

## Division of Data, Analytics, Planning and Monitoring

### Update on the context and trends

The COVID-19 pandemic required substantive efforts by the organization and therefore also the division in 2021. DAPM continued to contribute to provide data and statistics on the evolving impact of the pandemic on the situation of children and their families, allowing for global, regional and country level advocacy and also for better and more timely decision making and programmatic action. Working in close coordination with Programme Division and EMOPS, DAPM implemented regular reporting by country offices and visualized the response through scorecards. This was also accompanied by a continuous capturing of lessons learned and sharing them through existing knowledge management platforms. In addition, many countries had a good baseline of statistics about children due to MICS or other systems and were able to use that to highlight issues or parts of the country where children were most vulnerable to the socioeconomic impact of COVID while supporting rapid data collection through Country Offices for a global dashboard of interruptions to services and likely impact on children.

Meanwhile, the Programme Effectiveness Team within the division was coordinating the preparation process of the new UNICEF Strategic Plan 2022 – 2025, which describes the UNICEF ambition in contributing in progress towards the Sustainable Development Goals through its efforts at global, regional and country levels. The division also needed to respond to the continued demand for further simplification and digitalization of (country) programming processes which required continuous consultations with headquarters divisions and regional offices. DAPM also contributed to improved alignment with UN planning processes, including the design of UN Sustainable Development Cooperation Frameworks. DAPM also actively contributed to finding opportunities for bringing more organizational efficiency and effectiveness in its business processes and also started implementation of recommendations of the humanitarian review that corresponded to the mandate of the division.

These efforts took place in a year with significant budget constraints for the division while also with a continuation of off-site and sometimes hybrid working modalities due to restrictions in office access due to the pandemic. These challenging constraints in budget and working conditions did not prevent DAPM to deliver on important results. Meanwhile, the division prioritised staff wellbeing and also resource mobilization to respond to these challenges.

During the year, a new Office Management Plan and budget for the period 2022 – 2025 were prepared. Responding to the call by senior management to identify cost-savings, particularly on core resources, the division embarked on a significant and highly participatory process that resulted into a proposal to relocate part of DAPM to a lower-cost headquarters location in a more central time zone, allowing several functions to be better connected with regional -and country offices while at the same time contributing to organizational costs savings that could be re-invested into underfunded global priorities, including within the division. The preparation of the OMP also addressed the priorities as established as a result from the organizational improvement initiative that aimed at bringing increased efficiencies and effectiveness. And, the results and recommendations of the humanitarian review were also considered in the OMP design process.

Moreover, DAPM commissioned an external business review of the Data & Analytics Section. This review provided valuable insights in further positioning the data and statistics function within the organization and with the objective of UNICEF even more becoming the ‘to-go’ agency for data on children. To achieve this objective, the division established an Office of the Chief Data Officer, aimed at strengthening capacity for data and statistics at all levels in the organization, and for establishing and

safeguarding data governance within UNICEF (responsible data for children, data ethics, among others), facilitating the use of frontier data (Geographical Information Systems, big data, artificial intelligence, machine learning, among others) and rolling out the UN data strategy within UNICEF. With the introduction of a Chief Statistician, the Data & Analytics Section was further strengthened, and more emphasis is to be placed on maximizing the use of analytical products, particularly at the country level. This will require increased cooperation and coordination with Programme Group and regional offices. It will also need more emphasis on support by the section in strengthening national statistical systems.

## Major contributions and drivers of results

The detailed description of the results for DAPM can be retrieved from the UNICEF InSight Results Assessment Module which are also published through public UNICEF data portals. Some of the key results for the division in 2021 are summarized below:

### ***Preparation and approval of new UNICEF Strategic Plan 2022 – 2025***

The preparation process of the new UNICEF Strategic Plan 2022 – 2025 was successfully concluded under DAPM leadership and coordination and culminated in the approval of the plan, the results framework and additional accompanying documents, by the Executive Board in September 2022. Even though this new Strategic Plan is aligned with the four-year UN budget cycle, it sets an ambitious agenda with a 2030 horizon, clearly articulating the UNICEF outcomes that will be contributing to the 2030 Agenda for Sustainable Development and towards achieving the Sustainable Development Goals.

Building on the findings and recommendations of the Mid-Term Review and the evaluation of the Previous Strategic Plan, the new Plan was prepared in close consultation with a wide range of internal stakeholders (Headquarters divisions, regional offices and with all UNICEF staff to contribute) and external stakeholders, including Member States UN Agencies, Funds and Programmes and Civil Society Organizations. Also, for the first time in the process of designing a Strategic Plan, more than 200,000 children and young people used the opportunity to contribute directly by using U-Report, a UNICEF supported interactive digital platform, and several other mechanisms.

### ***Advancing with efficiency through simplification & digitalization of (programming) processes***

The division also responded to the continued demand for further simplification and digitalization of (country) programming processes. Efforts focused at co-creating solutions with other headquarters divisions, regional offices and country offices on a wide range of aspects.

For the country programme design and development stage, a start was made with digitization of these processes from generating situation analysis to preparing the country programme document, allowing for more coherent and timely feedback loops throughout the process while also simplifying the processes itself. These efforts will be accompanied with updated and simplified country programming guidance, which is expected to be released in the second half of 2022. DAPM also contributed to improved alignment with UN planning processes, including the design of UN Sustainable Development Cooperation Frameworks.

DAPM continued supporting adoption/utilization of existing eTools modules, used by over 115 offices (COs, ROs and HQ) and facilitated the management of some 10,000 implementation partnerships. Data visualization tools developed during 2021 (eTools adoption dashboard, HACT dashboard) encouraged offices to move from viewing eTools data to acting on eTools data. Since the introduction of the UN Partner Portal, UNICEF's use of open selection—whereby CSO partners are selected via a transparent process—has doubled globally. The inaugural UNPP user survey launched in early 2021, with more

than 2,000 UNICEF and CSO respondents, found that UNPP has increased transparency with the civil society community, supported the identification of strong partners for quality programming, and is an improvement from previous processes. In 2021, the inter-agency team behind UNPP updated the look and feel of UNPP and launched a reinvigorated communication campaign and resulted in the UN Secretariat joining the inter-agency initiative, and the number of CSO profiles registered in UNPP reaching over 20,000.

Key steps in the end-to-end digitalization journey; eWork Planning and eProgramme Document were developed and field tested. These tools will ensure more standardization, allow better accuracy in budgeting, enable analysis, harmonize tools used in humanitarian and development planning and save time of all staff involved in any of these processes.

### ***Strengthened (programme) partnership risk management***

DAPM continued to address the continuously evolving needs for programme risk management and key recommendations from the various audits and feedback from country offices and other stakeholders.

The financial assurance and monitoring were strengthened by applying adaptive principles and tools. Key accomplishments include the revision of the IP audit process and timelines, close monitoring, and frequent reporting. DAPM also introduced a new comprehensive financial assurance and HACT dashboard and fully automating the HACT processes, strengthening analytical and risk management capacities. The new initiatives, together with continuous technical support and enhanced monitoring allowed 80% of the offices to meet the assurance requirements and 80% of the IP audits to be timely completed. This is the highest level since HACT was implemented, which is a significant achievement despite the challenges imposed by the ongoing pandemic.

Assessments of all active UNICEF CSO partners (3839) were completed, and risks were rated for PSEA (Prevention of Sexual Exploitation and Abuse). A corresponding action plan was developed with all CSOs that were rated moderate risk (45%) or high risk (5%); that required periodic reassessment/assurance. Assessments suggest that standards related to victims Assistance, reference and investigation are the most difficult to comply with. While the assessment is serving as a good entry point to management of SEA risks, SEA risk management, including partner capacity development, requires a significant amount of time and resources.

In response to the growing UN wide commitment, further elaborated in 2021 UN Interagency Environmental and Social Standards (ESS) strategy and increasing donor demand, DAPM partnered with Programme Group towards developing an organizational approach and capacity for Environmental and Social Standards risk management during programming. In addition, responding to demands from various country offices, DAPM supported ESS risk contributed to development of proposals through supporting ESS risk screening and several major donor negotiations.

### ***Constructing a reinforced UNICEF monitoring function, contributing to programme excellence and improved organizational (programme) learning***

One of the priorities that was identified when establishing the division was the need to strengthen the monitoring function in the organization. A stronger monitoring function will allow for stronger organizational accountability, improve programming through more robust evidence and faster feedback loops and will allow for enhanced organizational (programme) learning. In 2021, DAPM embarked on the preparation of a UNICEF monitoring procedure, which aims at clarifying the function and the roles and the accountabilities for monitoring at each level in the organization, with DAPM as the clear institutional home for monitoring. This procedure is scheduled for release in the second half of 2022 and build on active involvement of many colleagues throughout UNICEF (HQ, ROs, COs gather in a dedicated Monitoring Action Cell) in an effort to co-create and obtain adequate buy-in and support.

SIGNAL, the global indicator governance mechanism was convened and based on extensive consultations, 140 Country Strategic Indicators have been prepared to replace the 500+ SMQs in 2022 and align Strategic Plan and Country Programme monitoring, and Standard Indicators streamlined by 65%, contributing to a significant reduction in reporting burden by country offices. To contribute to organizational (programme) learning, the Community of Monitors (COMMONS) was launched also monitoring was integrated into the BetterEvaluation global knowledge platform to support UNICEF partners.

Additional work included continuing contributions to the interagency monitoring function, including the UNSPN monitoring working group, the UN Transparency Task Force, the IATI Governing Board, and the UN systemwide framework for monitoring contributions to the SDGs.

### ***A start with transforming the UNICEF data function***

DAPM commissioned an external review of the Data & Analytics Section, aimed at further positioning and reinforcing UNICEF an even more sought-after organization for data on children, and their families. The review provided important insights and resulted in the creation of the role of Chief Data Officer for UNICEF, with more emphasis on addressing data governance (ethics, responsible data for children), implementation of the UN-data strategy and reinforcing the data function at all levels of the organization.

The external review provided important recommendations for further streamlining the work of the Data & Analytics Section. With the introduction of a Chief Statistician, the Data & Analytics Section was further strengthened, and more emphasis is to be placed on maximizing the use of analytical products, particularly at the country level. More effort is also to be placed on statistical systems strengthening in countries, in close collaboration with Programme Group in UNICEF HQ and with regional offices and partners in the Global South.

These shifts were clearly embedded within the new DAPM OMP 2022 – 2025.

### ***Increased availability of data, analytics and statistics, including on the impact of the COVID-19 pandemic on children, and their families***

DAPM continued with preparing and disseminating data and statistics on children, women and their families and increased the use of statistics for situation monitoring and tracking progress towards child-related SDGs and the impact of the COVID-19 pandemic on children.

The [www.data.unicef.org](http://www.data.unicef.org) remained one of the most visited UNICEF pages on the internet. The website, managed by DAPM, continuously introduces improvements and innovations to allow for a better user experience and facilitating search for specific data and publications. DAPM, in collaboration with other UNICEF divisions and external partners, also launched several high-profile, high-impact publications. This includes, but is not limited to:

- Global Report on Children with Disabilities
- Report on levels and trends in Child Mortality, 2021 and sub-national under five mortality estimated 1990-2019
- State of the World's Food Security and Nutrition 2021
- WHO/UNICEF joint monitoring programme for water supply, sanitation, and hygiene progress report, 2000-2020 five years into the SDGs
- The Countdown RMNCAH county profiles to assess country progress in improving women's, children's, and adolescents' health

### ***Continuous support to humanitarian preparedness & response, including to the COVID-19 pandemic***

The COVID-19 pandemic caused a significant impact on children, and their families. To substantiate

global advocacy and to support the evidence for targeted programming and action for addressing the impact of COVID-19, DAPM prepared a range of detailed analyses and tools which could be found on the dedicated UNICEF data hub on COVID-19 and children. This included, among others:

- Report on Impact of COVID on Child Poverty (Multiple Material Deprivation and Children living in Monetary Poor Households)
- Report on the impacts of COVID-19 on education
- Report on the impact of COVID-19 on girls' risk of child marriage.
- Rapid data collection through 'MICS Plus' during COVID to meet immediate data needs to understand the impact of COVID, in selected countries
- A Global Strategy publication for the High-Level Political Forum – Rise, Respond and Recover. Renewing progress on Women's, children's and adolescent's health in the era of COVID-19

These data and statistics provided valuable inputs for global- and regional advocacy, aimed at raising attention to the negative impacts of the pandemic on child rights, and for further designing programmatic responses.

As the custodian for the preparation of the UNICEF Strategic Plan 2022 -2025, DAPM contributed to the further integration of the humanitarian, development, peace continuum within the work of the organization. And, with the ongoing non-COVID-19 related level 2 and level 3 humanitarian situations, the division contributed to preparation and implementation of simplified procedures for planning and implementing emergency response. This was partially also as a result of the Humanitarian Review and DAPM actively contributed to the immediate implementation of several recommendations resulting from the review, while implementation of other recommendations which will yield more specific results in 2022, and beyond.

In collaboration with EMOPS, DAPM also played a key role in supporting the development and finalization of the Emergency Procedure, with several new partnership simplification/flexibilities, and support was provided to the roll-out and application of this new procedure in all L2 and L3 emergencies.

### ***Actively contributing to normative Principles including gender dimension***

DAPM is the custodian of guidance for preparation of country programmes and ensures that normative principles are incorporated in such guidance. In 2021, additional emphasis was placed on incorporating human rights, human rights based to programming and gender equality into the UNICEF Strategic Plan and accompanying documents, and in (draft) updated programme guidance along with new capacity development efforts for country programme planning with stronger emphasis on human rights-based approach to programming.

As part of the annual quality assurance of programme documentation, an assessment is made on whether human rights and gender equality are adequately addressed in these documents. The findings of this assessment are shared with regional offices and country offices for learning and for improving quality and content in following years.

Anticipating forthcoming updated guidance, a new Rights and Results-Based Management (RRBM) training, which reinforces the focus on child rights at the heart of UNICEF programming, was launched and implemented for 38 country offices with approximately 250 staff members participating and with many more participants foreseen to benefit through 2022, and beyond.

DAPM continued to produce disaggregated statistical evidence on the situation of children, including the most marginalized and vulnerable girls, boys and women, allowing governments, UN entities, civil society organizations, other stakeholders and UNICEF itself to advocate and take action to address persisting inequalities and rights violations. And beyond sex-disaggregation, DAPM is leading on guidance for gender analysis of available data.

### ***Strengthened internal management***

A new Office Management Plan (OMP) 2022 – 2025 was prepared with extensive consultation and staff participation and building on lessons learned from implementation of the OMP 2019 - 2021, and attending to priorities related to staff wellbeing and other aspects that emerged upon discussions about the results of the ITF-report, the Global Staff Survey, the findings of the business review of the Data & Analytics Section, and priorities from organizational improvement initiatives (reimagining UNICEF, G-12 report, among others) and the humanitarian review.

Divisional performance was enforced by reviewing key performance indicators, including on human resources, by the DAPM management team on a quarterly basis. Overall performance improved throughout the year despite the continuing challenges due to the COVID-19 pandemic that required flexibility in terms of office presence, and hence working virtually and in hybrid approaches. Also, travel for support to country- and regional offices, and for discussions with UNICEF global partners, was mostly replaced by virtual meetings and workshops. Lessons from such virtual and hybrid approaches are used for shaping a new approach towards working with offices around the world. Throughout the year, emphasis was placed on streamlining business processes and finding additional efficiency gains, contributing to cost-savings and reducing the workload, including of administrative support staff.

Focus on staff-wellbeing continued, with the implementation of the ‘We are DAPM’ strategy for which a task team was established to discuss and take forward action based on the results of the Global Staff Survey. This has resulted in a comprehensive ‘DAPM COMPACT’ aimed at staff wellbeing and adhering to the UNICEF Core CRITAS values.

In human resources, and in close collaboration with the Human Resources Business Partner team, solid emphasis was placed on improving gender and geographical diversity of DAPM staff and considering diversity candidates for each of the around 25 posts that were recruited during the year.

### **Lessons Learned and Innovations**

During 2021, the division continued to produce a wealth of data and analysis about children and by doing this UNICEF further positioned itself as the ‘go-to place’ for data & analytics, by internal – and external stakeholders, whether for measuring progress towards the Sustainable Development Goals (and other major commitments), progress towards the results of the UNICEF Strategic Plan and establishing baselines and target for the new Strategic Plan. However, the division continued having major funding constraints while investments are required in maintaining UNICEF as the ‘to-go’ place for data on children. This includes funding constraints for the new functions under the leadership of the Chief Data Officer (responsible data for children, data governance and frontier data), investment in data analytics and introducing innovations in the implementation of MICS. As part of resolving some of the funding constraints, a new funding model was developed for the MICS programme with increased emphasis on ownership and funding by countries. While there is some potential for fundraising directly with donors, it also became apparent that a much closer coordination and cooperation is required with Programme Group and EMOPS in thematic fundraising efforts. Also, funding challenges continued for fulfilling the functions in Programme Effectiveness due to emerging priorities (e.g. guidance for PSEA and ESS) and for support to programming in humanitarian situations. Given the nature of these functions, funding will need to be identified from within the organization.

There is a need to accelerate efforts in providing ‘real-time’ data and information for informed decision making, advocacy and action. 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. Effective use of data can help UNICEF not just plan, track and report results for children, but also shape those results with better insights about what's working, what's not, which children are thriving, and which are being left behind. DAPM will need to continue striving towards contributing to the development and implementation of organizational systems for such purpose while also exploring new opportunities for 'nowcasting', forecasting and predictive analysis, including by using new techniques and tools ('frontier data') such as analysis of social and news media streams, undertake geospatial analysis, and link administrative data systems for more powerful data for children. This will need to be done in close cooperation with a range of key internal stakeholders, particularly Programme Group, EMOPS, OGIP and the Office of Research.

In 2021, DAPM was instrumental in the preparation and finalization of the new UNICEF Strategic Plan 2022 - 2025. Building on lessons from previous strategic plans and the growing demand for better monitoring and reporting on the results achieved and the use of resources by the organization, the importance of a stronger link between the results of the Strategic Plan and the results of the UNICEF supported country programmes became apparent. This notion resulted in a reinforcing of the UNICEF monitoring function, at all levels of the organization, and also in further streamlining and improving the systems for measuring and reporting on programme effectiveness and contributing to improved organizational programme excellence and organizational (programme) learning. Moreover, the new UNICEF Strategic Plan has integrated solid emphasis on the humanitarian – development – peace continuum. The humanitarian review highlighted the need for streamlining systems for implementing, monitoring and reporting humanitarian action and the division has started with refining the internal systems and tools for such purpose.

During the preparation of the new DAPM OMP 2022 – 2025, the division critically assessed its value proposition and opportunities to streamline UNICEF processes and support. This resulted in the proposal to reposition the support to internal information & knowledge exchange, particularly through the use of the Yammer platform, to the Division of Global Communication and Advocacy. Also, DAPM and the Public Partnerships Division (PPD) agreed to reposition the global work on South-South and Triangular Cooperation within PPD to allow for a better linkage between the ongoing engagement of PPD with member states and positioning child rights within the agendas of these member states and therefore increasing the opportunity for leveraging resources for children as a result. Programme learning and contributing to organizational knowledge management remain within the scope of the work of the division.

Building on the results of the realignment exercise, that resulted in the creation of DAPM in 2019, it was found that there continues to be a need to strengthen the strategic planning, monitoring and data function at all levels in UNICEF. While DAPM has advanced substantially in improving tools, updating guidance, with the aim of achieving efficiency gains, more work is required to achieve a more strategic roles of the planning, monitoring and data functions and to obtain the right levels of investment in human- and financial resources for fulfilling a more strategic role that will help UNICEF to even better position child rights in the development agenda, improve the effectiveness of our programming (at scale) and to better report on the results of our programmes. DAPM aims to address this starting from 2022.

Finally, upon the results and follow-up process to the 2020 Global Staff Survey, there remains a continuous need to invest in implementation of corporate initiatives that promote organizational values and staff wellbeing. For this purpose, the 'DAPM COMPACT' aims at upholding organizational CRITAS norms and values and nurturing an inclusive, respectful, and positive work environment.