

## Indonesia

### Update on the context and situation of children

Indonesia has suffered from the highest number of COVID-19 cases in southeast Asia. By end 2020, the country had registered 743,198 confirmed cases, 22,138 deaths, and incidence in all 34 provinces. Children have been directly affected including through family illness or death, lost schooling as more than 500,000 schools closed for face-to-face learning, reduced access to health care and other social services as well as loss of household income experienced by 3 in 4 households.

National GDP contracted by 2.2 per cent in 2020 as the economy was affected by mobility restrictions and other public health measures to contain the pandemic – a reversal of the growth rates averaging 5 per cent over the past five years. While extreme poverty per the national poverty line had dropped from 23.5 per cent in 2000 to 9.41 per cent in 2019, recent rising unemployment threatens to reverse this positive trend. Child poverty rates are higher than in the general population (nearly 12 per cent), and 42 per cent of children live only just above the poverty line.

The socio-economic impact of the pandemic is severe and puts past progress at risk. The government has largely been able to mitigate the impact on child poverty through expanded social protection programs, which are expected to continue in 2021. Increased investments in the delivery of health and social services will be needed for the recovery. An opportunity for recovery and growth is Indonesia's 'demographic dividend'. Two-thirds of Indonesia's population are 15–64 years old and this large productive-age population can be a powerful engine for development.

For his second term, President Joko Widodo has ambitious plans to invest in human development, including the provision of services for health, nutrition, birth registration, social protection, education and nutrition. Protecting women, children and vulnerable groups from violence are key priorities.

However, despite the expected economic recovery from the pandemic in 2021, low government expenditure in the social sectors will continue to challenge the realization of child rights.

Despite a progressive universal health coverage system with over 220 million people enrolled in the country's health insurance scheme, access to basic health care remains challenging, especially in rural areas. Nearly one in 30 children dies before reaching primary school (IDHS, 2017), with significant disparities affecting children notably in Eastern provinces. Most deaths relate to preventable diseases, such as pneumonia, diarrhoea and neonatal infections, which are in turn exacerbated by poor environmental conditions. Health risks have increased as the pandemic has challenged the continuity and coverage of essential maternal, newborn and child health services with routine immunization reducing by 35 per cent compared to 2019. The Government has developed an extensive COVID-19 vaccine implementation plan, and simultaneously seeks to safeguard routine immunization services. It has formalized membership in the COVAX Facility, while establishing bi-lateral purchasing agreements with manufacturers, and called on partners including WHO and UNICEF to support preparedness efforts for vaccine introduction and distribution, including supply-side readiness, cold chain strengthening, capacity building of health workers, microplanning and risk communication and community engagement.

Due to physical distancing measures imposed to curb the pandemic, schools across the country have been closed and slow to reopen, with only 6 per cent of school children attending face-to-face learning in December 2020, due to local governments' and school heads' concerns about local COVID situations and limited compliance with national guidelines for school re-opening. Children and teachers are struggling with remote learning due to lack of internet access and other factors. Due to prolonged school closures the number of out of school children (4.2 million children aged 7-18) is likely to increase. and the already significant learning gap to worsen; the Programme for International Student Assessment (PISA) 2018 revealed that 70 per cent of 15-year-old students already did not achieve minimum proficiency levels in either reading or mathematics.

The Government is increasingly prioritizing its focus on the triple burden of malnutrition affecting children: (i) almost 7 million children under five years of age are stunted; (ii) more than 2 million are

wasted and (iii) almost 2 million overweight or obese. During the pandemic, suspension of nutrition counseling and early detection of malnutrition risks led to reversal of previous progress. The Government worked to strengthen the capacity of health workers to deliver quality nutrition services, including online counselling for mothers and caregivers, remotely with broad coverage. Chronic underinvestment in water and sanitation infrastructure, both in rural and urban areas, is impeding nearly all households from accessing safely managed water supplies. According to the latest data, 40 per cent of education units and 70 per cent of primary health care facilities do not have basic hygiene facilities, underlining the scale of the challenge for COVID-19 transmission prevention efforts.

Even before the pandemic, the rate of violence against children in Indonesia was high: 60 per cent of children aged 13-17 reported having experienced physical, psychological/emotional or sexual violence during their lifetime. High tolerance for domestic violence is an important risk factor for young people, with 40 per cent of women aged 15-19 accepting wife beating (IDHS 2017). While services are limited, the Government has initiated mobile-based nationwide mental health services which refer victims of violence to the Ministry of Women's Empowerment and Child Protection.

The revision of the national disaster management law, including the national cluster system, continued in 2020 with technical advice from the international cluster system coordinated by UNOCHA. The operational environment for UNICEF remained complex in Indonesia's decentralised, upper-middle income context with significant disparities affecting children across the large archipelagic country. The COVID-19 pandemic and the mobility restrictions it entailed posed additional challenges to the cooperation at national level and through seven UNICEF field offices.

The programme cycle 2016-2020 was funded to over 90 per cent and UNICEF Indonesia leveraged one of the highest funding responses globally for COVID-19, from international and Indonesian private sector contributions. With systematic and compelling engagement from existing and emerging donors, total funds utilized in 2020, over US\$ 38 million, was the highest in the five years of the country programme.

## Major contributions and drivers of results

In 2020, the Government of Indonesia, with the support of UNICEF and its partners, implemented significant results for children and advanced their rights realisation in key Sustainable Development and UNICEF Strategic Plan Goal areas:

- Social Policy supported the Government's expansion of social protection schemes in response to COVID-19, and, in Aceh and Papua provinces, directly reached over 35,000 children under six years of age with unconditional cash transfers to eradicate stunting and increase birth registration.
- In Nutrition, the national movement against child wasting was prioritised by the Government and, with UNICEF support, children who suffer from wasting received improved quality treatment as a result of in-service training of 4,300 health workers in all 34 provinces on the treatment of acute malnutrition.
- In Health, over 200,000 newborns and one million under-five children received improved care due to supportive supervision for frontline health workers on the management of newborn and childhood illness. Nearly 1.5 million women and children in seven provinces continued to have access to antenatal, obstetric and child health services despite the COVID-19 pandemic. Three provinces – Aceh, South Sulawesi and West Sulawesi – have almost completely eliminated malaria in 2020, while North Maluku has transitioned from a high endemic setting to proceeding to elimination. Through UNICEF staff located in these provinces, extensive technical support was provided to programmatic interventions including coordination, planning, budgeting, supportive supervision, demand generation efforts and monitoring.
- In WASH, UNICEF helped the Government redefine the national strategy for reaching SDG 6.2 and develop monitoring systems for safely managed WASH services. This included development of a

sub-national water and sanitation performance benchmarking tool, a sanitation inspection tool and a water quality monitoring protocol – all endorsed by the Government and being rolled out nationally.

- In Education, a new Life Skills Education e-module for teachers was launched to improve the teaching of 21st century skills, such as critical thinking, creativity and communication, to adolescent girls and boys in secondary schools. Over 50 million children were supported with distance/home-based learning, and the Ministry of Education and Culture’s strategy to prevent at-risk children from dropping out of school in the context of COVID-19, including monitoring of children’s learning continuity and communication campaigns, was launched and implemented in partnership with UNICEF.

- In Child Protection, UNICEF supported the Government in launching a new National Strategy on Prevention of Child Marriage, informed by a 10-year trend analysis of child marriage data and joint advocacy to protect children against child marriage.

- With UNICEF leading Humanitarian Country Team support for risk communication and community engagement, 200 million people were reached with key COVID-19 messages on how to protect themselves and their children from the virus, through media outreach, digital platforms like U-Report and community engagement.

Following the onset of the COVID-19 pandemic, UNICEF conducted a programme reprioritisation exercise with the Government of Indonesia before the mid-year review of the 2020 Annual Workplan with a focus on new activities to respond to COVID-19 and identifying activities that needed to be adjusted or deferred. The annual work plan was revised and additional priorities such as preventing interrupted learning due to COVID-19 were added. Despite the constraints of programming during a global pandemic, most regular planned activities were kept, and their status validated as met by end of 2020 through joint reviews with Government partners. Agile adaptations were made to planned activities and remote modalities adopted; no activities had to be dropped and few deferred. From the perspective of the whole programme cycle, seven out of eight outcomes were validated with Government as met and one as partially met.

As part of the Annual Management Plan 2020, UNICEF Indonesia successfully advanced four integrated programme and advocacy priorities related to bullying prevention, promotion of safely managed sanitation, scale-up of early grade literacy, and advocacy on environmental and climate-related threats to child wellbeing. To mitigate the effects of the COVID-19 pandemic on children in Indonesia, a fifth programme priority was adopted for the Annual Management Plan and implemented in line with UNICEF Comprehensive COVID-19 Response Plan and national and subnational efforts. The fully met management priorities for the year included the approval by the Executive Board of the 2021-2025 Country Programme and the development of an up-to-date Resource Mobilisation Strategy.

In 2020, the Country Office underwent an internal audit by the Office of Internal Audit and Investigation that recognised the office’s programmatic achievements and risk controls and did not identify any high-risk area. In addition, the 2020 Global Staff Survey reported above-average results for UNICEF Indonesia, including one of the highest levels of staff engagement in the organization.

### ***Priority #1 – Mitigate the direct and indirect effects of the COVID-19 pandemic on children in Indonesia***

Since the onset of the COVID-19 pandemic, UNICEF Indonesia actively supported national and subnational efforts to mitigate both immediate risks and wider effects of COVID-19.

Central areas of focus during the COVID-19 response in Indonesia were as follows:

- Risk communication and community engagement (RCCE), including supporting the design and maintenance of the national COVID-19 information website with over 60 million page views; the coordination of national partners and RCCE strategy support and the design and dissemination of

COVID-19-related messages, materials and approaches which were adapted to each stage of the response.

- Water, Sanitation and Hygiene (WASH), including the coordination of the WASH Cluster; generation of guidance and implementation support for COVID-19 prevention efforts including handwashing and safe sanitation; the monitoring of safe behaviour as well as the provision of critical WASH supplies.
- Health, including working with the Government and WHO on policy guidance and dissemination related to health sector preparedness for COVID-19 including infection prevention and control protocols; support for the continuity and safe resumption of essential maternal, newborn and child health services; the procurement of medical equipment including personal protective equipment; support for COVID-19 vaccine procurement and readiness; and strengthening the long-term resilience of the health sector.
- Nutrition response included ensuring the continuity of basic nutrition services; responding to nutritional vulnerabilities created by COVID-19 particularly the growing burden of acute malnutrition and supporting increased access to ready-to-use therapeutic food.
- Education support included assisting national efforts on remote learning and safe return to classroom learning; development of strategies to address the problem of out-of-school children and enhanced youth participation.
- Child protection support included improved mental health and psychosocial support options for households at risk; expanded alternative care options for vulnerable children; and the development of strategies to reduce the risk of violence.
- Social protection provided support for the development of policies to enhance COVID-19 related sub-national financing; improving access to social protection cash transfer programs; and building long-term adaptive social protection systems.
- Social science research included the use of digital platforms for rapid needs assessments and data analysis to inform advocacy priorities and decision-making; expanding the application of big-data to understand transmission and mobility; and supporting national efforts to understand wider socio-economic effects of COVID-19 on children.

The UNICEF offices remained open throughout the pandemic, with hybrid work modalities, heightened safety measures and skeleton staff present at all times.

### ***Priority #2 - Bullying Prevention***

Under the leadership of the Ministry of Women's Empowerment and Child Protection, UNICEF and partners developed a Positive Discipline and Bullying Prevention Programme ('Roots') to prevent and respond to violence against children in and around schools. 'Roots' aims to build the capacity of teachers, headmasters, and school committees to discipline children without using harsh physical and verbal forms of punishment which are ineffective and can cause long-term damage to children. 'Roots' is an evidence-based, school-based, adolescent-driven, anti-bullying intervention model for junior high school students aged 12-15 and was developed with government, universities, youth, and civil society partners. U-Report and RapidPro were deployed to roll out the activities on delivering 'kindness' messaging at schools, gathering polls, and monitoring the programme by students as agents of change. Since the start of the programme in mid-2016, an independent evaluation indicated that the use of physical and emotional punishment decreased by 16 per cent and 9 per cent respectively in selected pilot schools of Papua and West Papua provinces within one-semester intervention of positive discipline. In South Sulawesi, bullying perpetration decreased by 29 per cent and victimization by 20 per cent, while another study by a consortium of five universities in Central Java documented increased reporting due to improved awareness of students and teachers as to what constitutes bullying. UNICEF's midline study for the Rural and Remote Education Initiative in Papua and West Papua provinces confirmed that reduction in corporal punishment is associated with higher performance in reading.

Despite the COVID-19 pandemic, government, UNICEF and partners successfully collaborated to replicate 'Roots' in schools, including in *pasantren* (Islamic boarding schools) in Central Java by

adopting distance learning modalities for adolescents and caregivers. Based on the success of these models and a UNICEF-supported cost-benefit analysis, the Ministry of Education and Culture is committed to replicating anti-bullying interventions to 20 per cent of Indonesian junior high schools in 2021.

### ***Priority #3 – Increased public and political awareness and actions on safely managed sanitation***

UNICEF supported Indonesia's participation in the 2020 Finance Minister Meeting of the Sanitation and Water for All (SWA) global partnership, in coordination with development partners such as DFAT, USAID, World Bank, ADB, and Water.org. This stakeholder engagement on finance-related issues included in-depth discussion of WASH contribution to the country's economic recovery during the COVID-19 pandemic, resulting in Vice Minister of Finance statements and documentation in the SWA Financial Minister Meeting. Moreover, UNICEF mapped and started testing leveraging of tax-based and non-taxed revenues for sustainable safely managed sanitation services.

To increase public participation, UNICEF developed an awareness raising and behaviour change communication campaign aimed at promoting the installation of standardized septic tanks and regular desludging services at household level in order to reduce environmental risks and water pollution from fecal waste. The campaign is expected to be launched in 2021.

In terms of engaging the private sector on safely managed sanitation, UNICEF:

- Conducted a market assessment of demand and supply, including its determinants and enabling environment, to ensure availability and affordability of products and services of safely managed sanitation.
- Initiated follow-up discussions with potential business partners on development of products and provision of services to fill gaps identified by the market assessment.
- Initiated a "WASH4Work" pilot to generate evidence on how business can play a strategic role in providing access to water and sanitation, beyond their usual CSR activities.
- Raised business associations' awareness and understanding on why WASH is good for business and how to implement WASH4Work.

### ***Priority #4 – Early grade literacy model replicated and scaled up in at least 10 districts***

Following the success of the pilot phase of the Early Grade Literacy (EGL) model in Papua Province, UNICEF utilized the evidence on its effectiveness to advocate for replicating and institutionalizing the model with the goal of scaling it up beyond the six intervention districts. The success of the programme in improving children's reading performance as shown in the midline study underpinned advocacy and technical support to local communities and district authorities towards making plans and allocating funds for replicating the programme. As a result, all six pilot districts and an additional four have now made plans and/or allocated budgets to implement the programme. UNICEF also mobilized resources from the private sector to top up funds allocated by local governments for replicating the EGL model. In Supiori district, for example, the district government allocated funds to replicate the programme in 9 schools while UNICEF leveraged funds from the private sector to expand the coverage of the programme to all primary schools in the district. At the strategic level, the circular letter issued by the Ministry of Home Affairs in 2018 has been referenced as a significant milestone demonstrating the national government's acknowledgement of EGL as an effective and scalable model to improve literacy. Similarly, the Ministry of Education and Culture has approved 56 of the children's books used in the programme. EGL has now reached fivefold its original pilot target as 27,221 children in 290 schools have benefited from improved teaching and learning.

### ***Priority #5 – Increased awareness of the environmental and climate-related threats on child wellbeing***

Despite the COVID-19 pandemic, several key initiatives were undertaken in 2020 to keep the focus on environmental and climate-related threats to child wellbeing:

- Childhood lead poisoning: lead exposure is a significant environmental health threat to children in

Indonesia. More than half of the children in the country (45.5 million) have blood lead levels (BLLs) = 5 µg/dL. As part of a global report on childhood lead poisoning, UNICEF Indonesia included a case study on the issue in the country. Furthermore, Indonesia was selected as one of the frontrunner countries in a UNICEF partnership with Pure Earth and Clarios Foundation - Protecting Every Child's Potential: A Future Free from Lead Exposure and will be working with these partners to tackle the issue in the coming years.

- Air pollution: UNICEF worked with Vital Strategies and key government counterparts to finalize an investment case on air pollution and child health with scenarios for decision makers. The main audience for the investment case is decision-makers such as the ministries of health, planning and environment, that were involved in the process. The findings, to be launched in 2021, will also be used for awareness raising on air pollution issues impacting the population.

- World Children's Day: to mark World Children's Day in Indonesia, children and young people from across the country took part in a livestream event to highlight the impact of climate change and environmental degradation and reimagine a greener and more sustainable world. In the weeks leading up to the event, UNICEF Indonesia invited children and young people to share their perspectives on the climate crisis and environmental issues through several activities, including a survey conducted through Indonesia's U-Report platform among over 900 respondents: nearly all survey respondents (98 per cent) said they feel worried about the climate crisis, 97 per cent said they had taken some climate action and 99 per cent said they need more information and support to tackle the climate crisis. Findings from the survey were presented and discussed by U-Reporters during the livestream to more than 1,000 viewers and will help to shape UNICEF's 2021 programme on climate action for young people.

Awareness raising: throughout the year, UNICEF Indonesia ran a series of messages in the media and on social media platforms highlighting the need for increased environmental and climate action. These posts covered topics such as lead pollution and the climate crisis and reached a wide audience. Other efforts have included supporting the development of Guiding Principles for Children's right to a safe, clean, healthy and sustainable environment in ASEAN.

## UN Collaboration and Other Partnerships

UNICEF's strong partnership with the Government of Indonesia, through the coordination of the National Development Planning Ministry and the Ministry of Home Affairs for subnational programmes, enabled the planning and delivering of integrated development results and COVID-19 response for children. In the last year of the Country Programme 2016-2020, planned outcomes continued to be implemented and were fully met by the end of the year, integrated with a substantive COVID-19 response in which UNICEF led inter-agency cluster support coordinated by UNOCHA in four priority areas, Nutrition, Education, WASH and RCCE.

In addition to the ongoing UN joint programme "Leaving No One Behind: Adaptive Social Protection for All in Indonesia" with UNDP, WFP and UNOCHA, a new programme "Protecting People: Supporting the Government of Indonesia and Key Stakeholders to Scale-Up Inclusive Social Protection Programmes in Response to COVID-19" was initiated by UNICEF with WFP, UNDP and UNWOMEN under the UN COVID-19 Multi-Partner Trust Fund. The gender equality programme "Better Reproductive Health and Rights for All in Indonesia" (BERANI) continued to be implemented with UNFPA. UNICEF also provided leadership as UN Country Team chair of the Outcome on Equitable Access to Social Services and Social Protection in the Indonesia-UN Partnership for Development Framework 2016-2020. Together with UNHCR, UNICEF joined the Blueprint for Joint Action for Refugee Children as one of eleven countries globally agreeing to a transformative joint action plan for 2020-2021.

UNICEF worked with the private sector on issues related to children. The Office's innovative approach to engage private sector for business and community resilience (BCR), piloted since 2018, is now being replicated by three UNICEF offices in the Latin America & Caribbean region. In consultation with the national development planning and disaster management authorities and business networks in Indonesia, a Business Engagement Framework was developed for the national regulation of private sector contributions jointly with the UNOCHA and UNDP-led Connecting Business Initiative (CBI). A sectoral BCR roll-out was launched in WASH focusing on WASH4Work, and an innovation hub for private sector-led WASH solutions was created. Over 1,500 businesses were engaged for children through business networks, with over 1,200 adopting Child Rights and Business principles and committing support to the agenda of Child Friendly Cities/Districts. Over 100 companies adhered to the Round Table on Sustainable Palm Oil commitments to child protection. Cooperation with civil society, including faith- and community-based organisations was central to programme delivery, including in COVID-19 response. A total of 128 programme agreements was concluded in 2020, many to enable continuity of essential services in the context of the pandemic. UNICEF conducted online training on PSEA including sessions on GBV risk mitigation for CSO partners.

In 2020, resource mobilization efforts had to be adjusted with new efforts focused principally on the COVID-19 response. The programme cycle concluded, however, with a funding gap of less than 10 per cent and UNICEF Indonesia raised US\$ 17.3 million against its US\$ 26.3 million HAC request for the COVID-19 response from both private and public partners.

## Lessons Learned and Innovations

As a result of the new Country Programme development process, including the mid-term review, programme strategy notes development, a risk-focused analysis of the situation of children in Indonesia and thematic evaluations, a set of important lessons learned was drawn and shifts implemented for the next programme cycle 2021-2025.

### **Evidence-based programmes at-scale**

The 2016-2020 country programme focused on upstream modelling and replication through capacity-development at national and local levels in planning, evidence generation and knowledge management,

reflecting the use of limited resources for maximum impact. This resulted in the establishment of good practices and proven models that the Government can take to scale.

Systematic documentation, monitoring and evaluation of these models provided the evidence-base of “what works” for children. Already, local governments adopted and replicated learnings from the twelve models piloted in the areas of Nutrition, Education, WASH, Health and Child Protection during the 2016-2020 country programme. The design, financing and delivery of social service policies will replicate solutions derived from over fifty evidence generation activities during the current programme. Going forward, UNICEF will continue to systematically evaluate its programmes with Government and utilize lessons learned to provide policy and legislative advocacy for leveraging government ownership and resource allocation for programming at scale.

### **Subnational implementation through field offices**

Indonesia is a vast and diverse archipelago with challenges in connectivity and access. Decentralized governance sees a large share of public resources directly allocated to districts, each with autonomous decision-making structures, but often with weak fiscal and human capacity for planning and delivery of quality services. A review of UNICEF field presence in East Asia and Pacific substantiated the continued relevance of subnational engagement to secure and support commitments to child wellbeing by local governments.

UNICEF will continue to operate with a country office in Jakarta and seven field locations, which contributed to achieving 2020 planned results at subnational level. In line with the 2020 Office of Internal Audit and Investigations audit recommendations, field presence will be more systematically linked to evidence generation, advocacy and policy advice. Government ownership will be strengthened through additional coordination and joint monitoring mechanisms with local governments and UNICEF field offices under the leadership of the Ministry of Home Affairs.

To facilitate focus and programme convergence for results at scale within targeted provinces, the new country programme has reduced the number of focus provinces from eleven to eight. At the same time, programmes implemented across the focus provinces were harmonized and capacities of the chiefs of field offices were strengthened in crucial areas such as public financing for children. Under the lead of a newly created Chief of Field Operations position, field offices will drive engagement with provincial governors on the replication of proven models with local budgets and advocate for adherence to a comprehensive capacity development platform spanning all UNICEF-supported sectors. A specific focus will be put on improving data quality and availability for local target setting and programme performance monitoring, including through the localisation of the National Statistics’ SDG Dashboard supported by UNICEF and use of local administrative data sources.

### **Risk informed programmes and climate change**

Key programme risks relate to natural disasters and climate change. To prepare for improved risk mitigating measures, UNICEF conducted a multi-hazard risk assessment and a risk-focused situation analysis of children before designing its next country programme. To advance risk-informed programming in the humanitarian to development continuum, emergency preparedness, disaster risk reduction and management, and climate action for and with children will be incorporated under the programme planning and monitoring function in the next country programme.

Experience and collaborative relationships gained from the response to the 2018 earthquake/tsunami emergencies in Lombok and Central Sulawesi, as well as from piloting child-centered contingency planning related to one of Indonesia’s most active volcanoes, will be fed into the ongoing revision of the national disaster management legal and regulatory framework. In strengthening emergency preparedness and response capacities for multi-hazard risks, including public health emergencies and those induced by environmental and climate-driven threats, UNICEF will leverage its leadership of four humanitarian clusters at inter-agency level, its network of field offices, new Core Commitments for Children in Humanitarian Action and will regularly analyse and synthesize national administrative data sets, early warning systems, online polls and big data, including from the perspective of gender-specific vulnerabilities.

### **COVID-19**

The COVID-19 response has required an ‘all-of-government’ effort, supported through high-level cross-ministerial partnerships. This has required UNICEF to play an important ‘bridging role’ to ensure

technical input from conventional ministry partners and guidance from national emergency coordination mechanisms translated into effective sub-national implementation. The response has been facilitated by UNICEF staff embedded within Government's coordination teams at the national and provincial levels.

Given physical distancing measures, UNICEF Indonesia adopted remote modalities for capacity development, programme coordination and monitoring. Use of technologies like Interactive Voice Recognition (IVR) for training of health workers and volunteers in remote areas helped fill capacity gaps for services. The good practices will be systematized after the pandemic to support a green recovery, with less travel and hybrid physical/virtual meetings for inclusion of wider stakeholder groups in programme mechanisms. Design and remote dissemination of COVID-19-related guidance documents has been a critical innovation to ensure rapid resumption of essential services and will inform the COVID vaccination roll-out in 2021.

Equally important has been the use of innovations in data and analytics which has provided critical information on where service disruptions pose the most serious risk. Real-time data collection through mobile platforms provided critical information on the operational status of health and nutrition services; the availability of basic infrastructure such as hand-washing with soap stations; public perceptions regarding safety and willingness to resume service utilization; safe behaviour (mask use, safe distancing and hygiene behaviour); and critical issues such as acceptance of COVID-19 vaccines. IVR technology has also been used both for polling and for dissemination of information through 'chatbots.' Finally, through partnerships with Facebook and Google, the use of 'big-data' have been central to understanding population mobility and its effect on COVID-19 transmission and informing major policy efforts in the country.