thank you for taking the time to meet with us. We are conducting these discussions in order to get a better understanding of decision-making and data use. This interview should take around one hour. Your comments will not be directly attributed to yourself or your organization.

Setting the tone.

Please explain your agency (brief introduction of functions and tasks), your role at your agency and how you are engaged [planning / implementation/monitoring/evaluation] with policy [for children]?

-
1. What are the **priority development outcomes for children**, based on:
 - a. Government priorities?
 - b. SDG priorities/development outcomes?
 - c. UNICEF priorities?
 2. What are the **key sectors** driving priority outcomes for children?
 3. In these sectors, what are the **key strategy and management questions and areas of concern** related to the priority outcomes?
 4. What are the **key risk-informed programming and emergency preparedness issues** you are, or should be, addressing in policy and programmes?
-
5. What data do we **need** to respond to these priorities/specific questions that we're trying to answer? When/how often do we need the data and with what level of precision?
 6. Are the data used to inform **decision-making** (types of services to offer, allocation of staff or other resources, programme or strategic planning, and types of advocacy initiatives)?
 7. Are **actions taken** after a decision has been made?
 8. Can the data be used at **subnational level**?
 9. How will data **needs shift in the event of the most likely humanitarian scenarios** – in terms of priority sectors and questions; geographic locations if emergency risks are sub-national; and quality of data needed (frequency, granularity)?
-
10. What **demographic data** on children is available/what data currently exist within government systems?
 11. Which **routine data** (administrative data systems) and **non-routine data** (population-based data, research/evaluation, sentinel surveys and other data) projects are already in place and who is working on these in the key sectors flagged in Q2. above? Are **private sector data** considered a data source?
 12. Are the data **disaggregated** by gender, sex, age, disability, etc. to the levels needed? Are surveys, microdata, and analyses made public in machine-readable **format** in a timely fashion? Are data geolocated?
 13. Are adequate data on **humanitarian-related risks** (climate change, disaster, conflict, disease outbreak), available, geolocated, accessible, and interoperable with other data sets?
 14. Do **data quality framework** and/or procedures exist and are they used (nationally and within sectors)? What is the quality of data needed?
 15. Is there a **unique identifier** used? How are the **systems linked**?
 16. Does **UNICEF** directly collect or handle data on individual children?
 17. In the event of the most likely humanitarian crisis scenarios, how are data systems/processes above likely to be affected? (i.e. will they withstand the shocks) and will they be able to shift to address different data needs, including different types of information, frequency and granularity of data?
-
18. Are data collection and reporting processes **legally established** with clear accountabilities and enforcement mechanisms?
 19. Does legislation **protect personally identifiable or otherwise sensitive information**; do government staff understand how to apply **data privacy** in their work?
 20. Is there regular **coordination and ethical data sharing** across sectors, ministries, and locations?
 21. Do **national data standards**, formats, and definitions support data sharing?
 22. Is there a specific **target audience** intended to receive/review a report of synthesized or analysed data in government/UNICEF sector you work in? Are communities explicitly mentioned as data users?
-
23. Are there **capacity needs** that limit the extent to which data can be supplied and/or used – human, technical, financial?
 24. What types of **challenges** do you encounter in using data?
 25. What are the **key bottlenecks** for government/UNICEF to make use of data?
 26. What other **activities and investments** are planned or are ongoing in the national data ecosystem?
 27. What are some possible short-term and long-term gains out of **investments in improving data**?
 28. Are there any **successes** that you think should be shared or scaled for greater impact?
-
29. Are there any groups of **children or young people** who you want data on that you cannot get, or who may be disadvantaged in the current collections/reporting?

Wrap-Up

1. Do you have any additional comments or topics you feel that we have missed?
2. Are there other people you think we should interview?

Thank you for your input!

ANNEX VI

SAMPLE VALIDATION EXERCISE GUIDE (INTERNAL)

TIME	ACTIVITY	RESPONSIBLE
0900-0915	Welcome; Objectives of the exercise; Introduction of the facilitator	[staff]
0915-0930	Session 1: Summary of Findings from Data for Children Findings Report <ul style="list-style-type: none">• Common bottlenecks• Opportunities for working together	[staff]
0930-1030	Session 2: Venn Diagram + Timeline Exercise (date) <ul style="list-style-type: none">• [CPD upcoming] Key Question 1: What are the priority development outcomes for children? (demand)<ul style="list-style-type: none">» Cross-check against government and SDG priorities» Cross-check against risks identified in the SitAn• [CPD upcoming] Key Question 2: What data do we need to respond to these priorities? (supply)<ul style="list-style-type: none">» Cross-check against existing data sources, SDG data sources» Cross-check against existing government/SDG data priorities• [CPD developed] Key Question 1: What will we need data for based on our CPD priority outcomes? (demand)<ul style="list-style-type: none">» Cross-check against outputs – government data priorities, SDGs» Cross-check against risks identified in the CPD• [CPD developed] Key Question 2: Where will we find the data that we need? (supply)<ul style="list-style-type: none">» Cross-check against IMEP» Cross-check against existing government frameworks on data priorities, SDGs <p>Output: Intersection of government and UNICEF data priorities, linking to child outcomes</p>	[staff]
1030-1045	Break and icebreaker	
1045-1215	Session 3: 3-filters prioritization approach <p>Using the 3 filters on UNICEF's comparative advantage (use/programming implications)</p> <ul style="list-style-type: none">• Key Question 3: What will UNICEF lead in or support?<ul style="list-style-type: none">» Complementarity with respect to other agencies (identify areas of support: capacity, coordination, accountability)• Key Question 4: What do we drop? What do we prioritize? <p>Based on the 2 remaining filters (capacity to act and lessons learned) Output: Key priorities on data investments (cross-cutting and outcome-level)</p>	[staff]
1215-1230	Closing and Next Steps	[staff]

MECHANICS FOR SESSION 2:

Venn diagram + Timeline Exercise

Objective: Identify intersection of data priorities between government and UNICEF

Modality: Plenary, interactive with VIPP cards on a whiteboard/wall

[CPD upcoming]

Based on the identified common bottlenecks and opportunities, UNICEF CO staff will then look at prioritization documents in preparation for CPD (date) and map out the priorities identified together with partners as well as major risks that will directly impact UNICEF programming.

Key Question 1: What are the priority development outcomes for children? (demand)

- Venn Diagram: Cross-check against government and SDG data priorities
- Map out the priorities against a risk timeline

Key Question 2: What data do we need to respond to these priorities? (supply)

- Expanded Venn Diagram: Cross-check against existing government sources, localized SDG indicators

[CPD developed]

Based on the identified common bottlenecks and opportunities, UNICEF CO staff will then look at CPD (date) and map out the priorities identified together with partners as well as major risks defined in the CPD that will directly impact UNICEF programming.

Key Question 1: What will we need data for based on our CPD priorities? (demand)

- Venn Diagram: Cross-check against government and SDG data priorities
- Map out the priorities against a risk timeline: Cross-check against risks identified in the CPD

Key Question 2: Where will we find the data that we need? (supply)

- Expanded Venn Diagram: Cross-check against IMEP (if applicable)
- Expanded Venn Diagram: Cross-check against existing government frameworks on data priorities

Output: Intersection of Government and UNICEF data priorities

Materials/resources needed: [List]

MECHANICS FOR SESSION 3:

3-filters prioritization approach

Objective: Through another layer of prioritization, identify key strategic data priorities for UNICEF based on analysis of its comparative advantage.

Using the outputs of Session 2, i.e. a short-list of data priorities (Venn Diagram intersection), the shortlist will then be further subjected to three filters. For every item in the shortlist, we ask the questions related to the criteria below.

UNICEF's position: Knowledge of the strengths/weaknesses of key actors (interests, programmatic and geographic areas of action) and understanding of UNICEF's comparative advantage and position in relation to them.

Capacity to act: Having the financial, human resources, technological and organizational/operational capacity and structure; consider value for money, efficiency; consider and address risks adequately; ability to support/ build upon the work of others?

Lessons learned: A final (unranked) criteria was applying lessons learned: knowledge of programme delivery (from evaluations, reviews and experience). Evidence of approaches that have worked (and those that have not) – and understanding of the new direction the programme should take.

Key Question 3: What will UNICEF lead in or support?

- Complementarity with respect to other agencies (identify areas of support related to ecosystem bottlenecks)

Key Question 4: What do we drop? What do we prioritize?

- Based on the 2 remaining filters (capacity to act and lessons learned)

Materials/resources needed: [List]

SAMPLE ACTION PLAN TOOLS

1. Sample findings report outline

Below is a template for a final report based on the assessment.

Cover page: Report title, date, and author

Data Use Results in [Country]'s [national data landscape]

Report content

- Acknowledgements
- Table of Contents
- List of Charts and Figures
- Abbreviations
- Background
 - » Purpose of the Study
 - » Methodology summary
- Results: Presentation of Findings. Include anonymized quotes to support the findings
 1. Strategic priorities and evidence-informed planning and preparedness
 2. Data demand (needs) and decision-making (use)
 3. Data supply, sources, quality, and national statistical system
 4. Governance, accountability, coordination and responsible data use & communication
 5. Capacity, bottlenecks and opportunities in data use
 6. Inclusivity
- Proposed Action Plan
 1. Cross-cutting data issues of significance
 2. Priority cross-sectoral data issues for UNICEF; and
 3. Sector specific data actions
- Conclusion

2. Sample action plan activity matrix

RECOMMENDATION			LANDSCAPE GAPS ADDRESSED				EXTERNAL FACTORS		
Action	Action Type	Priority	UNICEF Priority Area	Demand	Supply	Use	Partners	Resource Needs	Dependencies
Short- to Medium-Term									
Supporting Data Access	New activity	High	CPD Outcome Area X Y Z	Policy Gap	Access, Timeliness, Quality, Statistical Capacity	Dissemination	UNCT, Govt	External consultant	Govt buy-in
Strengthening Data Dissemination	New/ ongoing	Medium	CPD Outcome Area X Y	Leadership	Timeliness, Quality, Statistical Capacity	Dissemination, Tools & Time	UNDP	Internal staff time	UNDP Project Progress
Medium- to Long-Term									
Raising Public Awareness	New activity	Medium	CPD Outcome Area X	Leadership	Quality	Dissemination	Govt	External firm	UNDP and UNICEF Project Progress

ANNEX VIII

VALIDATION EXERCISE GUIDE (EXTERNAL)

TIME	ACTIVITY
0830-0900	Registration & Coffee
0900-0930	Session 1 Welcome and Opening Remarks (Dep Rep) <ul style="list-style-type: none">» How this project interacts with National Development Planning, UNICEF CP, and UNDAF
0930-1030	Session 2: Findings of Data for Children Research Phase Presentation of initial findings (DAP Lead) Audience Q&A <ul style="list-style-type: none">» Are there themes or topics within the presentation that are not clear? Were there findings in the diagnostic that you too have experienced, or that you disagree with? Are there major elements missing?
1030-1045	Break
1045-1200	Session 3: Opportunities for working together <ul style="list-style-type: none">» Small group breakouts Prompts <ul style="list-style-type: none">» <i>What are the most important bottlenecks that need to be addressed in the data for children ecosystem? (Top 5)</i>» <i>Which actors could you work together with to address this common opportunity/ bottleneck?</i>
1200-1300	Lunch Break
1300-1315	Icebreaker and Group Photo
1315-1345	Session 4: Opportunities for working together <ul style="list-style-type: none">» World café presentations – Share findings with rotating groups Prompts: <ul style="list-style-type: none">» <i>How could you work together to address challenges of capacity, coordination, and accountability for using data in decision-making?</i>
1345-1400	Workshop Conclusions and Next Steps

Methodology

Overall Objective: Identify data for children investment priorities with government and key stakeholders

MECHANICS FOR SESSION 3:

Opportunities for working together

Objective: Validate and prioritize the common bottlenecks in the data for children ecosystem based on the presentation of the diagnostic findings

Modality: Small group breakouts

Based on the presentation, participants are asked to identify a prioritized of shortlist common bottlenecks

- What are the most important bottlenecks that need to be addressed in the data for children ecosystem? (Top 5)
- Criteria for prioritization include but are not limited to: alignment with government priorities, urgent/time-sensitive, low hanging fruit/quick wins, long-term and strategic
- What type of bottlenecks did you identify? [base on DAP research]
- Which actors could you work together with to address this common opportunity/ bottleneck?

Output: Prioritized shortlist of bottlenecks, classified and linked to agencies (users, demanders, suppliers of data)

Materials/resources needed: flipcharts, markers, copies of presentation, templates



Prepared by the Data Use Unit, Division of Data,
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