

2019 ANNUAL REPORT

DIVISION OF DATA, ANALYTICS, PLANNING AND MONITORING

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Introduction

Following the 2018/2019 NYHQ Realignment and Repositioning exercise and upon PBR approval of the DAPM OMP, budget and structure, the Division of Data, Analytics, Planning & Monitoring (DAPM) started as per 1 August 2019. The Division brings together the former Field Results Group, Planning, Monitoring and Reporting of the UNICEF Strategic Plan, the Data & Analytics team and the Learning & Knowledge Exchange team and is supported by a small front office for divisional planning and operations. The policy function that was originally part of DRP was transferred to OGIP. After the realignment & repositioning exercise, DAPM became part of the Programme Cone, along with Programme Division and EMOPS. DAPM also has an important role in bringing the work of the several organizational cones together.

The purpose of DAPM is to **drive decision making** and organizational learning for **now and the future**, improve effectiveness and achievement of results of UNICEF and its partners to realize the rights and **improve the life of every child**. DAPM aims to take responsibility in promoting the use of data and monitoring for policy messaging, informed programming, risk management and partnership to achieve transformative impact on lives of children.

This annual report describes the results achieved during the **first 5 months of implementation** of the DAPM OMP. It also summarises the results achieved in 2019 by Field Results Group, the Data & Analytics section and the Learning & Knowledge Exchange section before those were merged into DAPM.

Analysis of key results

Progress towards delivering on DAPM priorities in 2019

Building on the achievements from before August 2019, DAPM systematically progressed towards addressing each of the priorities identified for the division for 2019-2021, as included in the workplans of the sections and linked to the overall results of the Office Management Plan.

Key results include, but are not limited to:

Increased availability statistics on children, women and their families (Global- and Regional Programme - GRP)

- Robust tracking of child centered indicators and indicator trends, including the child-related SDGs and particularly for which UNICEF is the custodian agency. DAPM has worked closely with key stakeholders (internal and external) in obtaining more data for more countries

through technical support to the implementation of child-focused household surveys (MICS) and analysis of the results in 55 countries.

- As part of efforts in innovation in data collection, working closely with other divisions, the regional office and country office, MICS-Plus was piloted in Belize. MICS-Plus is a phone-based survey following-up on the results of the general MICS-survey to a sub-sample of households. This new methodology, developed by DAPM, provides an opportunity to obtain more insight in rapid changes in the situation of children, contributing to more real-time decision making for programming and policy formulation and implementation. The team also continued with developing additional innovations in data collection, among others in measuring time-use of children.

Progress with analysis of statistics for situation monitoring and tracking progress towards child-related SDGs (Global – Regional Programme - GRP)

- Working closely with the UN Statistical Division, World Bank, and other UN agencies, Funds and Programmes, efforts continued in providing estimates for child related SDG indicators, building national capacity to monitor child-related SDGs, keeping children front-and centre in SDG policy debates. DAPM led or provided inputs to major UNICEF flagship publications, including the SOWC, CRC@30 and on SDG progress for children.
- Also, the team worked with a range of UN entities in the estimation of, among others:
 - Infant and child mortality, while important work also started in estimating stillbirths.
 - Nutrition, including the first publication with data on unhealthy eating among children and improved standardization of cross-country estimates;
 - Maternal, Child and Adolescent Health, with new efforts in measuring adolescent mental health
 - Water and sanitation (WASH) coverage, and also published a report on trends in WASH coverage and inequalities in countries around the world and a report with new data on WASH in health care facilities
 - Immunisation rates
 - HIV prevalence
 - Early Childhood Development
 - Enrolment rates in education and school participation
 - Prevalence of violence against children, with special emphasis on street children, children in residential care and children in juvenile justice
 - Prevalence of child marriage
 - Number of children living with disabilities
 - Gender equality, including by preparing a gender data strategic framework ('Using Gender Data to Drive Results for Children')
 - Multi-dimensional child poverty, working closely with World Bank and academic institutions

- DAPM also provided extensive technical advice in the areas of children on the move (with IOM and UNHCR), migration (with IOM) and assessing the situation of children in urban settings (with UNHabitat).
- To ensure that all this analysis and information on the situation of children, more than 100 high profile publications and knowledge products were launched and side-events were organized in high-level meetings and conferences, including the UN Statistical Commission. These efforts increasingly position UNICEF as the knowledge leader on the situation of children and have resulted in significant recognition by other UN Agencies, Funds and Programmes, civil society organisations, academics, opinion leaders, and other key stakeholders.

Enhanced use of data & statistics by internal and external audiences (Global – and Regional Programme - GRP)

- UNICEF is also increasingly data driven in its programming approaches and decision making while enabling external stakeholders to use these statistics for evidence informed advocacy and decision making. For instance, the public website with all data on children (www.data.unicef.org) was substantially enhanced and received more than 1.5 million visitors (30% increase compared to 2018). In 2019, a total of 20 interactive sub-pages and 6 interactive dashboards were incorporated. Other tools for increased access to - and use of data & statistics were also launched, including a more user-friendly data-explorer.
- To provide timely and streamlined responses to queries from country offices and regional offices on data & statistics, a centralized data helpdesk was created. This helpdesk is supported by 32 subject matter experts and aims at responding to any query on statistics within 72 hours. During 2019, a total of 6,600 users were registered.
- Important work progressed, in close collaboration with the Programme Division, in improving UNICEF's efforts in strengthening administrative data systems. With Emergency Operations (EMOPS), efforts continued to enhance humanitarian situation monitoring, allowing for better targeted humanitarian response. Innovative work on the use of geo-spatial data was initiated. Virtual teams were established with UNICEF staff from across the globe for each of these topics to accelerate their work.

Improved processes for implementation, monitoring and reporting of the UNICEF Strategic Plan (Global – and Regional Programme - GRP/ Development Effectiveness - DE)

- Substantive progress with the conduct of the MTR of the 2018 -2021 UNICEF Strategic Plan, working closely with internal stakeholders in identifying key areas for acceleration and defining the adjustments in strategies and resources required for addressing these areas in a systematic manner in preparation for submission of an MTR report to the UNICEF Executive Board in June 2020.
- Efforts in further simplifying reporting processes on targets and indicators to take stock of annual progress towards the UNICEF Strategic Plan. The End Year reporting process for

2019 was the first time when all elements were captured in one single system (Results Assessment Module) reducing duplications in reporting and streamlining quality review processes. Reporting requirements were also streamlined through system improvements and by reducing the number of SMQs. In addition, efforts have started in building a totally revamped RAM (Version 3.0) which will also seamlessly link the internal UNICEF reporting with the UN reporting systems through the UN Partner Portal.

Enhanced processes and performance management tools for programme implementation, monitoring and reporting (Development Effectiveness - DE)

- UNICEF managers and staff have increased access to performance monitoring and management dashboards that allow for timely decision making and, where necessary, course correction. This includes information provided in InSight (e.g. office dashboard, office scorecard, tailor-made Power BI solutions), and the Results Assessment Module (RAM). DAPM has continuously worked with ICTD and business owners to improve these tools.
- The PSEA guidance and tools for implementing partners was launched and rolled-out, in coordination with other UN-entities, addressing a high-level organizational priority. HACT guidance and HACT implementation was further reinforced and several e-tools solutions were developed (partnership reporting platform, UN Partner Portal) and design of other e-tools was initiated (e-programme documents, programme monitoring) to allow for efficiency gains.

Reinvigorated tools for country programme planning (Development Effectiveness - DE)

- With Management for Results funding, UNICEF staff continued to receive face-to-face training on planning, implementation, monitoring and reporting, accumulating to at least 8,000 staff that have received such training since 2018. Also, the development of the PPP-X platform was concluded, in very close cooperation with nearly all Headquarters Divisions, allowing all staff to access the latest programme guidance in a much more user-friendly and interactive manner (Wikipedia style). DAPM actively contributed to the finalization of the UNSDCF and accompanying guidance. The New Generation Situation Analysis Guidance and Toolkit were launched and the Programme Strategy Notes Guidance was updated following the release of the UNSDCF. UNICEF continues to actively contribute to inter-agency processes and the preparation of UNSDCF and other inter-agency programming guidance.
- Work has started on developing more adaptive programming by aiming to put learning at the centre to allow UNICEF staff and partners to respond to changes in the political and socio-economic environment depending on country context. Simplification efforts for programme planning, implementation, monitoring and reporting are being considered factoring in country typologies and risk. This includes possible simplification of the preparation process of country programme documents of countries in humanitarian situations, building on recent experiences in Yemen and Venezuela, among others.

Increased use of tools and materials for learning & knowledge exchange (Development Effectiveness - DE)

- Several organizational learning programmes were rolled-out successfully, including Public Finance for Children and Health Systems Strengthening. Other learning initiatives, particularly in programme learning, were benefitting from the technical assistance and advice from the DAPM learning team.
- In close collaboration with DHR and GSSC, more than 275 learning activities were published, and over 50 custom online learning packages, thematic learning channels and learning paths were designed and published. The number of internal and external active users of the Agora platform increased to nearly 50,000. Other UN-entities are starting to demonstrate interest in also using the Agora platform and DAPM is exploring this option as an option for innovative fundraising for this stream of work.
- Much progress was made in the use of internal digital communities, with over 10,000 staff using the Yammer platform by 2019. This digital platform allows for increased knowledge exchange by colleagues from around the world. For example, the WASH community is actively sharing potential solutions, and DAPM itself is using it as an internal helpdesk for the use of RAM and other reporting tools.
- External sharing of knowledge and lessons learned through South-South and Triangular Cooperation also progressed. An evaluation of the work of UNICEF in South-South Cooperation in Brazil was finalized and important lessons were identified. In addition, there was close collaboration with selected UNICEF Country Offices that work with governments in the expansion of South-South Cooperation with a child focus. This includes the China Country Office in the implementation of the 'China in the World' strategy.

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 2019, additional emphasis was placed on incorporating human rights, human rights based to programming and gender equality into the updated results-based management training and the PPP-X (the one-stop platform for all programme guidance).
- As part of the annual quality assurance of Programme Strategy Notes and Country Programme Documents, 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.
- 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.

Internal management

- Since DAPM brings together sections that were previously hosted in several divisions, it was decided to establish a change management process, aiming for developing a shared vision and purpose of the division. This change process, which will continue in 2020, formally started with an all-staff retreat that was facilitated by an external team of change management experts and included high level participation, including ED Fore, the DED-programmes, Director of DHR and the Regional Director for MENA. The Principal Advisor (Organizational Culture) also provided valuable support and guidance. The retreat resulted in an overall DAPM mission statement and an action plan entitled 'Becoming DAPM'. This plan consists of a number of tangible actions, whose implementation is monitored on a quarterly basis.
- Operations support was provided by the Programme Support Unit (PSU) of Programme Division until the end of 2019. In the meantime, the small operations & planning team in DAPM, in collaboration with the HRBP-team, started with harmonizing the application of Standard Operating Procedures and internal business processes. All information was placed on the newly created DAPM Collaboration site for easy access and orientation was provided to all staff. While much was achieved before the phasing-out of the PSU support, more progress is to be expected in 2020. The establishment of the Division also resulted in bringing as much as possible of the units and sections closer to one another with most of the division moving to the 4th floor of UNICEF House. This was a significant undertaking, with excellent support from DFAM Building Management and ICTD.
- Internal management mechanisms and systems were established and implemented. This includes weekly and quarterly meetings of the DAPM Management Team, the Joint Consultative Committee with Staff Representatives and discussion between management and GS-staff. In addition, regular all-staff meetings are organized with the intention of allowing maximum flow and exchange of information across all colleagues in the division.

Lessons learned and constraints

As a result of the repositioning and realignment exercise in Headquarters, DAPM became a division on 1 August 2019. A new Office Management Plan and results framework were generated, along with a new office structure. This affected to some extent the implementation of workplans of some of the sections. Upon becoming DAPM, a change management process was initiated to reinforce the shared mission and purpose of the division and its sections.

Several lessons learned have emerged from the first five months of implementation of the DAPM Office Management Plan. These include the need to:

- Continue to **sharpen the focus** of the work of the division and directing its resources even further to the **eight overarching priorities** as outlined in the Office Management Plan while actively contributing to organizational efforts for prioritization of efforts to accelerate results areas as proposed in the MTR of the Strategic Plan.
- Further **strengthen coordinated interaction with other divisions** (particularly those in the programme cone), **regional offices and country offices**, and if possible through adapting a 'business partner' approach, allowing for strengthened and new collaborative efforts/field engagement, working with the right data, tools, guidance and information systems for decision making and for having better tools for planning, implementation, monitoring and reporting of results of country programmes and the results of the UNICEF Strategic Plan.
- Increase efforts to make **DAPM the 'to-go place' for data & analytics**, by internal – and external stakeholders, whether for measuring progress towards the Sustainable Development Goals (and other major commitments), or progress of the UNICEF Strategic Plan.
- Further **reinforce the monitoring function with a view to strengthen and accelerate programme effectiveness across the organization which in turn will lighten planning and reporting processes (both perceived and actual)**. Such efforts will ensure that UNICEF: remains the recognised global leader in impact-level situation data on children, while extending this leadership and maximising the value of existing and new data sources; retains the confidence of resource partners in the veracity of output-level monitoring, while streamlining to focus on programme management, quality and programme effectiveness; accelerates improvements to rapid and timely outcome-level monitoring and institutionalises feedback loops to drive quality, results and organisational performance. For the remainder of the OMP, DAPM will **aim at mobilising substantive resources for such efforts**.
- 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 us 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. In the coming years, DAPM will 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.
- Respond to the call of senior management, and building on previous and ongoing divisional efforts, DAPM will continue actively exploring and implementing **efforts in simplification of business processes**, particularly in system coherence and programme planning, implementing, monitoring and reporting, allowing for increased organizational efficiency and effectiveness.

- Increase emphasis on ensuring that country offices have the capability and confidence to analyse and use data effectively, to develop or adjust or adapt country programmes and implementation to respond to priorities, dynamic contexts (e.g. humanitarian situations) and UN Reform initiatives.
- There is a continued need for additional BMI-funding for **concluding and stabilising the e-Tools project** on Partnership Management of Implementing Partners for an organization-wide roll-out and use. The return on investment is high and it is critical that roll-out is completed in 2021.
- Discussions concluded about the **transfer of the vetting of international civil society partners** from the Division of Communication to DAPM. This will allow for further consolidating the work on implementing partnership management in one division.
- Concentrate efforts in **excellence in (programme) learning, knowledge exchange and practice**. This implies that priority will be given to learning, knowledge management, knowledge exchange and South-South Cooperation in the areas that require acceleration. At the same time, acknowledging the importance of other learning and knowledge exchange efforts currently supported by the division, DAPM aims to contribute to the creation of a global learning centre (as proposed by GSSC) which eventually, by the start of the next Strategic Plan in 2022, could lead to the transfer of the management of - and support to the Agora platform while DAPM concentrates its efforts in providing content and design for global programme learning, in close collaboration with Programme Division and EMOPS as well as technical support to tailored requests by ROs and COs.
- There is a strong need across UNICEF for increased access to research evidence databases and peer reviewed journals. The interdisciplinary and collaborative nature of UNICEF programmes and research means that staff – irrespective of their roles – need to draw on research findings spanning many disciplines and types of evidence documents. DAPM administers, on behalf of the organisation, the subscription to **academic databases and journals**. Further discussions are required with the Office of Research, OGIP and Programme Division on establishing the funding and required staffing for these efforts, building on recommendations from a recent consultancy related to this issue.
- To support implementation of the DAPM ambition and the proposed strategic shifts, there is a need to identify **resources and build investment cases** for internal and external funding. The division proposes to contribute to the fundraising and replenishment efforts with Programme Divisions, EMOPS, PPD and PFP. In particular, efforts are being made to ensure that thematic pooled funds include the value of efforts provided by DAPM and the necessary funding. Moreover, investment cases will be made for external and internal resources, including from 7% set-aside. In the meantime, currently (limited) available funding for the division (BMA, RR, BMH, BMR and BMI) will focus on the OMP priorities and proposed strategic shifts.
- To enable implementation of these strategic shifts, the **right levels of administrative and programme support** are also required. The recently concluded review of GS capacity in the division highlighted the need for increasing the number of GS-staff. With a growing division

in terms of ambition, staff and resources, the **operations and human resources support capacity** for seamless implementation of workplans towards divisional results will be continuously monitored and course correction will be taken when needed. In the meantime, several opportunities for **bringing more internal efficiency and effectiveness** were implemented (e.g. centralizing the planning and budget functions, simplifying business processes such as ...). DAPM continues working closely with the **NYHQ Supply Division** team that is implementing the centralized **procurement** for headquarters divisions. Options will need to be explored to ensure that the SD team is adequately resourced for such purpose.

- Finally, building on the first all-staff DAPM retreat of November 2019, the division generated a change management strategy ('Becoming DAPM') aimed at gradually building increased collaboration between the sections and for **upholding organizational norms and values and nurturing an inclusive, respectful and positive work environment**. DAPM will continue investing in such efforts and actively implementing and monitoring the five point 'Becoming DAPM' strategy. Also, DAPM will continue addressing geographical and gender diversity in its workforce.