Toolkit for Mainstreaming Child Rights into Strategic Planning for Official Statistics
Title: *Toolkit for Mainstreaming Child Rights into Strategic Planning for Official Statistics.*


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**About PARIS21**
The Partnership in Statistics for Development in the 21st Century (PARIS21) promotes the better use and production of statistics throughout the world. Since its establishment in 1999, PARIS21 has successfully developed a global network of statisticians, policy makers, analysts and development practitioners committed to evidence-based decision making. PARIS21 works with governments, international organisations, civil society, and other stakeholders to strengthen national statistical systems, promote the use of data for policy making, and foster partnerships and networks in low and middle-income countries.

**Acknowledgements**
This toolkit was developed within the scope of ongoing partnership between UNICEF and PARIS21 in further streamlining support in strengthening national statistical systems for girls, boys, women and men in driving decision making towards prosperous future for all including sustainable climate and environment.

**Toolkit Development Coordination**
The development was led by Hrayr Wannis, Child Rights Monitoring Manager, UNICEF Eastern and Southern Africa regional Office and Philippe Gafishi, Inter-Regional Advisor, PARIS21. A team of experts provided guidance and support throughout the development of the toolkit - the task team was composed of Joao Pedro Azevedo, Chief Statistics Officer, Enrique Delamonica, Senior Advisor Statistics and Monitoring, Achraf Mohamed Mrabet, Monitoring Manager.

The toolkit was written by Matthew Shearing, National statistical System development Consultant.

The development processes relied heavily on iterative process of drafting, testing and feedback. The team thanks all those who have contributed to the development of the toolkit and provided inputs and ideas for its refinement and relevance. Especial thanks go to the national statistical offices of Rwanda and South Sudan and UNICEF country offices in providing the opportunity to engage on their NSDS development processes.

*A full list of contributors is provided in Annex 2.*
**Explainer**

Supporting the rights of children (people under the age of 18) via official statistics is a significant **obligation, opportunity, and challenge** for a wide range of stakeholders.

No one body is responsible for mainstreaming Child Rights into statistical system planning. Official statisticians, UNICEF Country and Regional Offices, Government, NGOs, bilateral partners, international and regional organisations need to work together. This toolkit aims to help stakeholders understand how to best contribute. It is likely that resource support will be needed from among these stakeholders to support the planning process. The toolkit also informs how to best to make the business case for investing such resources.

For Child Rights, one key aim for statistical systems should be to support evidence-informed decisions about and by children. This includes:

- **identifying priorities and then delivering:**
  - statistical products and services about children and their experiences
  - improvements in relevant statistical infrastructure, methodologies, and standards

But the Child Rights agenda also means statistical systems need to:

- ensure children have a voice in decision-making about statistics
- support children’s statistical and data literacy, and that of adults using statistics and data about children
- disseminate statistics in child-friendly formats
- ensure statistical system processes and legal frameworks protect children from harm
- design and deploy strategies that provide adequate resources and infrastructure to deliver such aims

The toolkit is focussed on the latter. It aims to support processes for National and Regional Strategies for the Development of Statistics so that they optimise their support for the implementation of the UN Convention on the Rights of the Child (CRC), not by adding on considerations about children, but by mainstreaming Child Rights into strategic planning. The toolkit also supports stakeholders in reaping the many wider benefits of using the Child Rights lens to improve official statistics.

The tools provided in the kit aim to help:

- **integrate planning issues specific to Child Rights with overall statistical strategies, thereby:**
  - mainstreaming the needs of children into normal planning processes, rather than limiting consideration of children to a purely sectoral lens
  - Supporting overall planning for statistical systems, not least because children benefit from stronger overall statistical systems

- **provide a basis for considering how to mainstream other social inclusion issues into statistical planning.**

The toolkit and training material are prototypes requiring testing and development. See Annex B for recommended follow-up actions.
Overview

Maturity Assessment Models
- Priorities for a statistical system’s step-by-step overall development
- Priorities for supporting Child Rights and the Inclusive Data agenda
- How to integrate Child Rights and wider planning processes

Checklists
- How to identify and work with partners
- Key actions for different stakeholders at every stage of planning processes

Using the GSBPM
- Understanding how strategic planning relates to the Generic Statistical Business Process Model (GSBPM)
- Using the GSBPM to inform effective planning

Additional benefits
- Understanding Child Rights and implications for official statistics
- How to develop a detailed statistical workplan for children and a strategy that supports it
- Learn the basics of statistical system planning
- Ideas for using Maturity Assessment Models in practice
- Detailed actions on Child Rights at each phase of National and Regional Strategies for the Development of Statistics
# Contents

## 01. Introduction

1.1 Overview 1
1.2 Why use the toolkit? 2
1.3 Statistical workplans and statistical strategies 2
1.4 Child Rights and the inclusive data agenda 4
1.5 Who should use the toolkit? 4
1.6 How to use the toolkit 5
1.7 Additional training material 7

## 02. Maturity Assessment Model for mainstreaming Child Rights

2.1 Summary Maturity Assessment Model tool for Child Rights 10
2.2 Full Maturity Assessment Model for statistical system transformation 11

## 03. Good practice checklists for mainstreaming Child Rights

3.1 Checklist for coordinators of statistical system planning 21
3.2 Checklist for stakeholders advocating for Child Rights 23
3.3 Checklist for UNICEF Country and Regional offices 24

## 04. Mainstreaming Child Rights via the Generic Statistical Business Process Model (GSBPM)

4.1 Introduction to the GSBPM 27
4.2 Tool for using the GSBPM in planning for Child Rights 28

## Annexes

Annex A – Full Child Rights integrated Maturity Assessment Model 30
Annex B – Consultation process and recommendations for the toolkit’s development 39
Annex C – Recommended technical guidance on statistics about children 43
Introduction
1.1 Overview

Mainstreaming is the process of making something start to be considered normal.¹

Disaggregation of official statistics by age and other social factors relevant to understanding the experience of children² is already a common goal of most official statistical systems.

UNICEF and PARIS21 have developed this toolkit³ for statistical system planners and other stakeholders ⁴ to address the many remaining challenges in supporting the implementation of the UN Convention on the Rights of the Child (CRC)⁵, including:

- meeting data gaps
- ensuring effective uptake and use of data
- protecting children from the misuse of data
- adequately supporting children’s statistical literacy, and
- engaging children in decision-making.

Rather than just considering Child Rights as something requiring a stand-alone sectoral plan or only requiring a target set of indicators, the primary aim of the toolkit is to make considerations of Child Rights a normal part of different stages in the design and implementation of National and Regional Strategies for the Development of Statistics (NSDS/RSDSs). The three main stages of an NSDS/RSDS lifecycle are set out in the figure.

The toolkit provides shared reference points for data producers, planners, users, and other stakeholders in agreeing how Child Rights can be best integrated into planning for official statistics via:

- Maturity Assessment Model for official statistics aligned to a roadmap for statistical transformation and modernisation in developing countries endorsed by the UN Statistical Commission⁶
- Good practice checklists for mainstreaming Child Rights
- Guidance on using the Generic Statistical Business Process Model (GSBPM) in mainstreaming Child Rights

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¹ Cambridge dictionary
² The toolkit uses the UN CRC definition of a child as anyone under the age of 18
³ This first version of the toolkit has been developed by testing in two countries in Africa and with the feedback of some international stakeholders. A full list of consulted bodies is provided at Annex B. It is intended as a prototype for testing by a broader range of statistical system planners and users of data on Child Rights which should inform its further refinement.
⁴ This prototype has not yet targeted children as an audience. Further work is required in this area as the tools are tested and developed.
⁵ The UN Committee on the CRC also makes explicit recommendations for countries to strengthen national monitoring and data and statistical systems for children
⁶ The UN Statistical Commission in 2023 endorsed the African Roadmap for Transformation and Modernisation as applicable to all regions
What are Child rights?

The UNCRC consists of 54 articles that set out children’s rights and how governments should work together to make them available to all children. Under the terms of the convention, governments are required to meet children’s basic needs and help them reach their full potential. Central to this is the acknowledgement that every child has basic fundamental rights. These include the right to:

- Life, survival and development
- Protection from violence, abuse or neglect
- An education that enables children to fulfil their potential
- Be raised by, or have a relationship with, their parents
- Express their opinions and be listened to

1.2 Why use the toolkit?

Improvements in the way official statisticians strategise about Child Rights is not exclusively beneficial to children (people under 18 years of age). Child Rights cut across the challenges of a wide range of statistical planning issues and a multitude of data uses and policy issues. Mainstreaming Child Rights therefore supports:

- Better development via the Leaving No-One Behind Agenda and the SDGs more generally, especially given that children in many countries account for nearly half or more of the population.
- Better statistical systems as the toolkit uses the Child Rights lens to support overall statistical system development and to help make the overall case for investment in official statistics.

1.3 Statistical workplans and statistical strategies

Statistical workplans

A statistical workplan typically sets out a timetable for the delivery of specific statistical products, services, and data collection activities reflecting the priorities of stakeholders in a specific context. References to international standards are often made. But these can be very challenging for many countries and regions. Workplans are often only partially achieved and this has potentially negative effects on children.

Statistical strategies are the focus of the toolkit

Developing and implementing a workplan is only one key aspect of a strategy. A strategy should look at how, over time, an ambitious but realistic workplan can be delivered with available resources in line with relevant developments in the overall capability and efficiency of a statistical system. The toolkit focuses on mainstreaming Child Rights across the wider processes and objectives of strategic planning.

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7 As the Global Partnership for Sustainable Development Data (GPSDD) points out: “While there are many technical and methodological challenges inherent in improving disaggregation, some of the largest barriers are political and financial” (see Inclusive Data Charter)
In particular, the toolkit’s Maturity Assessment Model for statistical system transformation aims to address some of the most fundamental challenges for official statistics and inclusivity data including:

- achieving and sustaining the necessary support from a variety of stakeholders and political will to succeed in ambitious statistical system strategies
- effective approaches to reform management
- strong institutional and legal frameworks, and
- provision of adequate building and IT infrastructure.

There are already many tools and guiding frameworks for international, national, and sub-national stakeholders to agree on priorities relating to what data about children to produce. A summary is provided in the table below. These can be used in parallel to this toolkit during specific parts of statistical planning processes (see section How to use the Toolkit below).

<table>
<thead>
<tr>
<th>Tool</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNICEF Briefing Note on SDGs related to children</td>
<td>These documents provide indicator frameworks that can be discussed and developed by data users and producers at national and regional levels to determine priorities, such as via the SDGs Voluntary National Review process.</td>
</tr>
<tr>
<td>Child Rights Monitoring Framework</td>
<td></td>
</tr>
<tr>
<td>National and Regional Development Plans</td>
<td>Key anchor points for determining priorities for data about children. High-level plans may contain specific needs for monitoring data for child-related policy priorities, although these are often too high level for planning statistical priorities. More detailed plans may be set out in sectoral/Ministerial Plans, including but not limited to the Ministry responsible for children of families. Stakeholders for Child Rights can work with Governments to agree on the implications for how the statistical system should respond to national/regional policy priorities on Child Rights. Where National/Regional Plans are in the process of being drafted, stakeholders can influence them being more explicit about the implications for the development of official statistics related to children.</td>
</tr>
<tr>
<td>The UN Convention on the Rights of the Child (CRC)</td>
<td>The CRC is the most widely ratified human rights treaty in history. Each of its 45 articles has some implications for either statistical workplans or wider strategies. Reviewing each article and agreeing priorities for the statistical system’s response could be highly effective in developing both a statistical workplan.</td>
</tr>
</tbody>
</table>

How to determine priorities for statistical workplans

**Investing in tomorrow: Inclusive data for better education in Sierra Leone**

The Global Partnership For Sustainable Development Data (GPSDD) has underlined how examples such as those in Sierra Leone show that:

“changing a data system is a political challenge as much as a technical one. Data is a source of power for institutions who control it, and a source of anxiety for people whose information is collected and stored in ways they may not understand or consent to. To get a system where people willingly hand over their information, and where that information is shared and used wherever it can do most good, is about trust as much as it is about technology”.

Claire Melamed, CEO, GPSDD

There are already many tools and guiding frameworks for international, national, and sub-national stakeholders to agree on priorities relating to what data about children to produce. A summary is provided in the table below. These can be used in parallel to this toolkit during specific parts of statistical planning processes (see section How to use the Toolkit below).
Observations of the UN Committee on the Rights of the Child

Periodically, the Committee reviews the state of implementation of the CRC in specific countries. These Observations provide a guide to potential priorities for official statistics workplans.

PARIS21 Adapt tool, UNESCAP’s EPiC tool.

These help stakeholders to balance competing needs for statistics across different policymaking domains and to decide on which statistical outputs to target with available resources. Understanding the priorities for data about children should be a key outcome.

Technical guidance documents

International standards for statistical workplans to achieve in relation to Child Rights are already well-elaborated and under constant development. Annex C to the Toolkit provides a list of technical references for producing high quality statistics relevant to Child Rights, including around intersectional data and what kinds of products may be relevant for users.

The UNECE organises region-wide expert meetings on statistics on children. These aim to develop statistical capacity through exchange of experience. Sessions are targeted on emerging challenges. The next such meeting will be held in Geneva from 4 to 6 March 2024.

1.4 Child Rights and the inclusive data agenda

Given the intersectionality of Child Rights with other social inclusion issues, the toolkit provides a framework that can be adapted by stakeholders focussed on other inclusivity issues or the inclusive data agenda in general. The situation and experiences of children are not just determined by their age (being under 18), they are inherently bound to a range of important social, environmental, and economic factors.

To support Child Rights, a key element of strategic planning in official statistics is to ensure products and services allow for an understanding how these factors affect children. On top of economic, political, cultural, and social factors, of particular interest are the characteristics and trends of children in terms of sex, geographic location, disability status and, where possible, their income, race, ethnicity, migratory status, and other characteristics relevant in national contexts. The Principles of the Inclusive Data Charter are a key reference point to be used in parallel with this toolkit.

1.5 Who should use the toolkit?

Official statisticians leading NSDS/RSDS processes and UNICEF Country and Regional Offices wishing to support them in mainstreaming Child Rights are the primary target audiences of the toolkit. However, a wider range of stakeholders can use the toolkit to inform how they can support Child Rights via official statistics planning processes. A full list of potential toolkit users is set out below.

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References:

8 As per Principle 2 of the Global Partnership for Sustainable Development Data (GPSSDD) Inclusive Data Charter.
9 Not limited to UNICEF, given the UN Secretary General’s call for all UN bodies to mainstream Child Rights to accelerate progress towards the SDGs.
1.6 How to use the toolkit

The toolkit focusses on the processes related to National and Regional Strategies for the Development of Statistics (NSDSs and RSDSs). These are summarised in the figure below. More information about these processes, supporting knowledge, and how to use the toolkit in line with them is available in the toolkit training material.

PARIS21 maintains a list of the current status of NSDS processes. Stakeholders are encouraged to first discuss an update on the status with National Statistical Offices (NSOs). This should include understanding challenges faced in completing the stages and who are the key other stakeholders closely involved in the process.

The tools provided in this toolkit are to be used in conjunction with each of the NSDS/RDS stages. But in many cases, the tools and advice may be relevant across different stages but with a different focus in how they are used. The toolkit provides in support in unpicking this via:

- A summary of how the tools relate to the stages are set out in the introductory sections to each of the tools.
- An overview of how the different parts of the toolkit relate to each NSDS/RSDS stage is given in the table below.
- The training material also contains a more detailed checklist for action planning during the sub-stages (‘phases’) of NSDS processes.

What to do if planning processes have stalled?

A key challenge is that many countries face an absence of NSDS processes being actively implemented. This is often caused by a lack of resources being available. In this case, a key focus of stakeholders should be in leveraging resources via international financial or technical assistance and generating domestic political support for the processes [see training material section on Navigating the statistical capacity development ecosystem].

The statistical planning lifecycle

NSDSs and RSDS have 3 main stages:

- Preliminary assessments of the maturity of the statistical system and the priorities for its development
- Design of long-term strategies for statistical system development
- Deployment of the plans, such as via reform management processes, monitoring frameworks, annual work planning and so on
Overview of where the Child Rights toolkit fits into NSDS/RSDS processes

<table>
<thead>
<tr>
<th>NSDS/RSDS stage</th>
<th>Use of the Child Rights toolkit</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>Training material to better understand official statistics planning needs &amp; for ideas on how to use the tools in each stage</td>
</tr>
<tr>
<td>A. Preliminary stage</td>
<td></td>
</tr>
<tr>
<td>Maturity Assessment Models</td>
<td>to provide an initial maturity assessment that will help in identifying potential stakeholders to engage in NSDS/RSDS Design</td>
</tr>
<tr>
<td>Checklists</td>
<td>to review if key actions relevant to this stage have been taken</td>
</tr>
<tr>
<td>B. Design stage</td>
<td></td>
</tr>
<tr>
<td>Refer to ‘How to determine priorities for statistical workplans’ section</td>
<td></td>
</tr>
<tr>
<td>Maturity Assessment Models</td>
<td>to consider objectives for a realistic strategy well-adapted to national and regional circumstances</td>
</tr>
<tr>
<td>Checklists</td>
<td>to review if key actions relevant to this stage have been taken</td>
</tr>
<tr>
<td>GSBPM tool</td>
<td>to ensure the strategy is comprehensive, systematic, and compatible with statistical business process good practices</td>
</tr>
<tr>
<td>C. Deployment stage</td>
<td></td>
</tr>
<tr>
<td>Checklists (annually)</td>
<td>to review compliance and consider intermediate actions that should be taken to support Deployment activities</td>
</tr>
<tr>
<td>Refer to ‘How to determine priorities for statistical workplans’ section</td>
<td>to ensure data user needs are up-to-date</td>
</tr>
<tr>
<td>Maturity Assessment Models</td>
<td>particularly during long-term NSDS/RSDSs (eg 10 years) to check on whether priorities need adjustment or if new international guidance, relevant learning, or indicators are available, or if contexts for original decisions have changed.</td>
</tr>
<tr>
<td>GSBPM tool</td>
<td>to optimise alignment of strategy Deployment with the latest developments in statistical business processes at national or international levels.</td>
</tr>
</tbody>
</table>

Other key notes for toolkit users:

- Specific national or regional detailed solutions are always required. The toolkit does not prescribe these. It provides ideas about how to achieve tailored solutions to be agreed by relevant stakeholders.

- Each statistical system must determine what it considers to be the most relevant priority data for supporting Child Rights in its own context (see ‘How to determine priorities for statistical workplans’ above).

- Establishing a continuous Task Team or Working Group on Child Rights should help in effective mainstreaming. This could include stakeholders from across the statistical system and external partners such as NGOs and Civil Society.

- The need for a specific ‘strategy for data about children’ is a choice to be made by national and regional stakeholders. The toolkit aims to inform how Child Rights can be mainstreamed within wider strategic planning processes that such a sector strategy could build on.

- Prioritisation is a major key to success. This is in terms of stakeholders deciding the priorities (within overall needs) both for statistical system outputs that affect children and key strategic developments that will determine the overall capability of a system to deliver them efficiently in the long-term.

*Where NSDS/RSDSs are newly agreed, the tools can provide inspiration for implementation activities and setting up appropriate Monitoring, Evaluation, and Learning (MEL) frameworks. Where not originally considered, priorities under the Reform Management of the Maturity Assessment Model may also be particularly useful.*
1.7 Additional training material

Toolkit training material is also available separately. This provides further background knowledge and guidance about the use of these tools in planning processes, via sections on:

- Strategic planning in official statistics, including a review of terminology, tools, and concepts used in official statistics strategic planning

- Using Maturity Assessment Models in strategic planning, including applying the models provided in the toolkit and within different stages of NSDS/RSDS processes

- Detailed entry points and action planning within NSDS/RSDS processes, including detailed mapping of potential actions across the Preliminary, Design, and Deployment phases of an NSDS process.
Maturity Assessment Model for mainstreaming Child Rights
There are many types of maturity models already available for different component parts or aspects of a statistical system, such as for use of administrative data or implementing the Fundamental Principles of Official Statistics (see toolkit training material).

This tool provides two views of a model covering the whole of the statistical system based on the African Roadmap for the Transformation and Modernisation of official statistics:

1. **Summary Maturity Assessment Model for Child Rights** providing a concise framework for assessing and planning for Child Rights mainstreaming across three progressive levels of statistical system maturity.

2. **Full Maturity Assessment Model for statistical system transformation** providing a detailed framework for assessing and planning the overall development of a statistical system. Ideas for mainstreaming Child Rights into overall developments are integrated across three levels of maturity that apply to six overall enablers of transformation and modernisation for official statistics.

These tools can be used as a general guide to strategic thinking. Potential workflow processes to use with the Model are set out in the toolkit training material.

The model places primary importance on official statisticians and Child Rights advocates being proactive in working multilaterally to achieve and sustain virtuous cycles for official statistics, where shorter-term tactical goals can have longer-term strategic impacts. More and better financing is not necessarily a pre-requisite for success, rather securing it in the long term via domestic channels is a key goal of any strategy for Child Rights or official statistics in general. The model provides some pointers for how to achieve this in NSDS processes. The Global Partnership for Sustainable Development Data (GPSDD) also provides resources for supporting strategising in this area in terms of gaining international finance.

The maturity indicators in the Model are illustrative and need interpretation in national and regional contexts. Statistical systems may display characteristics of different maturity levels, showing a mix of foundational or more advanced characteristics. But it is important to recognise:

- Gaps in meeting maturity indicators at earlier maturity levels likely need to be addressed to ensure the sustainability of progress
- Asymmetries in maturity among the constituent parts of a statistical system need to be addressed. This is a common challenge in regional systems with diverse member states or in highly decentralised NSSs.

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10 The World Bank has also recently introduced a system-wide maturity model aligned to the WB’s vision for Integrated National Data Systems (INDS). This is introduced in the Toolkit training material. The model selected for the toolkit builds on the WB version, but relates more closely to the African Statistical System’s Roadmap for Transformation and Modernisation approved by the African Statistical and UN Statistical Commissions respectively. Further work to align the models may be beneficial.

11 Other maturity models for assessing parts of the statistical system are discussed in the training material.

12 The models would eventually be strengthened by the provision of detailed practical information and case studies on costs, benefits, and risk management related to moving from one maturity level to the next. Such information currently has to be gathered and interpreted ad hoc on a case-by-case basis by NSS planners with technical and financial support from Development Partners.
2.1 Summary Maturity Assessment Model tool for Child Rights

**Foundational level**

1. Production and use of official statistics do not expose children to harm.

2. Government Civil Registration and Vital Statistics (CRVS) systems create and recognise a legal identity for every child from birth, including a unique identifier, including provisions for those:
   - whose birth was un-registered or
   - who enter the territory and are unable to provide a legally recognised identity.

3. A Population and Housing Census is carried out at least every 10 years and intersectional data on children is captured, including via the topics recommended in the UN’s Principles and Recommendations for Population and Housing Censuses.

4. Key stakeholders for Child Rights are formally integrated into the statistical system via:
   - NSDS/RSDS Design consultations
   - The Deployment of NSDS/RSDS implementation plans, such as monitoring and evaluation/review processes
   - Other mechanisms for system coordination between data producers and users

**Maturing level**

1. There is evidence of data relevant to Child Rights being used consistently by Government Ministries in supporting the core priorities of national and local Governments on Child Rights. This includes the use of a range of supplementary intersectional data, such as on disability. There may be some gaps in some areas and in data quality, but data user priorities for different dimensions of data quality have been identified.

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13 Coordination with bodies developing standards for and collecting data on refugees, internally displaced and stateless people is likely to be important. See EGRISS.


15 Suggestions of potentially relevant stakeholders for countries and regions are provided in the Introduction section of the Toolkit under ‘Who should use the toolkit’.
2. Diverse sources are used to produce official statistics and insights about children, including via:

a. A CRVS system that can capture at least 90% of births and deaths for children under five and generate reliable and useful child mortality statistics on yearly basis in a timely manner.

b. The quality and range of administrative data about children’s access to services is high and available at least yearly: UNICEF’s Administrative Data Maturity Model can be used to assess progress and next steps.

c. A Census that collects accurate data on children, ensuring undercounts are avoided.

d. Investigation of a range of alternative data sources to supplement the data and analysis provided by official statisticians, including Citizen-Generated Data (CGD) and data held by businesses, NGOs, and Civil Society.

e. Household surveys that fill gaps in data needs that cannot be filled by other sources, such as issues around emotional well-being and capturing the impacts and effectiveness of administrative processes.


4. There is decreasing reliance on Development Partner-funded household surveys for national/regional Government/Inter-Governmental data users’ needs on Child Rights.

5. High-quality statistical products or services relevant to Child Rights prove the value of investment in official statistics about children, eg in terms of supporting overall national prosperity and National Development Plans.

6. Ethical and other risks to children from the use of non-traditional data sources or dissemination practices are routinely monitored and actioned, including via legal processes.

Advanced level

1. Official statistics on children are widely produced, available, and used, alongside advice on interpretation provided by scientifically independent bodies. The statistics are produced according to the data quality priorities of users in the realisation and protection of Child Rights and other development commitments.

2. The views and needs of children are well-integrated into the NSDS/RSDSs and all relevant parts of statistical processes, such as via child-friendly dissemination, approaches to open data, and legal frameworks that govern national/regional data ecosystems which specifically embed Child Rights and the protection of children from harmful use of data.

3. Innovation with digital technology, digital data sources, CGD, and external partners routinely complements official statistics about children from traditional data sources and clearly enables:
   - more effective policymaking over the long-term
   - agility in responding to shocks, such as pandemics.

4. Approaches to data on children are integrated and visible in an NSS’s attempt to develop an Integrated National Data System (INDS), so that Child Rights are explicitly dealt with by all national partners in their data stewardship roles, such as in dealing with ethical issues within modern data ecosystem and the use of AI, and so on.

2.2 Full Maturity Assessment Model for statistical system transformation

2.2.1 Building from the Roadmap for Africa

The Roadmap for the Transformation and Modernisation of official statistics in Africa was agreed by the African Statistical Commission in October 2022.

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16 Innovation with open-source digital technology and data has proven to be one of the best ways to prove the value of official statistics. The integration of official statistics with geospatial data has proven to be highly valuable and with higher returns on data quality than other sources. Child Rights stakeholders could benefit from working closely with official statisticians and other partners on integrating NSDSs with the SDGs geospatial roadmap. The PARIS21 Guide on Integrating Geospatial data with official statistics also provides relevant guidance.

17 A useful example from Ghana on efforts to develop an INDS is set out here, including how, with limited resources and overall data maturity, a country can adopt a high impact whole-of-Government and multistakeholder approach to data governance. NSDS/RSDS processes can usefully also consider how data governance and other issues applicable to children in a particular country fit into this overall strategy.
It was recommended by the UN Statistical Commission in March 2023 as suitable for official statistics globally. The Maturity Assessment Model in this toolkit has been developed based on the African Roadmap, as it usefully focusses on realities faced by developing countries, planning for the enablers of sustainable transformation and modernisation, and establishing virtuous cycles for official statistics.

The Roadmap underlines that achieving and sustaining virtuous cycles for official statistics is the priority strategic goal for statistical systems. In developing countries, this means data quality, data uptake, and the investment of domestic resources have an increasingly positive relationship. Child Rights should be integrated into this cycle to ensure specific benefits for children. Using a Child Rights lens can also contribute to the overall success of such cycles.

From inclusive data to inclusive policy: Reflections from Kenya, Peru, and Senegal

The Global Partnership for Sustainable Development Data (GPSDD) has pointed out that common conclusions from National Statistical Offices (NSOs) about generating better use and uptake of inclusive data in policymaking are:

- It is crucial working collaboratively with other government departments, multilaterals, civil society, and the private sector is essential to strengthening inclusive data systems
- key challenges remain around technical capacity and legal frameworks that underpin inclusive data systems
- it is crucial to work together not just on producing data but seeing how its value for policymaking can be optimised.

The Roadmap enablers are summarised in the figure below. The Foundational Enablers were identified as the top priority for strategic action as these have the largest effect on achieving virtuous cycles and powering sustained transformation and modernisation.
## Toolkit for mainstreaming Child Rights into official statistics planning

### 2.2.2 Maturity Assessment Model for mainstreaming Child Rights into statistical planning

The tool below provides maturity indicators against the enablers of the African Roadmap. It then maps these to some suggestions for key related strategic indicators related to implementing Child Rights. The full Maturity Model, including both the foundational and priority enablers and more detail on the overall maturity indicators is available at Annex A.

The toolkit training material provides suggestions on how to use the model, particularly in assessing system maturity and the implications for NSDS/RDS processes.

<table>
<thead>
<tr>
<th>External stakeholder engagement (the NSS looking outwards)</th>
<th>Effective NSSs (how the NSS organises itself) Legal frameworks and Institutional arrangements allow for gradually more:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• User engagement – NSSs move from a regular formal system towards a multi-stakeholder, highly dynamic, and responsive system of informal and formal relationships.</td>
<td></td>
</tr>
<tr>
<td>• Statistical advocacy and external leadership - NSS need to be increasingly proactive with a wider variety of external stakeholders to generate investment in official statistics, prove their value to national prosperity, improve data quality, maintain independence</td>
<td></td>
</tr>
<tr>
<td>• Mobilisation of sustainable finances - via action in the above areas and integrating official statistics into national financial planning and policy monitoring.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology</th>
<th>Reform Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increasingly sustainable physical and IT infrastructure</td>
<td>• Improved organisational cultures</td>
</tr>
<tr>
<td></td>
<td>• Improved management processes</td>
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<tr>
<td></td>
<td>• Improved approaches to procurement and contract management</td>
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</tbody>
</table>

**Change Management**

<table>
<thead>
<tr>
<th>Human Capital</th>
<th>Capacity Development processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Adapting to and influencing labour markets</td>
<td>• Increasingly managed and delivered locally</td>
</tr>
<tr>
<td>• Increasingly effective performance and career management</td>
<td>• Bringing in expertise from beyond official statistics</td>
</tr>
<tr>
<td>• Valuing non-technical skills and behaviours, inc. external and internal leadership skills</td>
<td>• Balancing strategic with technical skills</td>
</tr>
<tr>
<td>• Achieving the right balance in traditional and digital skills and where to source them</td>
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</tbody>
</table>

**Longer term commitments in financial and other assistance**

<p>| |</p>
<table>
<thead>
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</thead>
<tbody>
<tr>
<td>• Enhanced cooperation and coordination between Development Partners</td>
</tr>
</tbody>
</table>

The model focusses on:

- the foundational enablers, as the key drivers of a successful statistical strategy
- what is required at lower levels of capability, as statistical systems at higher levels tend to have already better integrated good practices into virtuous cycles.

Mainstreaming of Child Rights also involves solving cross-cutting challenges for official statistics. Child Rights specific solutions to Child Rights challenges are not always a priority. Stakeholders of Child Rights need to focus on the overall strength of the system just as much as on specific aspects related to children.
### Toolkit for mainstreaming Child Rights into official statistics planning

#### Maturity indicators for NSS external engagement

**Foundational enabler: NSS external engagement**

**Level 1 – Fundamentals are in place and maintained**

**Overall Roadmap maturity indicators**

1. Official statistics map onto known national policy priorities.
2. Technical aspects of indicators are actively influenced by statisticians.
3. One Cabinet Minister is a champion for official statistics.
4. Senior management team spend a significant portion of time on user relationships & communicate about the value of their existing and potential products to potential domestic funders.
5. NSO has a specialised function for supporting engagement with users.
6. NSDS is in place and aligned to resource commitments.
7. NSDS is used regularly by internal and external stakeholders.
8. Donor funds are integrated into a common expenditure framework for the NSS.

**Indicators of maturity in implementing Child Rights**

- NSS bodies work together in establishing with Government data users a set of priority target indicators. These map onto specific Child Rights policy commitments, such as in a National Development Plan or SDG indicators and recognise the technical challenges of measuring them. [See How to determine priorities for statistical workplans of the Toolkit](#).
- A cabinet minister is a champion for official statistics about children. Depending on the political economy, an additional Minister other than the one responsible for children would be beneficial.
- Development Partner investments and strategies in statistics about children are explicitly linked to NSDS/RSDS objectives.
- There is regular engagement with national civil society organisations related to children, including for children with disabilities.
- Steps are taken to engage children in the development of the statistical system.

**CASE STUDY:**

The Kenyan Ministry of Public Service, Gender, Senior Citizens, and Special Programmes has driven the development of an Inclusive Data Charter (IDC) Action Plan.

**CASE STUDY:**

Case studies from around the world can be brought to bear in NSDS design and implementation to make the case for investment in data about children. The GPSDD provides many Value of Data Case Studies, including many which show how investments can benefit Child Rights.

**Level 2 – Beginning to reap the benefits of a virtuous cycle**

**Overall Roadmap maturity indicators**

1. Systematic user-producer mechanisms.
2. Official statistics respond to demands beyond the National Development Plan at local and national levels.
3. NSO actively influences international developments.
4. There is a national consensus on the role of official statistics with multiple champions for official statistics in Government & Parliament.
Foundational enabler: NSS external engagement

5. Government has a public commitment to high quality and independent official statistics
6. NSO actively inputs into the development of wider Government strategies
7. Policymakers routinely make use of official statistics
8. Public trust in and awareness of official statistics is high
9. National or international communities of statistical/data professionals (such as statistical societies) are active in supporting the statistical system
10. Allocation of fiscal resources by Government is adequate for at least 5-years.
11. Official statistics are integrated in national Results-Based Management systems and Integrated National Financing Frameworks

Indicators of maturity in implementing Child Rights

- Stakeholders for Child Rights (including data users within and beyond Govt. and producers of data) have a regular formal means of communication, such as a Task Team or committee to monitor progress on data gaps and consider solutions, adjust priorities, monitor resourcing etc

CASE STUDY:
A coalition of Civil Society bodies in Senegal influenced the Government of Senegal to commit to the Inclusive Data Charter (IDC) and spurred the Ministry of Education and Ministry of Health to rethink their data practice

- Child Rights and related inclusivity statistics are clearly embedded in national Results-based Management systems
- Government consults NSS experts on using data about children in the development of Child Rights policymaking
- External data ecosystems for inclusive data (such as data collected about children by Development Partners) are highly integrated with NSDS priorities
- NSS provides advice to teachers on statistical literacy

CASE STUDY:
In collaboration with UNICEF and the Rwanda Education Board (REB), Rwanda’s National Institute of Statistics (NISR) Training Centre and data Science Campus developed a Teacher’s Interactive Discussions Guide to teach data literacy to children in the classroom.

- There is a means to consult children on the design and outputs of official statistics

CASE STUDY:
Children’s Parliaments exist in many African countries, such as South Africa and Zambia, and provide a good potential means for consulting children on statistical system development. They have “become a major platform for advocacy, participation, and communication for young people”.

Level 3 – Becoming a highly advanced statistical system

Overall Roadmap maturity indicators

1. Systematic & multilateral engagement includes academia, media, and technology sector etc
2. Scientific means of collecting a wider range of user feedback
3. Official statistics are delivered in partnership with external organisations
4. Extensive domestic user engagement at domain levels
5. Funding for statistics across NSS bodies is ring-fenced
6. Long term statistical literacy programmes advance beyond Government into schools and other areas
7. NSO clearly articulates its position and value in language relevant to the modern data ecosystem
8. NSO focuses on generating knowledge to support user needs,
9. NSO and NSS producers are thought leaders and influencers
Foundational enabler: NSS external engagement

Indicators of maturity in implementing Child Rights

- Statistical literacy is a part of school curricula up to secondary level
- Official statistics are routinely disseminated in child-friendly formats
- The NSS works with a range of external partners to provide analysis to support decision-making on Child Rights.

CASE STUDY:
The Data for Children Collaborative with UNICEF supports the delivery of a new Children’s Climate Risk Index (CCRI) in partnership with the UK universities of Southampton, Edinburgh, Stirling, Highlands and Islands and the Government’s Data Science Hub

- A body consisting of a diverse range of stakeholders regularly reviews the effectiveness of statistics in supporting inclusive societies and sustainable development, including via Child Rights

CASE STUDY:
In 2022, the UK established an Inclusive Data Task Force to recommend how to improve the inclusivity of UK data and evidence. Taskforce members comprise a diverse group of senior academics and civil society leaders with wide ranging expertise across equalities topics, methodologies, geographies, and data ethics. Its recommendations are being taken forward by a dedicated unit with the NSO, the ONS Centre for Equalities and Inclusion.

Maturity indicators for effective NSSs

Foundational Enabler: Organisation of the NSS

Level 1 – Fundamentals are in place and maintained

Overall Roadmap maturity indicators

1. Basic legal and political mandate
2. Mechanisms allocate and manage roles across NSS bodies and staff see themselves as a professional community
3. Data quality and standards managed in a consistent way across NSS
4. Domestic or international resources coordinated across NSS.
5. NSS bodies have regular means of communication
6. NSO has a specialised function for supporting coordination
7. Planning for operational or financial autonomy includes mitigation for the risks to overall NSS coordination

Indicators of maturity in implementing Child Rights

- Legal frameworks provide a legal identity for each child
- Legal frameworks protect children from harm due to the misuse of data
- Standard guidance and training is in place across all relevant NSS actors on how to protect children from harm during statistical processes
- Producers of data on children across the NSS regularly communicate and work to a common strategy
- The NSS coordination unit/body has an objective to mainstream Child Rights into NSDS processes
**Foundational Enabler: Organisation of the NSS**

**Level 2 – NSS is well-established as a community and benefiting from coordination**

<table>
<thead>
<tr>
<th>Overall Roadmap maturity indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strong legal mandate</td>
</tr>
<tr>
<td>2. No evidence or low risk of political interference</td>
</tr>
<tr>
<td>3. Common statistical standards across the NSS are monitored and supported.</td>
</tr>
<tr>
<td>4. NSO has a formal role in national consultations on data related Government policies, eg on data protection</td>
</tr>
<tr>
<td>5. Statistical Release Calendar &amp; Dissemination Policy for all official statistics</td>
</tr>
<tr>
<td>6. A Code of Practice for official statistics/statisticians</td>
</tr>
<tr>
<td>7. Asymmetries in statistical capacity of NSS bodies at national and sub-national level are actively addressed</td>
</tr>
<tr>
<td>8. Institutional barriers to data sharing are minimal</td>
</tr>
</tbody>
</table>

**Indicators of maturity in implementing Child Rights**

- Legal protections for data on children are enforced and extend to micro-data sharing
- Consistent approaches to data disaggregation, dissemination, and quality management concerning data on children are explicitly enforced across relevant NSS bodies
- NSS Statistical Release Calendar highlights when disaggregated data related to Child Rights will be released and there is a coordinated approach to the release of survey and administrative data on related to children
- Code of Practice includes references to data on and behaviours towards children
- Strategic planning explicitly assesses and addresses differences in capabilities across national and sub-national NSS bodies in providing high quality data on children
- Relevant NSS producers of data on children and other inclusive data are well-integrated into wider NSS involvement in national or regional policy-planning and monitoring processes (such as SDG Voluntary National Reviews).

**Level 3 – Becoming a highly advanced NSS**

<table>
<thead>
<tr>
<th>Overall Roadmap maturity indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Shared culture/mindset facilitates extensive sharing of data, metadata, and micro-data</td>
</tr>
<tr>
<td>2. Advanced role for the NSO as a national Data Steward</td>
</tr>
<tr>
<td>3. Regular independent quality monitoring</td>
</tr>
<tr>
<td>4. Clear distinction between official statistics, other Government data, and non-Government data</td>
</tr>
<tr>
<td>5. Regular independent commentary by NSS-related body on statistical misuse/ misinterpretation</td>
</tr>
<tr>
<td>6. The Code of Practice drives improvements in data quality</td>
</tr>
</tbody>
</table>
Child Rights maturity indicators for other enablers of statistical system transformation

The full Maturity Model, including for the priority enablers is available at Annex A. The table below gives a summary of the maturity indicators for approaches to Child Rights in relation to the priority enablers of the African Roadmap.

<table>
<thead>
<tr>
<th>Roadmap Priority enabler</th>
<th>Indicators of system maturity in implementing Child Rights</th>
</tr>
</thead>
</table>
| **Technology**           | • Data on children and other inclusivity data is a focus of one or more administrative data pilots  
                           • Challenges concerning data about children and other inclusivity data are subject to testing of digital technology solutions  
                           • Any investigation of potential survey reconfigurations involve an objective to enhance the quality, availability, ethical robustness, and efficiency of data collection about children  
                           • In relevant countries, innovations in data collection methods include consideration of how to address the cultural sensitivities of respondents in providing data on children in different contexts. |
| **Reform Management**    | • Child Rights are mainstreamed into the activities of NSDS/RSDS Programme Management – such as by:  
                           ▪ ensuring relevant KPIs are monitored and actioned in terms of how well Child Rights are being supported by strategic planning for official statistics in various sectors and geographies.  
                           ▪ Risk management plan is in place for implementing Child Rights considerations of the NSDS/RSDS |

CASE STUDY:
The Government of Zanzibar has taken an integrated approach involving local leaders (Sheha), civil society, UN agencies, and the media, using data, community engagement, and other interventions to raise awareness and shift social expectations and tolerance around GBV. Ultimately, data is an important but complex piece of the puzzle.

At higher levels of overall system maturity:
• A central data warehouse has a primary purpose of safely combining intersectional data  
• Digital dissemination platforms are accessible to children and facilitate beneficial decision-making about children, eg in family or business contexts  
• Planning for and testing all technological developments are robust in terms of protecting children and seeking to enhance the quality of data about children  
• The safe use of geospatial and Citizen-Generated Data supports some decision-making about Child Rights  
• Research is maintained and used to inform data users about specific quality issues with the use of digital and other new data and technology to obtain child-related data.
<table>
<thead>
<tr>
<th>Roadmap Priority enabler</th>
<th>Indicators of system maturity in implementing Child Rights</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• NSDS/RSDS is made accessible to schools and children and these groups are integrated into planning processes</td>
</tr>
<tr>
<td></td>
<td>• NSS staff are trained in understanding how to support and implement Child Rights via their actions and behaviours and how this relates to the NSDS.</td>
</tr>
<tr>
<td></td>
<td>• A member of the NSO/Regional body senior management team has a responsibility for ensuring statistical systems optimise their support to the implementation of the CRC.</td>
</tr>
<tr>
<td>Human Capital</td>
<td>• Enumerators are trained in dealing with the cultural sensitivities of survey respondents providing data on children in relevant national, sub-national, or population sub-group contexts</td>
</tr>
<tr>
<td></td>
<td>• NSS staff who produce data on children and other inclusivity data are identified and relevant basic training needs met on at least a 2-year cycle.</td>
</tr>
<tr>
<td></td>
<td><strong>At higher levels of overall system maturity:</strong></td>
</tr>
<tr>
<td></td>
<td>• There is continuous capacity building of statistics experts in partnership with universities and research institutes in areas related to statistical techniques for improved data on children, such as sampling methods.</td>
</tr>
<tr>
<td>Capacity Development</td>
<td>• Learning exchange programmes between countries of similar levels of maturity develop and share knowledge on improving how statistical systems support Child Rights</td>
</tr>
<tr>
<td></td>
<td>• Results of testing of the Child Rights toolkit are disseminated internationally</td>
</tr>
<tr>
<td></td>
<td>• Knowledge is exchanged between official statisticians and teachers so that there is a mutual understanding of how collaboration between them can benefit children</td>
</tr>
<tr>
<td></td>
<td>• Statistical literacy programmes for children embed the sustainability principle (see full Maturity Model)</td>
</tr>
<tr>
<td></td>
<td>• Development Partner action at regional or global level coordinates technical and financial support to statistical systems so that capacity development assistance related to Child Rights is strategic, efficient, and sustainable, and statistical systems can navigate and access support equitably.</td>
</tr>
</tbody>
</table>
03. Good practice checklists for mainstreaming Child Rights
The checklists below set out high-level actions to help ensure Child Rights are mainstreamed effectively into strategic planning for official statistics. These should be used in conjunction with other tools in the toolkit and the training material.

**3.1 Checklist for coordinators of statistical system planning**

This checklist is designed for units that coordinate official statistical systems and lead NSDS and RSDS processes18 and statistical planning experts that support these processes.

Users of data about children and other stakeholders seeking to promote Child Rights can also use it to understand the potential expectations and thinking of system planners and to consider how to assist them.

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18 Such as those in National Statistical Offices and Regional organisations.
<table>
<thead>
<tr>
<th>Category</th>
<th>NSDS/RSDS stage</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Child Rights policy priority awareness</strong></td>
<td>All stages</td>
<td>1. Identify and consult with all main Government users of data about children(^\text{19}) and intersectional data within each stage of the NSDS/RSDS lifecycle.</td>
</tr>
<tr>
<td>Design</td>
<td></td>
<td>1.2 Ensure Child Rights are a visible component of prioritisation processes for official statistics statistical workplans(^\text{20}).</td>
</tr>
<tr>
<td>Deployment</td>
<td></td>
<td>1.3 Ensure data producers and users are jointly aware of and formally monitoring changing priority data needs for policymaking on Child Rights, and plans are in place for this to influence annual work planning or mid-term reviews.</td>
</tr>
<tr>
<td>2. Data producer coordination</td>
<td>All stages</td>
<td>2. Identify and consult with all current and potential(^\text{21}) producers of data about children within official statistics.</td>
</tr>
<tr>
<td>3. Collaboration with UNICEF</td>
<td>All stages</td>
<td>3. Maintain a good working relationship that leads to a shared action plan on Child Rights between the NSO/NSS or Regional body and the UNICEF Country/Regional Office. This can include specific references to working together on NSDS/RSDS processes. As well as being key data users, UNICEF offices can provide technical and other support to official statisticians regarding data on children. They also tend to have strong links to Government data users that can be leveraged and can support stakeholder mapping at national and regional levels.</td>
</tr>
<tr>
<td>4. Follow-up</td>
<td>Deployment</td>
<td>4. Consider how the NSS plans to take stock of progress on strategic goals for Child Rights, for example via annual or mid-term review and planning. If an NSDS/RSDS already exists and Child Rights has not already been mainstreamed, then stakeholders, supported by this toolkit, could begin to map priority strategic needs for Child Rights onto existing strategic objectives and integrate them into NSDS/RSDS implementation activities.</td>
</tr>
<tr>
<td>5. Use of the PARIS(^\text{21})/UNICEF toolkit</td>
<td>All stages</td>
<td>5. Tools are reviewed, and implications adapted/included as relevant in NSDS/RSDS processes.</td>
</tr>
<tr>
<td>6. Alignment with the Inclusive Data Charter</td>
<td>Preliminary</td>
<td>6.1 Assess the maturity of the statistical system in line with the principles of the Inclusive Data Charter.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6.2 Include objectives in the NSDS/RSDS focussed on a strategy for appropriate and realistic steps to implement the Charter.</td>
</tr>
<tr>
<td>7. Integration with Development Partner strategies</td>
<td>All stages</td>
<td>7. Ensure the statistical activities of Development Partners relating to data on children and inclusivity data are planned in conjunction with the NSDS/RSDS and have clear links to the priorities for statistical system development. The action needs to be adapted as necessary to the current timeframe for the NSDS/RSDS lifecycle and Development Partner strategic planning processes. Key partners to approach for joined-up planning are likely to include UNICEF, other UN bodies, the World Bank, and NGOs.</td>
</tr>
</tbody>
</table>

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\(^{19}\) Examples include a wide variety of Ministries and specialist bodies such as Child Rights councils, Child Rights observatories, Human and Child Rights monitoring bodies etc...

\(^{20}\) Priorities are often expressed in National Development Plans or national child-related SDGs. There are existing tools to facilitate a consensus on priorities within overall user demands such as ADAPT, EPiC, and SDG Voluntary National Reviews.

\(^{21}\) Such as Government bodies with the potential to provide administrative data, or those previously considered outside of the sphere of official statistics such as private sector bodies that hold relevant data, Development Partners that hold data, including so-called ‘humanitarian’ data.
### 3.2 Checklist for stakeholders advocating for Child Rights

This checklist is designed for people and organisations, including but not limited to UNICEF offices, that use, want to use, or want better use of official statistics that relate to the situation of children, or those that seek the empowerment of children. Official statisticians involved in strategic planning should also refer to this checklist to understand the potential expectations and thinking of wider Child Rights stakeholders.

<table>
<thead>
<tr>
<th>Category</th>
<th>NSDS/RSDS stage</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identification of strategic priorities</td>
<td>Preliminary</td>
<td>1. Prepare a clear position on strategic priorities for statistical system planning to support Child Rights, clearly ranked in terms of priority. Regular review, monitoring, and communication of changing priorities should take place during all stages of the NSDS/RSDS. It is recommended to prepare priorities for: Strategic developments that enhance and sustain the capability of the statistical system 22 Specific types of data about children, including which dimensions of quality are most important (timeliness, accuracy, coherence, comparability) How the statistical system can support better use of official statistics, such as via analysis and visualisations. The integration of the Principles of the Inclusive Data Charter in statistical system planning</td>
</tr>
<tr>
<td>2. Collaboration with other Child Rights stakeholders</td>
<td>All stages</td>
<td>2. Prepare a coalition of stakeholders that can support the statistical system in meeting your priorities. This may be best constituted around Child Rights, but also with those seeking broader improvements in inclusivity data. Establish joint strategic priorities according to each stage of the NSDS/RSDS and develop joint support plans for the long-term development of the statistical system. Relevant users can include Government 23, Civil Society, NGOs, and Development Partners. Contacting a UNICEF Country/Regional Office could be useful to begin building a coalition for influencing the NSDS/RSDS process.</td>
</tr>
<tr>
<td>3. Engagement with data producers</td>
<td>All stages</td>
<td>3. Set-up processes for regular engagement with data producers in official statistics. Relevant data producers can include National Statistical Offices, including the coordinating unit managing the NSDS lifecycle and data producing departments within the NSOs (Eg Directors of Social Statistics), other potential and existing data producers in other Government/local Government, and wider partners that can hold relevant data to combine with official statistics, such as telephone service providers.</td>
</tr>
</tbody>
</table>

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22 The Maturity Assessment Models provided in the toolkit can guide proposals

23 Examples include a wide variety of Ministries and specialist bodies such as Child Rights councils, Child Rights observatories, Human and Child Rights monitoring bodies etc.
This checklist suggests actions for UNICEF offices. It underlines areas where UNICEF may usefully take a lead among Child Rights stakeholders and invest in supporting the statistical system.

Ideally, action-planning and strategy alignment can take place during the Preliminary, Design, and start of the Deployment stages. Each of the recommended actions can still take place during the Deployment stage. The priority goal is to act in these areas as soon as possible.

Where a Data for Children Action Plan exists at country level, this should explicitly complement the NSDS lifecycle strategy. Supporting tools include:

- UNICEF list of frequently found challenges in CO Action Plans.
- UNICEF 10 Actions to help your data ecosystem
- UNICEF’s Data for Children Strategic Framework

### 3.3 Checklist for UNICEF Country and Regional offices

<table>
<thead>
<tr>
<th>Category</th>
<th>NSDS/RSDS stage</th>
<th>Actions</th>
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</thead>
</table>
| 4. Alignment of internal data processes with NSDS/RSDS | Design | 4. Seek to work closely with statistical offices in the planning and implementation of activities related to data and statistics (eg of surveys, data innovation, improvements in administrative data, data analysis and research).

A recommended goal of data processes outside of official statistics is to optimise support for the development and efficiency of official statistics (such as by sharing data, transferring relevant skills).

<p>| 5. Supporting the business case for investment in official statistics | All stages | 5. Prepare information on how evidence-based decision making is making a difference in the lives of children and how data about children can support national development priorities. Disseminate/promote this to policymakers, the politically influential, and other stakeholders – which may of particular use in generating/implementing resource commitments. |</p>
<table>
<thead>
<tr>
<th>Category</th>
<th>Actions</th>
</tr>
</thead>
</table>
| 1. Action plan for supporting strategic planning in official statistics | **1.1** Develop strategic priorities and an action plan for how to support the NSDS/RSDS lifecycle in agreement with the NSO/Regional bodies.  
**1.2** Take a lead in bringing together a coalition of Child Rights stakeholders and ensure joined-up action-planning in supporting the development of the statistical system. Of particular importance will be collaboration with the UNRCo and other UN bodies or other Development Partners active in supporting NSDS/RSDS processes. |
| 2. Alignment of strategies                          | **2.** Anchor Action 1 in Country/Regional Office strategies by them integrating considerations of how the office will support the objectives of the NSDS/RSDS. Ideally, consideration is given to how UNICEF can:  
Strategic planning at UNICEF office level could include support virtuous cycles for official statistics. Examples include, using a potential strength in UNICEF capability, investing in political advocacy about the need for and impact of high-quality official statistics on the lives of children and overall national prosperity. UNICEF offices should also seek to complement rather than un-intentionally obstruct the long-term sustainable development of official statistics (eg in the use of local human resources). |
| 3. Staff capability                                 | **3.** Ensure a significant cadre of relevant staff in the office are familiar with languages and concepts relevant to official statistics planning.  
This includes understanding the NSDS/RSDS lifecycle, details of the current national NSDS/RSDS, and the challenges, opportunities, and perspectives of official statisticians at global, regional, national, and sub-national levels. The toolkit training material provides a framework for such learning. |

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24 See section Maturity Assessment Model tools and the Roadmap for the Transformation and Modernisation of official statistics in Africa for more details
Mainstreaming Child Rights via the Generic Statistical Business Process Model (GSBPM)
4.1 Introduction to the GSBPM

A statistical system is a business process, comprised of logical cyclical phases. In each of these phases, official statisticians seek constant improvements in efficiency that are firmly anchored in user needs for statistics.

The Generic Statistical Business Process Model (GSBPM) has been developed by the United Nations[2] to support analysis of business processes in official statistics, as per the figure. For more background see the toolkit’s training material, including a detailed description of the phases and sub-phases. In terms of the GSBPM’s eight high level phases, the tool sets out some indicative ideas about how to mainstream Child Rights into similar objectives in national or regional contexts.

This tool, and the GSBPM itself, is not prescriptive. It aims to inform stakeholders in finding the right way to mainstream Child Rights in a specific context. Many aspects align with the Checklists and Maturity Assessment tools provided elsewhere in the toolkit. The tool aims to give an alternative lens via which overall conclusions on mainstreaming may be enriched.
4.2 Tool for using the GSBPM in planning for Child Rights

Using the GSBPM - Alignment with the PARIS21 NSDS/RSDS lifecycle

While the GSBPM can be used as an overall framework for designing and NSDS/RSDS, the use of the GSBPM helps to consider planning issues that largely relate to the Deployment stage of the lifecycle. This relates to the detailed design of both overall statistical infrastructure and specific business processes set out in an NSDS/RSDS.

Where the Evaluation and Specify Needs GSBPM phases for a specific statistical business process complete during an NSDS/RSDS’ Deployment stage, results and learning need to be captured and used in the Preliminary and Design stages of the next lifecycle. Where there is a clear link to a specific stage of the NSDS/RSDS process this is highlighted in the tool.

See toolkit training material for more details on the GSBPM and how to use it

<table>
<thead>
<tr>
<th>GSBPM Phase &amp; relation to NSDS/RSDS processes</th>
<th>Ideas for how stakeholders can mainstream Child Rights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specify Needs (of users)</td>
<td>• Follow the toolkit Checklists and establish priorities for data about children, including via the use of the highlighted priority setting tools. Not forgetting the needs for micro and meta data and the priorities for data quality. These also need to feed into the design of data production solutions and data management processes.</td>
</tr>
<tr>
<td>Largely concerns the Design stage. But some statistical processes will be designed, implemented, and evaluated well within the time period of an NSDS/RSDS. User needs may need to be re-assessed based on learning during the Deployment stage. Ongoing mechanisms for user-producer engagement are therefore key to the success of the whole business cycle.</td>
<td>• Users and producers of statistics about children can work together in preparing the business case for investment. Such as via collating evidence about how high-quality data about children can support national or regional prosperity.</td>
</tr>
<tr>
<td>Design &amp; Build (test)</td>
<td>• Ensure the opinions of children are reflected in identifying priority data needs.</td>
</tr>
<tr>
<td>Detailed design and building of business processes in theory would take place in the Deployment stage of the NSDS/RSDS. Child Rights stakeholders need continued engagement, especially to ensure designs can meet their needs effectively, planning together to readjust strategies if needed.</td>
<td>• Build into the NSDS/RSDS a target date for evaluating progress and re-evaluating priorities for Child Rights.</td>
</tr>
<tr>
<td>These phases are largely carried out by statisticians in collaboration with other experts (such as in IT). Child Rights stakeholders can support them by:</td>
<td>• leveraging relevant expertise available to them or providing relevant financial resources. A useful area of support in procuring and managing ICT systems. Statistical systems have traditionally faced challenges here that undermine well-designed statistical processes.</td>
</tr>
<tr>
<td></td>
<td>• sufficient oversight to ensure the full range of policy needs relating to children are catered for. Such as such ensuring data related to emotions are gathered via surveys or CGD where there statistical system has a large focus on shifting to administrative data in an NSDS/RSDS.</td>
</tr>
<tr>
<td>GSBPM Phase &amp; relation to NSDS/RSDS processes</td>
<td>Ideas for how stakeholders can mainstream Child Rights</td>
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<tr>
<td><strong>Collect/ Process/ Analyse</strong></td>
<td><strong>Most aspects related to Child Rights should be covered in designing and building the production solution for specified data needs. But a key planning action could be in responding well to real-world events, by:</strong></td>
</tr>
<tr>
<td>The collection, processing, and analysing of data about children in theory would take place in the Deployment stage. But key aspects of risk identification and management should be built into the Design stage.</td>
<td>- Action on risk management and mitigation, which could be jointly managed by Child Rights stakeholders.</td>
</tr>
<tr>
<td><strong>Disseminate</strong></td>
<td><strong>Risks are manifold, including related to: environmental hazards, geo-political events, data breaches, inadequate staff or financial resources, lack of joined-up planning with the data-related activities of Development Partners; and a lack of adaptation of processes to cultural sensitivities in diverse contexts.</strong></td>
</tr>
<tr>
<td>Delivering improvements in and maintaining good practices in dissemination should be a core element of the Deployment stage. Stakeholders need to monitor how well such objectives are being implemented and feed-back to data producers regularly.</td>
<td>- A range of dissemination products and services should increase the uptake and use of official statistics in decision-making about and by children, particularly in terms of national and international commitments to implementing Child Rights, including by:**</td>
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<td></td>
<td>- Improvements in meeting the dimensions of quality needed by users, such as finding the right balance between accuracy, timeliness, comparability, and ethical considerations26.</td>
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<td></td>
<td>- Improvements in the accessibility of data, such as by the range and utility of data formats, access to meta and micro-data, data visualisations, provision of analysis applicable to different sets of users (eg Government users, businesses, families, children etc)</td>
</tr>
<tr>
<td><strong>Evaluate</strong></td>
<td><strong>Capturing evidence about successes and challenges of business processes within NSDS/RSDS lifecycles is an important aspect of reform management. Ensuring it’s captured according to outcomes for Child Rights may be a useful way to mainstream Child Rights into the next NSDS/RSDS or intermediate planning processes</strong></td>
</tr>
<tr>
<td>This phases relates primarily to the Preliminary stage of the NSDS/RSDS, in that evidence gathered about the effectiveness and efficiency of production solutions needs to feed into the Design of the next NSDS/RSDS.</td>
<td>- Especially for longer NSDS/RSDSs (eg 10 years), it is important to ensure a formal mid-term review is planned to assess evidence to date and re-plan/ refine intermediate strategies should be important.</td>
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26 See training material for more details on Data Quality Dimensions
Mainstreaming Child Rights into NSS external engagement

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<thead>
<tr>
<th>NSS external engagement</th>
<th>Ideas for mainstreaming Child Rights</th>
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<tr>
<td><strong>Level 1 – Fundamentals are in place and maintained</strong></td>
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<tr>
<td>9. All official statistics map onto known national policy priorities, particularly the National Development Plan</td>
<td>• NSO coordinates with NSS producers in establishing with Government data users a set of priority target indicators. These map onto specific Child Rights policy commitments, such as in National Development Plan or SDG Indicators and recognise the technical aspects of measuring them.</td>
</tr>
<tr>
<td>10. Technical aspects of key Govt policy indicators are actively influenced by NSO/NSS bodies</td>
<td>• [See How to determine priorities for statistical workplans of the Toolkit]</td>
</tr>
<tr>
<td>11. Head of NSO regularly meets with Ministers and acts on meeting their needs; at least one Cabinet Minister is a champion for official statistics</td>
<td>• A Cabinet Minister is a champion for official statistics about children. Depending on the political economy, having an additional Minister as a champion other than the one responsible for children would be beneficial</td>
</tr>
<tr>
<td>12. Head of NSO and senior management team spend a significant portion of time on user relationships and communicate about the value of their existing and potential products to potential domestic funders</td>
<td>• Development Partner investments and strategies in statistics about children are explicitly linked to NSDS objectives.</td>
</tr>
<tr>
<td>13. NSO has a specialised function for supporting engagement with users (not just a communication function)</td>
<td>• There is regular engagement with national civil society organisations related to children, including for children with disabilities</td>
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<tr>
<td>14. NSDS is in place and aligned to realistic resource commitments</td>
<td><strong>CASE STUDY:</strong></td>
</tr>
<tr>
<td>15. NSDS is used regularly by stakeholders (producers and users) to realign strategic planning</td>
<td>The Kenyan Ministry of Public Service, Gender, Senior Citizens, and Special Programmes has driven the development of an Inclusive Data Charter (IDC) Action Plan</td>
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<tr>
<td>16. Donor funds are integrated with domestic resources through a common expenditure framework for the NSS</td>
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<td></td>
<td>A coalition of Civil Society bodies in Senegal eventually influenced the Government of Senegal to commit to the Inclusive Data Charter (IDC) and spurred the Ministry of Education and Ministry of Health to rethink their data practices.</td>
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**Level 2 - Beginning to establish and reap the benefits of a virtuous cycle**

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<tr>
<td>12. Systematic user-producer mechanisms influence decision-making on official statistics, inc. at sub-national level</td>
<td>• Stakeholders for Child Rights (including data users within and beyond Govt. and producers of data) have a regular formal means of communication, such as a Task Team or committee to monitor progress on data gaps and consider solutions, adjust priorities, monitor resourcing etc</td>
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<tr>
<td>13. Official statistics respond to demands beyond the NDP at local and national levels</td>
<td><strong>CASE STUDY:</strong></td>
</tr>
<tr>
<td>14. NSO actively influences international developments, statistical standards, and policies</td>
<td>A coalition of Civil Society bodies in Senegal eventually influenced the Government of Senegal to commit to the Inclusive Data Charter (IDC) and spurred the Ministry of Education and Ministry of Health to rethink their data practices.</td>
</tr>
<tr>
<td>15. There is a clear understanding of role of official statistics across Government, Parliament, media, and other sectors (national consensus) with multiple champions for official statistics in Government &amp; Parliament</td>
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<tr>
<td>NSS external engagement</td>
<td>Ideas for mainstreaming Child Rights</td>
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<td>16. Government has a public commitment to high quality and independent official statistics</td>
<td>• Child Rights and related inclusivity statistics are clearly embedded in national Results-based Management systems</td>
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<td>17. NSO actively inputs into the development of wider Government strategies, such as digital transformation</td>
<td>• Government consults NSO experts on using data about children in the development of Child Rights policymaking</td>
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<tr>
<td>18. Policymakers routinely make use of official statistics, use advice/analysis from official statisticians in policy decisions, and get their support on general statistical literacy skills</td>
<td>• External data ecosystems for inclusive data (such as data collected about children by Development Partners) are highly integrated with NSDS priorities</td>
</tr>
<tr>
<td>19. Public trust in and awareness of official statistics is high</td>
<td>• NSS provides advice to teachers on statistical literacy</td>
</tr>
<tr>
<td>20. National or international communities of statistical or other data professionals (such as statistical societies) provide scientific feedback on the NSS, support independence through constructive support and criticism, advocate for official statistics, and help deal with strategy and technical challenges.</td>
<td>CASE STUDY:</td>
</tr>
<tr>
<td>21. Allocation of fiscal resources by Government is adequate for the statistical work plan over at least 5-years.</td>
<td>In collaboration with UNICEF and the Rwanda Education Board (REB), Rwanda’s National Institute of Statistics (NISR) Training Centre and data Science Campus developed a Teacher’s Interactive Discussions Guide to teach data literacy to children in the classroom.</td>
</tr>
<tr>
<td>22. NSDS and official statistics are integrated in national Results-Based Management systems and Integrated National Financing Frameworks</td>
<td>• There is a means to consult children on the design and outputs of official statistics</td>
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**Level 3 – Becoming a highly advanced statistical system**

| 10. Systematic & multilateral engagement includes academia, media, and technology sector etc | • Statistical literacy is a part of school curricula up to secondary level |
| 11. Scientific means of collecting a wider range of user feedback influence decisions about official statistics. | • Official statistics are routinely disseminated in child-friendly formats |
| 12. Official statistics are delivered in partnership with external organisations, with well-defined but agile roles | • The NSS works with a range of external partners to provide analysis to support decision-making on Child Rights. |
| 13. Extensive domestic user engagement takes place at domain levels | CASE STUDY: |
| 14. Funding for statistics across NSS bodies is ring-fenced and protected, including for innovation. | The Data for Children Collaborative with UNICEF supports the delivery of a new Children’s Climate Risk Index (CCRI) in partnership with the UK universities of Southampton, Edinburgh, Stirling, Highlands and Islands and the Government’s Data Science Hub |
| 15. Long term statistical literacy programmes advance beyond Government into schools and other areas | • A body consisting of a diverse range of stakeholders regularly reviews the effectiveness of statistics in supporting inclusive societies and sustainable development, including via Child Rights |
| 16. NSO clearly articulates its position and value in language relevant to the modern data ecosystem, eg as a data steward, a clear position on use of digital data and data science | CASE STUDY: In 2022, the UK established an Inclusive Data Task Force to recommend how to improve the inclusivity of UK data and evidence. Taskforce members comprise a diverse group of senior academics and civil society leaders with wide ranging expertise across equalities topics, methodologies, geographies, and data ethics. Its recommendations are being taken forward by a dedicated unit with the NSO, the ONS Centre for Equalities and Inclusion. |
| 17. NSS focuses on generating knowledge to support user needs, rather than just providing statistics | |
| 18. NSO and NSS producers are thought leaders and influencers at international, regional, and sub-regional levels | |
### Mainstreaming Child Rights into effective NSSs

<table>
<thead>
<tr>
<th>Effective NSSs</th>
<th>Ideas for mainstreaming Child Rights</th>
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<tr>
<td><strong>Level 1 – Fundamentals are in place and maintained</strong></td>
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</table>
| 1. **Basic legal and political mandate** is in place for: | • Legal frameworks exist to provide a legal identity for each child  
• Legal frameworks protect children from harm due to the misuse of data  
• Guidance and training is in place across relevant NSS actors on how to protect data on children  
• Producers of data on children across the NSS regularly communicate and work to a common strategy  
• The NSS coordination function/unit of the NSO has an objective to mainstream Child Rights into NSDS processes |
| i. data collection  
ii. independence of production and of the Chief Statistician  
iii. protection of confidentiality  
iv. defining the NSS  
v. establishing NSO as coordinating body for the NSS | |
| 2. Mechanisms **allocate and manage roles across NSS bodies**, staff see themselves as a professional community | |
| 3. Mechanisms allow **data quality and standards to be managed in a consistent way across NSS** – eg via a NQAF | |
| 4. Domestic or international **resources for official statistics are coordinated** and mobilised jointly across Govt. | |
| 5. NSS bodies (central and local Govt.) have **regular means of communication** on issues of common interest | |
| 6. **NSO has a specialised function for supporting coordination** across the NSS in decentralised systems | |
| 7. Planning **for operational or financial autonomy of the NSO incorporates due considerations of risk mitigation** for overall NSS coordination | |
| 8. **Principle of sharing data free-of-cost between all central and local Government bodies** has been established. | |
| **Level 2 – NSS is well-established and benefitting from coordination** | |
| 1. **Strong legal mandate** for: | |
| i. coordination among NSS data producers  
ii. coordination between producers and users  
iii. financial independence for the NSO  
iv. sharing data/micro data, across Government  
v. NSO to safely point out misuse and/or misinterpretation of official statistics | |
| 2. No evidence or **low risk of political interference** | |
| 3. **Common statistical standards**, statistical quality, and approaches to respondent burden across the NSS are **monitored and supported**, led by the NSO. | |
| 4. NSO has a formal **role in national consultations on data related Government policies**, eg on data protection | |
| 5. **Statistical Release Calendar & Dissemination Policy** for **all** official statistics, with process for monitoring/updating | |
| 6. A **Code of Practice for official statistics/statisticians** is in place | |
## Effective NSSs

1. **Asymmetries in statistical capacity of NSS bodies at national and sub-national level** are assessed and a plan is in place to develop well-balanced capacities.
2. **Institutional barriers to data sharing are minimal**, with mainly technical challenges remaining.

## Ideas for mainstreaming Child Rights

- Strategic planning explicitly assesses and addresses differences in capabilities across national and sub-national NSS bodies in providing high quality data on children.
- Relevant NSS producers of data on children and other inclusive data are well-integrated into wider NSS involvement in national or regional policy-planning and monitoring processes (such as SDG Voluntary National Reviews).

## Level 3 – Becoming a highly advanced NSS

1. **Shared culture/mindset among the NSS and other data custodians** facilitates extensive sharing of data, metadata, and micro-data.
2. National consensus on an advanced role for the NSS as a national Data Steward.
3. Regular **independent quality monitoring** and follow up improve NSS products and processes.
4. **Clear distinction between official statistics, other Government data, and non-Government data** (with guidance available to users at point of dissemination).
5. NSO or other independent body regularly **comments publicly on statistical misuse/ misinterpretation**.

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## Mainstreaming Child Rights into digital and other technology

### Digital and other technology

<table>
<thead>
<tr>
<th>Level 1 – Foundations for efficiency and sustainability</th>
<th>Ideas for mainstreaming Child Rights</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. NSO has consistent power and internet supply during working hours</td>
<td>- Data on children and other inclusivity data is a focus of one or more administrative data pilots</td>
</tr>
<tr>
<td>2. NSS IT capacity is sufficient for secure data storage and processing</td>
<td>- Challenges concerning data about children and other inclusivity data are subject to testing of digital technology solutions</td>
</tr>
<tr>
<td>3. NSS IT hardware and software are generally reliable, sustainable, and provide demand-driven solutions</td>
<td>- Any investigation of potential survey reconfigurations involves an objective to enhance the quality, availability, ethical robustness, and efficiency of data collection about children</td>
</tr>
<tr>
<td>4. Buildings used in statistical processes across the NSS do not inhibit efficiency</td>
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</table>
Digital and other technology | Ideas for mainstreaming Child Rights
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6. All NSO statistical releases are available on the internet with continuous access for users. | • In relevant countries, innovations in data collection methods include consideration of how to address the cultural sensitivities of respondents in providing data on children in different contexts.
7. Potential investments in survey reconfiguration have been identified | CASE STUDY:
The Government of Zanzibar has taken an integrated approach involving local leaders (Sheha), civil society, UN agencies, and the media, using data, community engagement, and other interventions to raise awareness and shift social expectations and tolerance around GBV. Ultimately, data is an important but complex piece of the puzzle.
8. Some key administrative data sources have been identified for piloting their use as official statistics, leading to plans to address fundamental data quality issues and the development of future strategy | 9. Identification of how digital data or technology can be used tactically at low cost to demonstrate how the NSS can play a unique and added value role in supporting policy needs or to provide for sustainable efficiencies in statistical production systems (as compared to other potential investments)

**Level 2 – Significantly enhanced performance through modern technology**

1. Survey/Enquiry respondents are offered multi-mode response options (web, phone, mail etc.). | • A central data warehouse has a primary purpose of safely combining intersectional data
2. There has been a transition to multi-mode methods and an integrated survey platform. | • Digital dissemination platforms are accessible to children and facilitate beneficial decision-making about children, eg in family or business contexts
3. NSO has a central data warehouse for key time-series datasets and micro-data based on common sets of standards, classifications, and metadata. | • Planning for and testing all technological developments are robust in terms of protecting children and seeking to enhance the quality of data about children, including via statistical disclosure control mechanisms
4. NSO technology strategy is well-aligned with national and sub-national Government plans for technological developments affecting data (eg e-Government, digital connectivity) and Open Government | • The safe use of geospatial and Citizen-Generated Data supports some decision-making about Child Rights
5. Administrative data sources are used for a wide range of official statistics based on digital technology solutions. | • Research is maintained and used to inform data users about specific quality issues with the use of digital and other new data and technology to obtain child-related data
6. Data from a variety of sources are commonly integrated to produce statistical outputs |
### Digital and other technology

**Level 3 – A tech-savvy NSS**

A national and international leader in the use of technology and digital data

1. All production systems are digitised, integrated, and automated, and include a data warehouse for all data storage, processing, and dissemination.

2. Data dissemination is regularly integrated with added-value technological systems such as GIS and other emerging technologies.

3. Data science capabilities are expanded to measure new phenomena faster and more reliably, such as the digital economy, natural capital accounting, high-frequency indicators etc.

4. NSS continuously explores frontier technologies and statistical innovation through dedicated projects

5. Specialised functions are in place that respond with agility to emerging features of the modern data landscape, including support for digital dissemination, data science and digital innovation, data governance and security etc.

- There is safe dissemination of small area disaggregated statistics related to children and sensitive themes (e.g. abuse, forced labour, trafficking...)

### Mainstreaming Child Rights into Reform Management

#### Reform Management

**Level 1 – Fundamentals are in place and maintained**

- Staff and/or a function is available to project and programme manage NSDS delivery, with a key objective being the development of sustainable internal NSO capability in this area.

- NSDS articulates the business case for investment in official statistics based on the NSO having sound approaches to reform management, including:
  a) a reform management strategy covering Programme, Change, and Risk Management
  b) KPIs for the NSDS and with a monitoring strategy

- NSDS is an accessible document that is used regularly in line with statistical advocacy processes among national and international stakeholders.

- NSS staff are aware of the Change Management strategy for the NSDS, and a process is in place to allow them to shape it

- Child Rights are mainstreamed into the activities of NSDS Programme Management – such as by:
  - ensuring relevant KPIs are monitored and actioned in terms of how well Child Rights are being supported by strategic planning for official statistics in various sectors and geographies.
  - Risk management plan is in place for implementing Child Rights considerations of the NSDS/RSDS

**Level 2 – Modernised management systems**

- Experienced Programme and Project Managers are working in the NSO and managing NSDS delivery with close oversight by the NSO senior management board

- Financial commitments are in place to fully support all objectives of the NSDS with regular financial reporting and outcome monitoring processes for funding providers

- NSO has developed an inventory of organisational processes to support business processes, according to the GAMSO, and integrates ethical considerations relevant to the modern data landscape

- NSDS is made accessible to schools and children and these groups are integrated into planning processes

- NSS staff are trained in understanding how to support and implement Child Rights via their actions and behaviours and how this relates to the NSDS.

- A member of the NSO senior management team has a responsibility for ensuring the NSS optimises its support to the implementation of the CRC.
4. **A function in the NSO supports business process re-engineering** which include providing blueprints for processes to be reformed envisaged in the NSDS

5. **NSO and NSS staff have a high level of awareness and buy-in to the NSDS and Change Management strategy** and processes are in place for them to support its development and delivery

6. **A key function of the NSO senior management board and NSS coordination bodies is the management of NSDS delivery**, including a Monitoring, Evaluation and Learning (MEL) process, and implementing the Change Management strategy

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### Mainstreaming Child Rights into Human Capital

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<tr>
<th>Human capital</th>
<th>Ideas for mainstreaming Child Rights</th>
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<tr>
<td><strong>Level 1 – Sustainable fundamental skills for quality statistics</strong></td>
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<tr>
<td>1. <strong>Recruitment and staffing plan in place</strong>, and funded for the NSO for at least the next 5 years.</td>
<td>• Enumerators are trained in dealing with the cultural sensitivities of survey respondents providing data on children in relevant national, sub-national, or population sub-group contexts</td>
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<tr>
<td>2. <strong>Connections with national educational institutions provide well-qualified professional statisticians</strong>, with approximately 40% of NSO staff hold graduate degrees in statistics or related subjects.</td>
<td>• NSS staff who produce data on children and other inclusivity data are identified and relevant basic training needs met on at least a 2-year cycle.</td>
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<tr>
<td>3. NSO has an effective <strong>training programme</strong> in place to develop its staff in line with the NSDS, with commitments to provision of training in place at domestic, sub-regional, regional, or international levels.</td>
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<td>4. <strong>Government staff producing and/or disseminating official statistics in non-NSO bodies are trained or qualified in statistics</strong></td>
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<tr>
<td>5. <strong>Top tier of NSO senior management are well-skilled in leadership, business intelligence, and advocacy</strong> and regularly re-train in this area</td>
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<tr>
<td>6. NSO staff have <strong>skills in using and communicating about digital technology</strong>; well-skilled at senior management level and an increasing amount of NSO staff have at least basic knowledge of the application of digital technology and data in official statistics – Eg, about data science and the costs and benefits digitalisation.</td>
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<tr>
<td>7. A core cadre of staff in the NSO have <strong>sufficient skills to support reform management</strong>.</td>
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<td>8. A <strong>performance management system</strong> is implemented consistently across NSO business units</td>
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<p>| <strong>Level 2 – Developing a sustainable strategy well-adapted to the modern data ecosystem</strong> | |
| 1. <strong>A Code of Conduct is in place for NSS staff</strong>, and they are trained in its implementation | • There is continuous capacity building of statistics experts in partnership with universities and research institutes in areas related to priority statistical techniques for improved data on children, such as sampling methods. |
| 2. <strong>NSO skills balance includes more ICT experts</strong>, including to support internal IT users and develop tailored ICT solutions for the institutional environment | |
| 3. <strong>Experts in geospatial technology</strong> are available centrally or in domain areas within the NSO | |</p>
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<tr>
<th>Human capital</th>
<th>Ideas for mainstreaming Child Rights</th>
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<tr>
<td>4. <strong>Most staff have a working understanding of the use of digital data sources</strong> and there are sufficient skills available to support data integration across many domains</td>
<td><strong>Cooperation with scientific and technology community is established on training</strong> in digital skills and provision of statistical processes and products</td>
</tr>
<tr>
<td>5. <strong>Cooperation with scientific and technology community is established on training</strong> in digital skills and provision of statistical processes and products</td>
<td><strong>At least the top two tiers of senior managers are well-trained in statistical and organisational leadership,</strong> including change management, drawing on experiences from inside and outside the world of official statistics</td>
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<tr>
<td>6. At least the <strong>top two tiers of senior managers are well-trained in statistical and organisational leadership,</strong> including change management, drawing on experiences from inside and outside the world of official statistics</td>
<td><strong>HR planning involves continuous scoping and training of new training or recruitment needs,</strong> and understands that staff need a broad set of non-technical skills</td>
</tr>
<tr>
<td>7. <strong>HR planning involves continuous scoping and training of new training or recruitment needs,</strong> and understands that staff need a broad set of non-technical skills</td>
<td><strong>NSO performance management system also rewards the application of non-technical skills</strong> that support transformation, such as innovation, staff management, seeking continuous personal and corporate improvement, communication skills, and coaching staff through change</td>
</tr>
<tr>
<td>8. <strong>NSO performance management system also rewards the application of non-technical skills</strong> that support transformation, such as innovation, staff management, seeking continuous personal and corporate improvement, communication skills, and coaching staff through change</td>
<td><strong>A learning strategy covers staff across the NSS and applies the latest knowledge about sustainable and efficient learning</strong> [see Enabler – Capacity Development]</td>
</tr>
<tr>
<td>9. <strong>A learning strategy covers staff across the NSS and applies the latest knowledge about sustainable and efficient learning</strong> [see Enabler – Capacity Development]</td>
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**Level 3 – A modernised and agile stock of human capital to draw upon**

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<tr>
<td>1. <strong>HR plans ensure the NSS has flexible access to Geospatial data experts, Data Scientists, Data Engineers, and Data Analysts</strong> as needed to meet user needs and explicitly considers the most efficient sources of skills across in-house and externally provided services.</td>
<td><strong>Attractive career paths are designed and marketed for official statisticians.</strong> These contribute to the NSO/NSS retaining at least 90% of its technical staff in each year while supporting career-long mobility between NSO units, other NSS bodies, and external organisations.</td>
</tr>
<tr>
<td>2. <strong>Attractive career paths are designed and marketed for official statisticians.</strong> These contribute to the NSO/NSS retaining at least 90% of its technical staff in each year while supporting career-long mobility between NSO units, other NSS bodies, and external organisations.</td>
<td><strong>Performance management systems in the NSO and NSS bodies have similar and compatible structures</strong> in terms of statistical standards and career development</td>
</tr>
<tr>
<td>3. <strong>Performance management systems in the NSO and NSS bodies have similar and compatible structures</strong> in terms of statistical standards and career development</td>
<td><strong>There is a demonstrable/highly visible commitment of staff to continuous improvement</strong> across the NSO and NSS</td>
</tr>
<tr>
<td>4. <strong>There is a demonstrable/highly visible commitment of staff to continuous improvement</strong> across the NSO and NSS</td>
<td><strong>NSS staff are business-savvy and outward-looking as a default</strong> and can easily work with and in a variety of institutional environments.</td>
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Mainstreaming Child Rights into capacity development

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<thead>
<tr>
<th>Capacity development processes</th>
<th>Ideas for mainstreaming Child Rights</th>
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<tbody>
<tr>
<td>1. Peer-to-peer and mutual learning must be enhanced. Groups of countries with similar learning needs participate in learning activities together. The results of assessments using the maturity assessment model could provide a basis for the planning of such learning activities.</td>
<td>• With reference to regional bodies, exchange programmes develop knowledge between countries on improving data for Child Rights</td>
</tr>
<tr>
<td>2. Strategies ensure that learning activities are gradually more locally embedded and enhance the statistical literacy of potential domestic users of official statistics. NSSs are more independent in conducting learning activities within the system and with other national partners, or in direct partnership with other countries. At the same time, learning plans allow for opportunities outside of the NSS for statistical advocacy and help to develop statistical literacy.</td>
<td>• Results of testing of the Child Rights toolkit in countries are disseminated (eg regionally or sub-regionally)</td>
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<tr>
<td>3. Expertise and experience from the world beyond official statistics is being leveraged. Such activities are aimed at transferring knowledge relevant to the skills and perspectives required in emerging data ecosystems. This is also used as an opportunity, wherever relevant, to improve outward facing cultures in NSSs.</td>
<td>• Knowledge is exchanged between official statisticians and teachers so that there is a mutual understanding of how collaboration can benefit children</td>
</tr>
<tr>
<td>4. Sustainability is embedded as a guiding principle in all learning activities. Learning activities are used for and linked explicitly to the provision of benefits to national users and the sustaining of virtuous cycles for official statistics.</td>
<td>• Statistical literacy programmes for children embed the sustainability principle</td>
</tr>
<tr>
<td>5. Action is required to further strengthen the coordination and impact of the capacity development assistance provided by members of the African statistical system and partners in relation to:</td>
<td>• Development Partner action (at regional or global level) coordinates technical and financial support to statistical systems so that capacity development related to Child Rights is strategic, efficient, and sustainable.</td>
</tr>
<tr>
<td>(a) Monitoring, coordinating and communicating the planning and delivery of technical and strategic action, in particular ensuring planning and reporting is well-coordinated including with wider development assistance (ie not specifically earmarked for official statistics)</td>
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<tr>
<td>(b) Ensuring that technical and strategic guidance and information about sources of assistance for transformation and modernization are more accessible and more frequently used</td>
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<tr>
<td>(c) Building a stronger African voice and presence in global developments in official statistics, including engagement with junior and younger staff in Africa, and greater inclusion of African expertise and partners from beyond the world of official statistics.</td>
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<td>(d) Establishing longer-term commitments and a continuous provision of resources to individual countries or groups of countries</td>
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<tr>
<td>(e) Improving learning processes. A review of current good practices, challenges, and opportunities in relation to the road map would provide a starting point.</td>
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Annex B – Consultation process and recommendations for the toolkit’s development

The prototype toolkit was developed during June to December 2023, led by the UNICEF Regional Office for Eastern and Southern Africa and PARIS21. The content was socialised with and informed by consultations with the following bodies:

- National Institute of Statistics of Rwanda (NSIR) – including testing of the Maturity Assessment Model during their Preliminary stage of the NSDS process
- National Bureau of Statistics of South Sudan (NBS-SS) – including testing of the Maturity Assessment Model during their Preliminary stage of the NSDS process
- UNICEF Regional and all Country Offices in Eastern and Southern Africa and Southern Asia, with particular thanks to the Country Offices of Rwanda and South Sudan
- World Bank HQ and a range of country offices in Africa and Asia
- The Global Partnership for Sustainable Development Data (GPSDD) and its Inclusive Data Chater (IDC) Champions Network
- Sectoral bodies of the United Nations, including the World Health Organisation, International Labour Organisation, UN Committee on Trade and Development, UN Women, and the UN High Commission for Refugees
- UN Regional Commissions for Europe, Africa, and Asia-Pacific, Latin America and the Caribbean, and Western Asia
- UN Statistical Division
- UN Expert Group on Refugee, Internally Displaced Persons, and Statelessness Statistics (EGRISS)
- Secretariat of the Pacific Community (SPC)
- The UK’s Foreign, Commonwealth, and Development Office (FCDO)
- The UK’s Office for National Statistics
- Statistics Canada
- Statistics Norway
- INSEE - France
- EUROSTAT
- The United States Census Bureau
- The African Development Bank (AfDB)
- The African Union
- The Common Market for Eastern and Southern Africa (COMESA)
- The Intergovernmental Authority on Development (IGAD) and the National Statistical Offices of its Member States

While there were many valuable contributions, the consultation process was limited by available resources and the short time period in which they took place. The work was also the first attempt by the global statistical community to consider the issue of how to truly ‘mainstream’ sectoral issues, and inclusivity-related issues in particular. This was also the first opportunity for statistical experts and stakeholder in Child Rights to consider what are the priorities for strategic actions beyond developing lists of target indicators.

Further action is therefore needed to refine and develop the toolkit, with a second version anticipated in early 2025. This could be presented at or in the margins of the 2025 United Nations Statistical Commission and other key global and regional fora such as the African Statistical Commission. Priorities for 2024 should include:

- testing of the tools by different types of stakeholders working together during NSDS/RSDS processes, and
- engaging stakeholders more widely (in addition to those listed above) and more deeply (more time for reflection and feedback), including considering how children can contribute

Based on suggestions and comments from stakeholders during the consultations, recommended follow-up actions are set out in the table below.
## Recommended follow-up action

<table>
<thead>
<tr>
<th>Recommended follow-up action</th>
<th>Guidance</th>
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</table>
| 1. Deliver training workshops to key potential users of the toolkit in 2024<sup>27/28</sup> | Expanding on the training material provided with the toolkit, workshops can socialise the toolkit and equip potential users to navigate and readily use it. Three key groups are an initial priority:  
- **Statistical system planners** and relevant Government users in National Statistical Systems, which could in some cases be organised with regional organisations and links made between NSDSs and RSDSs  
- **Development Partners** and their consultants who support statistical system planning, such as PARIS21, World Bank Country Offices, bilateral donors, international/continental organisations  
- **UNICEF Country and Regional Offices**  
These would also be opportunities for:  
- Collecting more evidence on how best to develop the next version of the toolkit (in line with Recommendation 3 below)  
- Generating interest/volunteers for testing the toolkit in practice (see Recommendation 2 below) |
| 2. A range of partners should work together to test the toolkit in 2024<sup>29</sup> | Testing is needed across different NSDS/RSDS stages with learning captured for the development of:  
- Future versions of the toolkit  
- Approaches to ‘mainstreaming’ other cross-cutting sectoral challenges into planning for official statistics, and  
- The overall NSDS/RSDS guidelines.  
First steps include the provision of training (Recommendation 1) and the development of a template for proposed approaches to carrying out and reporting on the testing in different stages of the NSDS/RSDS lifecycle |
| 3. Develop and implement a plan for further stakeholder engagement in 2024/25 | Beyond live testing in NSDS processes, which may be practically limited by the number of available opportunities, more in-depth reflection is required on the tools, alternatives, and technical issues raised in the toolkit. Of particular importance would be stakeholder engagements that help:  
- Develop tools to help children engage with strategic planning in official statistics  
- Ensure a wider variety of stakeholder inputs from the UN ECLAC, ESCAP, and ESCWA regions<sup>30</sup>, including specifically from small island state perspectives  
- Gain inputs from a wider variety of bodies who have the desire and ability to influence and support statistical planning processes for the benefit of Child Rights, including national, regional, and international public bodies, Government departments, and NGOs.  
- Identify case studies (Recommendation 4) |

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<sup>27</sup> The earlier the roll out the better, in order to support the implementation of the other five Recommendations  
<sup>28</sup> In-person training is highly advised, such as in the margins of regional and international events where such stakeholders are in already in attendance  
<sup>29</sup> A sampling approach to testing is recommended that seeks to gain inputs from a range of countries from the main UN regions, known levels of statistical maturity, and type of country (eg large populations vs small island nations, fragile states vs upper middle income stable states etc).  
<sup>30</sup> For a number of practical reasons and by the level of input received from those consulted, the consultations and the development of the first version of the toolkit had a focus towards the challenges of African countries, in Eastern and Southern Africa in particular
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<tr>
<th><strong>Recommended follow-up action</strong></th>
<th><strong>Guidance</strong></th>
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<tr>
<td>4. More case studies, good practices, and learning relevant to mainstreaming Child Rights should be identified</td>
<td>A wider range of examples is needed in the next version of the toolkit that are relevant to different types of countries and regions, including those at different levels of statistical maturity.</td>
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<td><strong>Practical information about costs, risks, and timeframes for the implementation of initiatives are particularly valuable</strong>&lt;sup&gt;31&lt;/sup&gt;.</td>
<td>As case studies are identified, they can be integrated/added to the toolkit on an ongoing basis, reviewed and refreshed in the next full version of the toolkit.</td>
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<tr>
<td>5. The toolkit should be adapted to forthcoming global developments</td>
<td>Improving efficiency and reducing contradictions or burdens for statistical planners should be a key goal. The toolkit should both influence and be adapted to key developments. These include:</td>
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<tr>
<td><strong>Toolkit for the implementation of the African Roadmap for Transformation and Modernisation</strong> (to be released in 2024)</td>
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<td>The United Nations <strong>Handbook on Management and Organization of National Statistical Systems</strong></td>
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<td><strong>Internationally approved technical and strategic guidelines</strong> related to Child Rights and social inclusivity issues in statistical or policy spheres.</td>
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<td>Overall <strong>NSDS Guidelines</strong>, particularly in:</td>
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<td>• supporting the key challenge of <strong>costing and financing NSDSs</strong> (in line with Recommendation 4) and</td>
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<td>• aligning guidelines on mainstreaming Child Rights with other inclusivity-related issues, such as gender.</td>
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<td>6. Improve support for Child Rights stakeholders in navigating the ecosystem of statistical capacity development assistance&lt;sup&gt;32&lt;/sup&gt;</td>
<td>In terms of <strong>Development Partners</strong>, they should be encouraged to further elaborate on and communicate together about&lt;sup&gt;33&lt;/sup&gt;:</td>
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<td>• Specific types of support specific DPs can provide for the NSDS Preliminary, Design, and Implementation stages. The latter in terms of strategy/planning activities and technical assistance in specific domains respectively.</td>
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<td>• Areas where specific support is available to improve Child Rights mainstreaming from UNICEF and other DPs</td>
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<td>• The country and regional priorities of relevant DPs</td>
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<td>• Practical steps NSOs need to take to access support from DPs on either strategic planning for official statistics or on mainstreaming Child Rights and other inclusivity issues.</td>
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<td>In terms of <strong>domestic resources</strong>, important developments could include the capturing of learning and development of guidance around how to leverage resources across the, public, private and NGO sectors in countries with different statistical maturities and national circumstances. This should include for both NSDS processes and investment in strategic planning and developments in official statistics that benefit Child Rights [feeding into Recommendation 4 above]. And in particular in relation to moving from DP assistance to sustainable domestic resourcing.</td>
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<sup>31</sup> A first step could be in developing a concept note taking stock of lessons and providing a template for collecting information from stakeholders to feed back into an overall costing tool.

<sup>32</sup> The Toolkit training material refers more to this. Only limited information was able to be gathered during the Toolkit consultation process. Ideally, a future toolkit would provide a more effective navigation tool for stakeholders, covering where they can best get support on both Child Rights and wider statistical system planning (as the two areas are highly interlinked).

<sup>33</sup> PARIS21 may naturally best take the lead on pulling together and communicating this type of information.
A potential timeline of activities is set out below:

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<thead>
<tr>
<th>Recommendation</th>
<th>2024</th>
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<th>2025</th>
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<tr>
<td>Implementation period</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
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<tr>
<td>1. Training workshops</td>
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<td>2. Testing Toolkit Version 1</td>
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<td>Prepare V.2</td>
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<td>UNSC V.2</td>
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<td>3. Ongoing stakeholder engagement</td>
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<td>4. Case studies identification</td>
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<td>5. Adapt to global developments</td>
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<td>6. Guidance on capacity development ecosystem</td>
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Annex C – Recommended technical guidance on statistics about children

**United Nations:**
1. UNICEF Data portal - Resources
2. UNICEF Data Quality Framework for Data on Children
3. Responsible Data for Children (R4DC) tools
4. UNICEF’s Manifesto for Good Data Governance for Children
5. UNICEF Procedure on Ethical standards in Research, Evaluation, and Data Collection and Analysis
6. UNECE Guidance on Statistics on Children

**World Bank:**
7. World Bank Human Capital Index + Human Capital Project
8. The Anchor Items for the Measurement of Early Childhood Development (AIM-ECD)
9. Teach ECE tools/resources (Tracking and Improving Teaching Quality in Early Childhood Education initiative)
10. COACH tools/resources (Improving In-Service Teacher Professional Development)
13. Early Years initiative which cuts across several sectoral investments, including:
   a. Early childhood development
   b. Child nutrition
   c. Reproductive, maternal, newborn, child, and adolescent health.
   d. Social safety nets
   e. Gender
   f. Childcare

**Inclusive data:**
1. GPSDD Inclusive Data Charter and GPSDD - Unpacking intersectional approaches to data
2. IAEG-SDGs – Toolkit for Data Disaggregation
3. FAO Guidelines on data disaggregation for SDG Indicators using survey data
4. OHCHR - A HUMAN RIGHTS-BASED APPROACH TO DATA LEAVING NO ONE BEHIND IN THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT (2018)
6. ADB – Practical Guidebook on data disaggregation
7. Forthcoming CEPA Strategy Guidance Notes on Data Disaggregation
8. WB - Principles on identification for sustainable development
9. UN Women gender statistics training curriculum
10. PARIS21 and UN Women training curriculum on communicating gender statistics