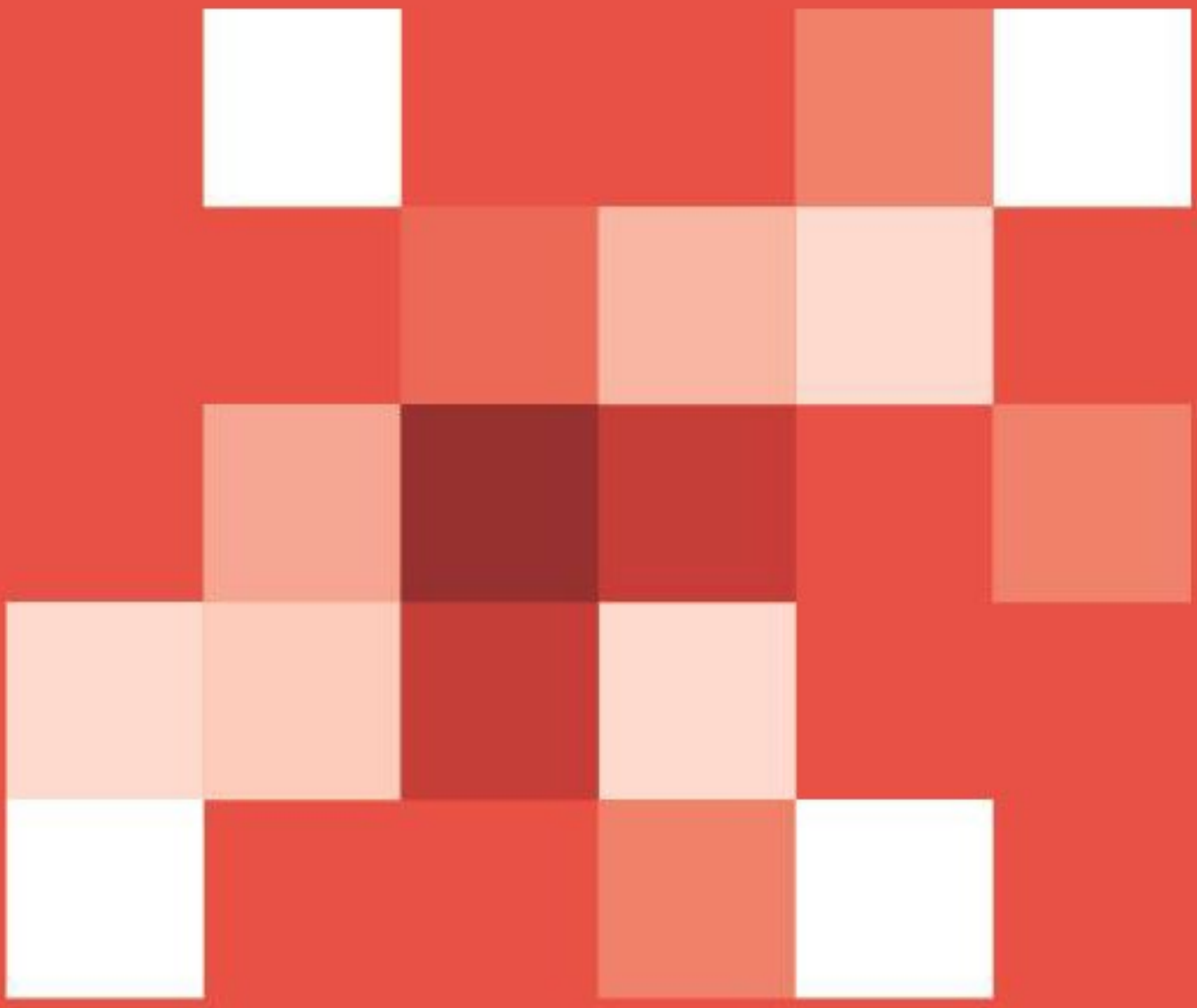
development initiatives



November 2018

assessment of UNICEF's results reporting requirements and systems

initial findings

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1 Introduction

1.1 Mandate

Development Initiatives (DI) is an independent international development organisation that focuses on the role of data in driving poverty eradication and sustainable development.[1]

> **Development Initiatives' mission is to ensure that decisions about the allocation of finance and resources result in an end to poverty, increase the resilience of the world's most vulnerable people, and ensure no one is left behind. We work to make sure these decisions are underpinned by good quality, transparent data and evidence on poverty and resources, and lead to increased accountability and sustainable long-term outcomes.[2]**

UNICEF has developed a global Data for Children Strategic Framework[3] which outlines UNICEF's general approach to data work – including the full spectrum of work required to drive demand for, strengthen the supply and enable the use of data – as well as some concrete directions for the organization as a whole. The next step in the process will be translating that general framework into action at the country and regional levels.

To this end, DI has entered into a Long-Term Agreement (LTA) with UNICEF to support country and regional offices in their own strategic planning of data investments. Within the framework of this LTA DI has been contracted by UNICEF's Field Results Group to conduct an institution-wide assessment of results reporting requirements and systems.

More specifically, DI has been tasked to map UNICEF's ecosystem of reporting tools and systems, and identify overlaps, points of convergence, gaps, potential integration points and possible improvements.

The assessment has been designed to be consultative, engaging key HQ divisions, the owners of information systems and a select number of country offices to draw out a broad range of perspectives to inform its findings.

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[1] http://devinit.org/about/
[2] Ibid
[3] https://data.unicef.org/resources/data-children-strategic-framework/

1.2 Overview of Work

The work has consisted of:

- An inception week (6-10 August 2018) during which meetings were held with 36 staff members from 9 HQ divisions

Inception consultations – Aug 2018	
Division (Section)	**Participants**
ICTD (BRMs, BI)	9
DRP (D&A, Policy)	12
PD (Nutrition, Education, Health)	4
EMOPS	4
DFAM	2
EVAL	2
PPD	1
OIAI	1
Innovation	1

- A period of desk research and system mapping (August – September 2018) which involved interactions with business relationship managers and/or owners of most of UNICEF's information systems.
- Interviews with a number of officers in the Uganda and Malawi country offices. (October 2018)
- A week of consultations in HQ culminating in an initial presentation of findings on 12 October 2018[4]

1.3 Purpose of this study

The purpose of this study is to document the research on UNICEF results reporting requirements and systems, and to offer up some initial findings which may inform further consultations on how UNICEF may choose to improve its approaches to the development and management of reporting tools and systems, as well as how to rationalise and right-size internal reporting requirements, optimize the process for better quality of data.

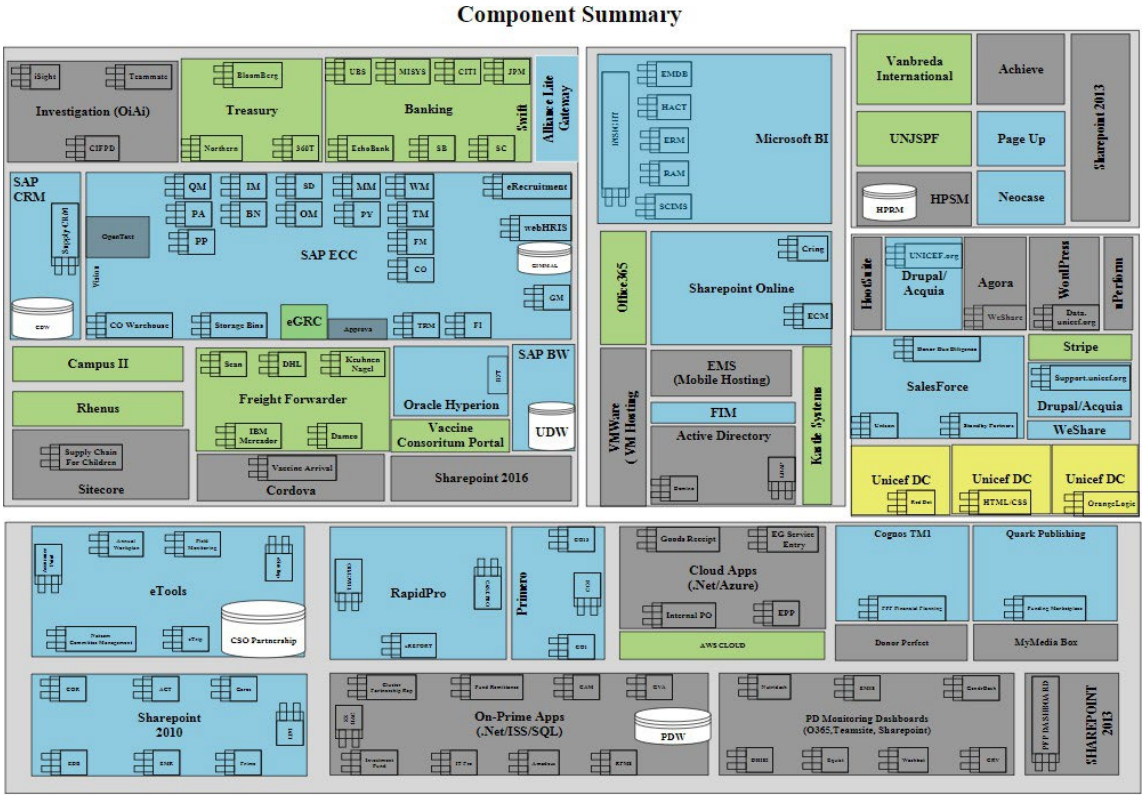
[4] http://bit.ly/2E7w95k

2 Understanding UNICEF's Systems Architecture

2.1 The rationale for this study

In August 2017 ICTD produced an internal report[5] that provided a detailed systems mapping from a technology platform perspective. In its brief introduction the report states:

> **The solution landscape within UNICEF is the culmination of multiple business areas, implementing technology solutions independently from one another.**
>
> **As a result, much of UNICEF's technology architecture has evolved over time leading to considerable divergence from common standards, while further perpetuating one-off solutions.[6]**



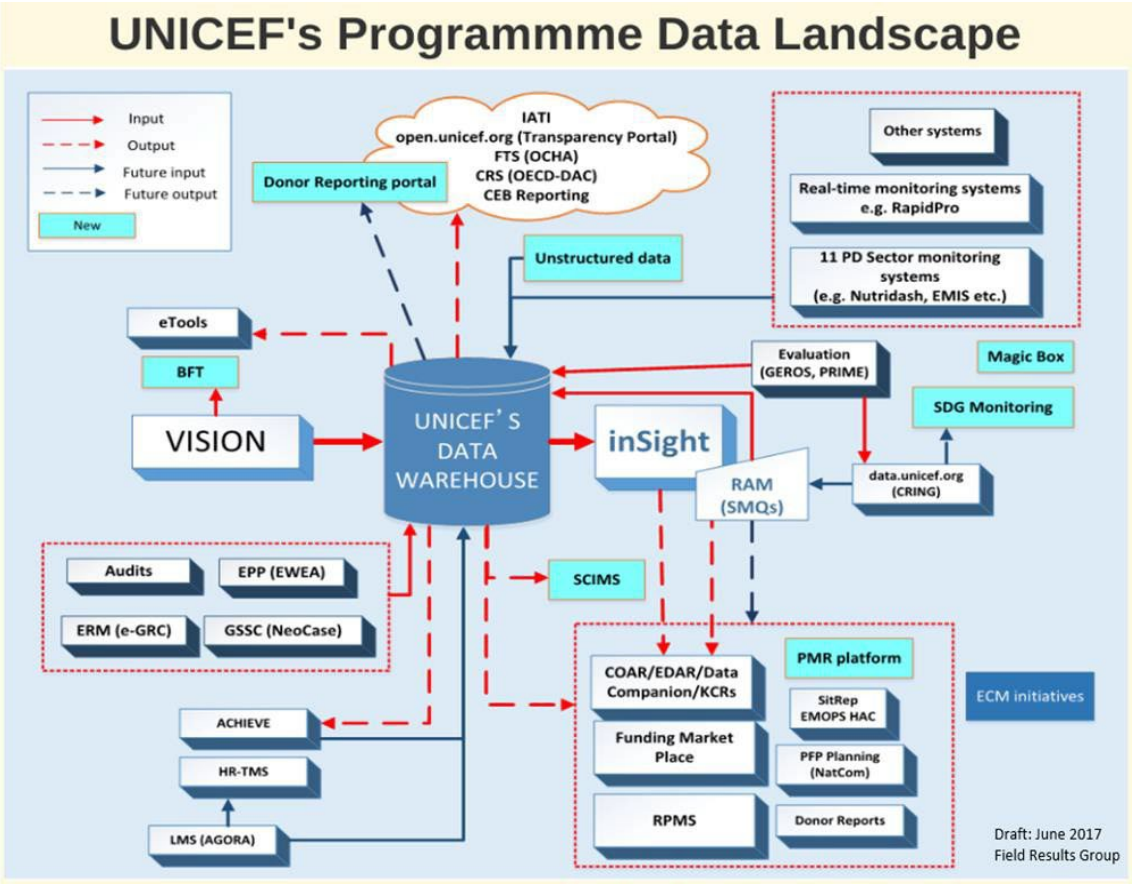
[5] ICTD Enterprise Architecture. Internal ICTD Report – 30 August 2017
[6] Ibid

In 2017 FRG commissioned an internal study - Mapping Results Monitored Across New York HQ[7] - with the objectives:

- **To understand better the results monitoring systems that exist in HQ, and the level of results these systems are collecting.**
- **To assess opportunities for streamlining and consolidation of the different systems especially for monitoring the SP 2018-2021.[8]**

While this study focused on the management and use of indicators across 3 divisions (PD, DRP and FRG) it included in its recommendations that "there are opportunities to streamline and enhance our reporting systems, especially in the context of the new strategic plan"[9]

In addition, FRG produced a draft functional overview of UNICEF systems to coincide with this study. This exercise was a first attempt to understand the complexity of UNICEF systems from the perspective of monitoring and reporting processes.



[7] Internal FRG Powerpoint Presentation – 17 July 2017
[8] Ibid
[9] Internal speaking notes accompanying FRG Powerpoint Presentation – 17 July 2017

Reflecting on this study, FRG recognised that the "plethora of information management and reporting systems that now exist to cater for these reporting requirements creates an unnecessary burden on offices."[10] It concluded:

> **This is in most part due to the absence of a coordinated corporate approach to addressing information requirements, which has led to an exponential growth in the number of uncoordinated systems-design initiatives mainly spearheaded by a variety of Headquarters Divisions.[11]**

This study is an attempt to better understand the complexities of this problem.

2.2 A methodology for assessing systems

During this study's inception week frank, wide-ranging discussions were held with 9 HQ divisions in which a number of common approaches to tackling the challenge emerged. Consensus existed on the importance of:

- Assessing systems in the overall context of their relevance to UNICEF's programme structure and results framework.
- Paying attention to system and data usage - encompassing the needs of users as well as the accessibility and usability of the systems and their outputs.
- Understanding the interoperability of systems and the way in which common data is shared
- Balancing the need for global, top-down standardisation with UNICEF's culture of country-led, bottom-up flexibility
- Recognising that the solutions are more likely to involve governance and business processes rather than being technology driven

Documentation of systems is not one of UNICEF HQs strong points.[12] No central inventory of systems exists. System manuals that describe data structures and definitions are also not commonly available. It was therefore decided to develop a questionnaire that would produce a common set of metadata for all systems and could be used to expand and refine the systems map that FRG developed in June 2017.

A questionnaire[13] was designed in conjunction with FRG staff to gather metadata for each system on:

- Identity and ownership

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[10] Unpublished document. Terms of Reference: Assessment of UNICEF's Results Reporting Requirements and Systems - 01 June 2018
[11] Ibid
[12] UNICEF is in no way unique in this regard. Anecdotal evidence collected by the author would digest this is the norm in large institutions.
[13] See Appendix 6.2

- Usage
- Data Collection
- Content
- Interoperability; and
- Planned future Enhancements

The questionnaire was shared with business relationship managers and other focal points across 14 HQ divisions and two working groups (IWG and VOG). Metadata was collected on 51 systems[14]. This included systems currently under development as well as those pending replacement.

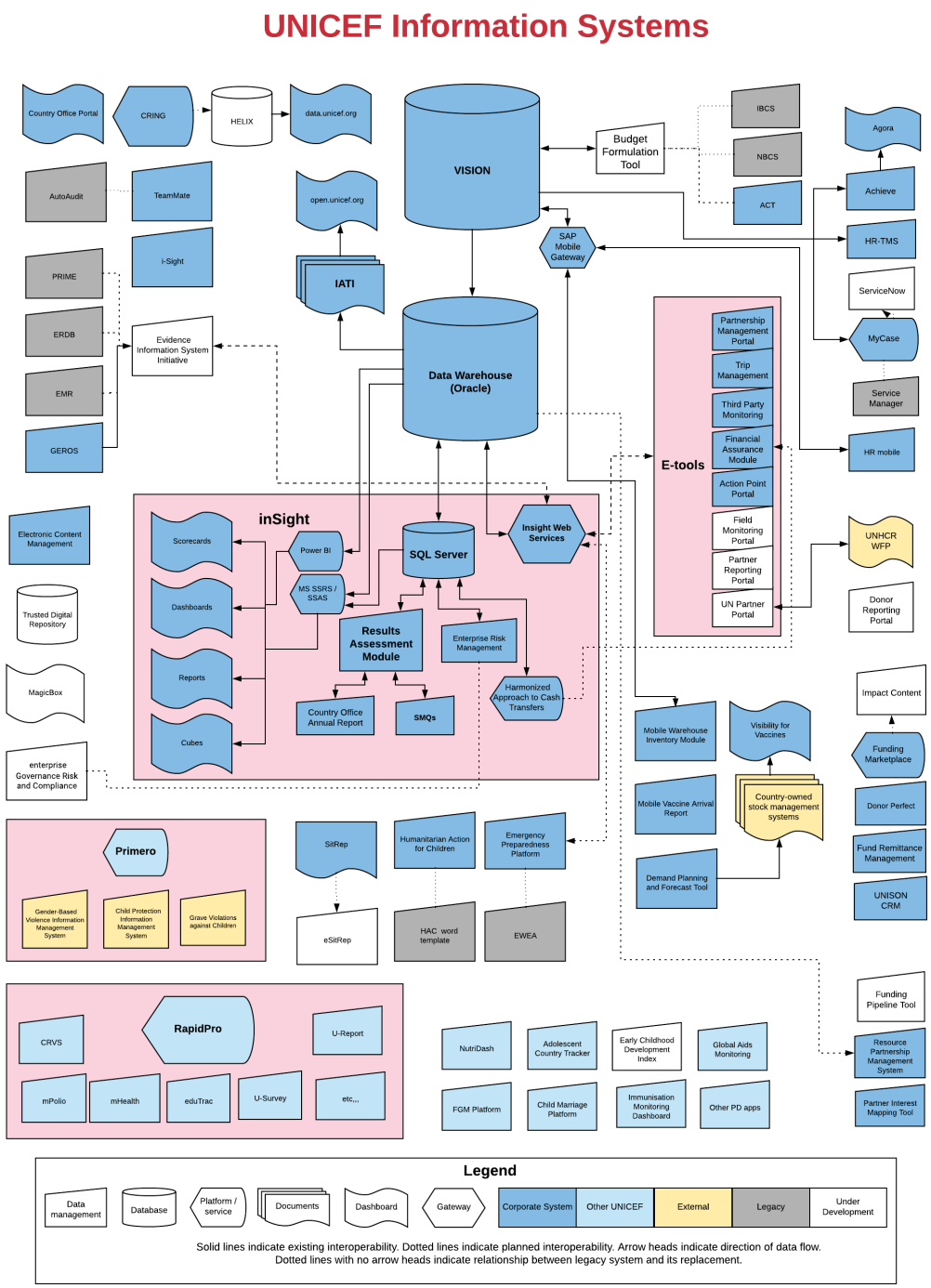
Systems Assessed		
Division/Group	**Corporate[15]**	**Bespoke[16]**
DFAM	5	
DHR	2	
DRP		4
EMOPS	1	3
EVAL	2	
FRG	2	1
GSSC	2	
ICTD	1	1
Innovation		1
IWG	1	
OIAI	2	
PD		9
PFP	5	
PPD	3	
SD	3	2
VOG	1	
Total	**30**	**21**

2.3 Research outputs

Metadata collected through the system has been collated[17] and tidied into a single database that is available for UNICEF staff to access and query for their own purposes.

[14] See Appendix 6.3
[15] "Corporate" data is used to describe all systems relating to the planning, administration, financing and logistics of UNICEF business, in contrast to "Bespoke" systems that UNICEF maintains or supports to manage or monitor externally facing operations
[16] Not all bespoke information systems were assessed. Only those known to be used in at least 10 countries are included.
[17] http://bit.ly/2S2VT6f

This metadata has provided the basis for the creation of a revised systems map[18]. While many different interpretations can be made of a system as complex as UNICEF's this version attempts to group systems into functional groups. Specific efforts have been made to plot as accurately as possible the connections between systems.



[18] http://bit.ly/2A04j7c

2.4 Findings related to systems design and development

UNICEF is a large and complex organisation and it is therefore not surprising that a substantial number of systems are employed to deliver its administrative and operational needs. A study of this scope cannot provide an in-depth assessment of this architecture. The observations made in this section are made with these limitations in mind.

To deliver effective results-based management, UNICEF managers need to be able to access data generated throughout the institution's planning, implementation, monitoring, reporting and evaluation cycles. The data from each of these phases needs to be compared and contextualised in the light of data from other phases. This can only be fully achieved through the design and deployment of systems that, in one way or another, are capable of speaking to each other.

2.4.1 Core systems

VISION, the UNICEF Data Warehouse and inSight provide both the heart and backbone to UNICEF's operations. From all accounts these three entities are well designed and deliver the services expected of them.

Similarly, the work of the Enterprise Content Management team introducing new standards and systems for the management and classification (and hence retrieval) of documents is likely to result in major improvements to information tracking and knowledge sharing across the organisation.

However, many new systems appear to be developed without taking into consideration the benefits of closer integration with the core.

2.4.2 Introduction of new systems

In all large institutions there is a need to find a balance between system innovation and maintaining tried and tested processes that deliver continuity and organised institutional memory.

Over half of the 51 systems under review have been introduced (as new initiatives or replacements) in the past five years.

Introduction of new systems by division and year[19]									
Division/Group	- 2012[20]	2013	2014	2015	2016	2017	2018	2019	Total
DFAM	1	1						3	5
DHR					2				2
DRP	2			1			1		4
EMOPS	1						2	1	4
EVAL	1							1	2
FRG[21]	1		1			1			3
GSSC				1				1	2
ICTD			1				1		2
Innovation								1	1
IWG	1								1
OIAI	1		1						2
PD	5	1	1	1		1			9
PFP	2		1	1				1	5
PPD				2				1	3
SD	1				1	2	1		5
VOG	1								1
Total	17	2	5	6	3	4	5	9	51

10 systems are currently under development. This high turnover rate places a burden on users and adds complications to the alignment of data historically and across systems.

Systems by Status[22]		
Status	Corporate	Bespoke
Development	7	3
Legacy	6	1
Production	17	17

Consultations around the development of new systems led to a number of findings:

- The business decisions to build new systems tend to be taken within divisional confines and there appear to be no corporate guidelines to steer and oversee such decisions.

[19] See Appendix 6.3 for details
[20] This includes all systems introduced before 2013 and including 4 whose year of introduction is unknown
[21] eTools is treated as a single system
[22] See Appendix 6.3 for details

- Similarly, at the technical level there appear to be no corporate guidelines ensuring that new systems follow common methodologies and technologies or interoperability standards.[23]
- Documentation of systems for management and user purposes appears to be weak.
- There appears to be a commonly held view that each functional requirement requires its own separate application, rather than different functions that share a lot of common data being delivered through a single system with different modules serving different use cases.

2.4.3 Interoperability of systems

The master data[24] managed within VISION and made accessible to all other systems through the data warehouse provides a robust foundation on which to build interoperable information systems. As the systems map above illustrates, few systems have adopted these disciplines.

- By not using master data wherever applicable systems produce incompatible data that undermines the efficiency of joined up monitoring and reporting across sectors and across countries.
- Where corporate data systems sitting outside of VISION fail to use master data this leads to the removal of the possibility of VISION including this data within its own queryable corpus.

The questionnaire revealed that only 13 of the systems under review are directly interoperable and only 16 share data with other systems.

Interoperability of systems[25]	
Systems that use data collected in other systems	22
Systems that share data with other systems	16
Systems that are directly integrated with other systems	13

The questionnaire also tracked the use of 5 identifiers that are central to the management of UNICEF's corporate data[26]. Only 14 systems were identified as using one or more of these identifiers.[27]

[23] It is understood that guidelines are under development but were not yet at a stage for drafts to be shared with the author.
[24] UNICEF master data defines, amongst others, geographies, identities, programme structures and activity classifications.
[25] Data derived from systems questionnaire
[26] "Corporate" data is used to describe all systems relating to the planning, administration, financing and logistics of UNICEF business, in contrast to "Bespoke" systems that UNICEF maintains or supports to manage or monitor externally facing operations
[27] Clearly, not all five of these identifiers are relevant to all corporate systems, but most corporate systems relate to at least one.

Systems use of core programme identifiers					
System	Outcomes	Outputs	Activities	Trans-actions	PIDB Codes
VISION					
inSight					
Donor Perfect Online					
Emergency Preparedness Platform					
Budget Formulation Tool					
Results Assessment Module					
eTools					
Evidence Information System Initiative					
The Funding Marketplace					
HELIX/CRING					
MyCase					
Fund Remittance Management					
Supply Dashboard in InSight					
Mobile Vaccine Arrival Report					

An area of particular weakness relates to the identification of organisations. UNICEF works with a large number of organisations, big and small, from global to local. These partnerships are critical to the institution's performance, but there is no way of cross-referencing them across most applications.[28]

2.4.4 Usage of systems by country offices

Of the 41 active systems[29] assessed only 12 are known to be used[30] in all 128 country offices.

Number of country offices using systems				
Division/Group	Name	Corporate / Bespoke	Status	Countries
DFAM	Allocation and Ceiling Tracker	Corporate	Legacy	128
DFAM	Enterprise Risk Assessment	Corporate	Legacy	128
DHR	ACHIEVE Performance Management	Corporate	Production	128
DHR	Talent Management System	Corporate	Production	128
EMOPS	Emergency Preparedness Platform	Corporate	Production	128

[28] This emerged in discussions with a number of divisions
[29] Excluding those still in development.
[30] Data was not provided for 10 of the systems assessed

Number of country offices using systems				
Division/Group	**Name**	**Corporate / Bespoke**	**Status**	**Countries**
GSSC	MyCase	Corporate	Legacy	128
IWG	inSight	Corporate	Production	128
VOG	Vision	Corporate	Production	128
DRP	Agora learning portal	Bespoke	Production	128
DRP	Country Office Portal	Bespoke	Production	128
FRG	Results Assessment Module	Bespoke	Production	128
SD	Demand Planning and Forecast Tool	Bespoke	Production	128
FRG	Harmonized Approach to Cash Transfers Status Report	Corporate	Legacy	125
PD	NutriDash	Bespoke	Production	108
PFP	UNISON	Corporate	Production	100
SD	Supply Dashboard in InSight	Corporate	Production	80
ICTD	RapidPro	Bespoke	Production	76
PFP	The Funding Marketplace	Corporate	Legacy	55
EMOPS	Humanitarian Action for Children Platform 2.0	Bespoke	Production	35
EMOPS	Humanitarian Situation Reports	Bespoke	Production	35
FRG	eTools	Corporate	Production	34
OIAI	TeamMate	Corporate	Production	30
PD	Equitable Impact Sensitive Tool (EQUIST)	Bespoke	Production	25
SD	Visibility for Vaccines	Bespoke	Production	22
PFP	Donor Perfect Online	Corporate	Production	21
PD	Monitoring platform for Joint Programme to Eliminate Female Genital Mutilation	Bespoke	Production	17
PD	Primero	Bespoke	Production	14
PD	Monitoring platform for UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage	Bespoke	Production	12
SD	Mobile Vaccine Arrival Report	Corporate	Production	10
SD	mInventory	Corporate	Production	6

3 Understanding reporting burdens

The Terms of Reference for this study contend that UNICEF systems are not best serving the interests of country offices.

> **Country Offices are burdened by requirements for donor reports, thematic reports and Country Office Annual Reports (COARs). These multiple reporting requirements, systems and expectations hosted in different units/offices of the organization also pose a risk to coherent, consistent and efficient reporting on results.**
>
> **The plethora of information management and reporting systems that now exist to cater for these reporting requirements creates an unnecessary burden on offices, introducing inefficiencies, creating of information silos, inconsistencies, data quality concerns and oftentimes diverting staff time from the core business of achieving results for children.[31]**

This study was tasked with establishing evidence to support or question this opinion.

3.1 Questionnaire on reporting burdens

A survey questionnaire was designed in consultation with FRG staff.[32] Interviews were conducted during October 2018 with key staff in the Uganda and Malawi country offices. The notes from these interviews are available for inspection by UNICEF Staff.[33] From just 9 interviews a wealth of insights was obtained, and it is recommended that this survey is extended so that a larger sample size may give these learnings more credibility.

Four common findings emerged from these initial interviews.

- There are a large number of reporting requirements that require input, all through different processes or information systems
- There is duplication of effort
- Donors place a particular burden on country office staff
- Much of the data collecting for reporting purposes is perceived to be of little use in furthering the work of the country office.

[31] Unpublished document. Terms of Reference: Assessment of UNICEF's Results Reporting Requirements and Systems - 01 June 2018
[32] See Appendix 6.4
[33] http://bit.ly/2A09GTW

3.2 The reporting year

The following table provides a rough impression of the work done by country offices throughout the year to feed into UNICEF (national, regional and global), UN, donor and sector-specific reporting cycles.

<table>
<tr><th colspan="12">The reporting year (approximate and incomplete)[34]</th></tr>
<tr><th>Jan</th><th>Feb</th><th>Mar</th><th>Apr</th><th>May</th><th>Jun</th><th>Jul</th><th>Aug</th><th>Sep</th><th>Oct</th><th>Nov</th><th>Dec</th></tr>
<tr><td>RAM - COAR</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td colspan="2">RAM - Outcome/Output reporting and COAR</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td colspan="2">RAM - SMQ</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td colspan="2">RAM Mid-Year Review entries</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td>Quarterly Sector Report</td><td></td><td></td><td>Quarterly Sector Report</td><td></td><td></td><td>Quarterly Sector Report</td><td></td><td></td><td>Quarterly Sector Report</td></tr>
<tr><td colspan="2">Consolidated Emergency Reports</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td colspan="3">HAC</td></tr>
<tr><td colspan="2">ROAR</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td>RO Compact</td><td></td><td></td><td>RO Compact</td><td></td><td></td><td>RO Compact</td><td></td><td></td><td>RO Compact</td></tr>
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<tr><td></td><td></td><td></td><td></td><td></td><td>Interagency Reports</td><td></td><td></td><td></td><td>UNHCR</td><td></td><td></td></tr>
<tr><td colspan="12">Donor Reports and ad-hoc requests</td></tr>
</table>

[34] This table is based on just 9 interviews. It is by no means complete and is indicative rather than authoritative.

3.3 Duplication of effort

> **It makes sense for some reports to be the same, but it doesn't make sense if we have to manually enter it multiple times.[35]**

Each of the reports referred to above has its own information system or template through which data is collated. This inevitably results in the duplication of efforts for staff to fulfil these obligations.

Some examples that emerged from the interviews were:[36]

- The UNDAF results management system is similar to RAM, but on a different platform requiring cutting and pasting between systems.
- Much of the COAR content is similar to data provided to thematic reports and donor reports.
- Data on emergencies is repeated, with minor differences, for COAR, MTRs, Sitrep, HAC, etc.
- WASH data is maintained in the section's own database, and then rekeyed into the RAM and RO Compact which have similar indicators
- Some elements of SMQs overlap with RAM, the RO Compact and the COAR

3.4 Donor demands

> **Donors call-in time and again asking 'what's going on'. This is also due to frequent budget changes where original amounts agreed upon at contract signing are expanding. At times donors ask for more details beyond what is specified in the proposals. In such a case we find that such data is not well fed in our system. So, the staff are encouraged to record detailed information beyond the proposal alignment so as to respond to such queries. This is time consuming.[37]**

There was almost total consensus in the interviews that the demand donors place on country offices is the most taxing and disruptive element of the reporting burden. This takes 2 forms:

- Donors' formal reporting procedures are complex.
    - Each donor has its own templates and requirements

[35] Interview with section head in Malawi country office
[36] Extracted from interview data. http://bit.ly/2A09GTW
[37]

    - Reporting requirements for small grants can be as complex as for large grants.
    - Many donors require time consuming progress reports in addition to annual reports
- Many donors make regular ad hoc requests for data
    - These often extend beyond MoUs or grant agreements
    - Simple questions may require time-consuming research if not coordinated with the work of the country office

3.5 Monitoring vs reporting

Much of the reporting burden involves the provision of data to regional and global offices with little direct relevance to the day-to-day running of country office's operations. This is particularly the case for input into annual reports. To a large extent this reporting is seen as the policing of country activities, rather than the systematic collation and refactoring of management and monitoring data that the office requires on a monthly or quarterly basis.

There are two directions of travel that could ease the reporting burden:

- The rationalising and streamlining of systems so that data can be shared rather than rekeyed
- The refactoring of reporting, where applicable and possible, so that it is derived from collations and aggregations of management and monitoring data that is generated for and about local programme and operations management.

4 Understanding the governance of results data

The following table records the definitions of five output indicators maintained by five different UNICEF systems[38]. They all appear to have the same intention, but they are all likely to generate different numbers.

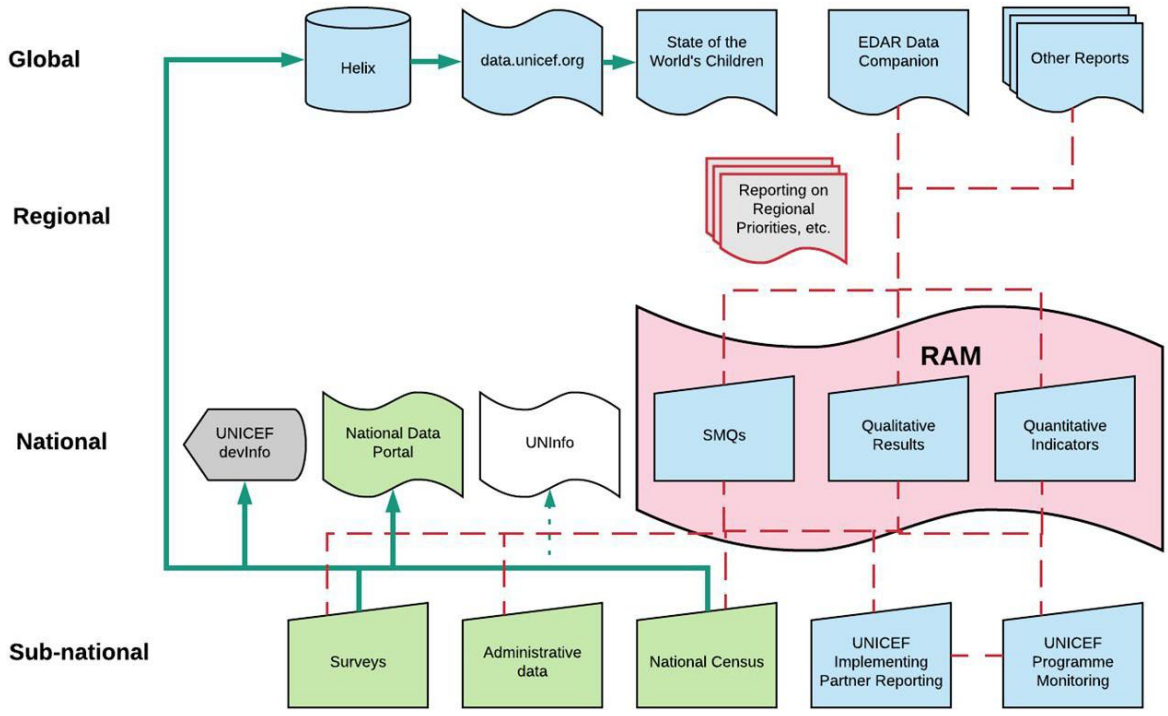
UNICEF output indicators related to children receiving Vitamin A supplements[39]	
System	**Indicator definition**
SMQ	How many of those targeted children[40] received two doses of Vitamin A supplements as part of UNICEF-supported programme in the reporting year?
EDAR Data Companion	Children aged 6-59 months covered with two annual doses of vitamin A supplements in vitamin A-priority countries
Standard Indicator (Results Framework)	In humanitarian situations: Number of children aged 6-59 months who receive vitamin A supplementation
State of the World's Children	Vitamin A supplementation, full coverage – The estimated percentage of children aged 6–59 months reached with 2 doses of vitamin A supplements approximately 4–6 months apart in a given calendar year
data.unicef.org (CRING)	Percentage of children 6–59 months of age who received an age appropriate dose of vitamin A in semester 1-2 through the main distribution mechanism

This is but one illustration of the fact that UNICEF does not maintain a central registry defining and standardising results data. This lack of governance is not only a headache for data analysts. It results in a communications problem. What is the simple answer to the laypersons question – "How many children receive Vitamin A supplements"? And what is the impact on UNICEF's credibility when different answers are given by different spokespeople to the same question?

[38] The use of 'systems' here and elsewhere in this study includes both databases and standardised reports.
[39] Metadata extracted from UNICEF publications
[40] This refers to another SMQ: "What is the number of children aged 6-59 months targeted by UNICEF-supported programmes for two doses of Vitamin A supplements in the reporting year (in non-humanitarian situations)?"

The integrity of numbers is further complicated by UNICEF's system architecture as demonstrated in the following diagram.

Primary data that is the source of output, outcome and impact indicators is collected by country systems (surveys, administrative data and censuses) as well as by UNICEF through its own programme monitoring and implementing partner reporting. The following diagram provides a simplistic illustration of parallel data flows that feed into UNICEF flagship reports



On the one hand, country system data[41] is ingested by CRING (soon to be replaced by Helix) to feed UNICEF's data portal[42] and to be curated into the flagship State of the World's Children report.[43]

On the other hand, some of the same data, together with data collected by UNICEF or its implementing partners, is manually keyed or pasted into RAM to meet the SMQs and COAR. This data is then collated to feed a variety of regional and global reports, including the flagship EDAR Data Companion.

This parallel track brings us back to where we started: understanding how UNICEF's system architecture can best deliver efficient results-based management.

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[41] Country systems include censuses, surveys and administrative data.
[42] https://data.unicef.org/
[43] https://data.unicef.org/resources/state-worlds-children-2017-statistical-tables/

5 Conclusion

It is not within the remit or expertise of this study to make sweeping judgements or recommendations. It has, however, produced some evidence that the monitoring and management of UNICEF's operations are at times hampered by system inefficiencies.

It has highlighted three symptoms:

- A lack of data governance; which leads to …
- A lack of interoperability of systems; which leads to …
- Inefficient and inaccurate monitoring and reporting systems.

And concludes with three observations

- Systems can be best improved through organisation-wide buy-in of policies, guidelines and governance that integrate user, business and technical needs.
- Future system design should ensure that the data flows required at country level (both internally and externally) are more integrated with the flows required between CO and RO/HQ
- It is possible to establish global governance – and thus better efficiency and comparability - of results data without undermining the independence of COs.

6 Appendices

6.1 Abbreviations

BI	Business intelligence
BRM	Business relationship manager
CO	Country office
COAR	Country Office Annual Report
CRING	Country Report on Indicators for the Goals
D&A	Data and Analytics
DFAM	Division of Financial and Administrative Management
DHR	Division of Human Resources
DI	Development Initiatives
DRP	Data Research and Policy
EDAR	Executive Director's Annual Report
EMOPS	Office of Emergency Programmes
EVAL	Evaluation Office
FRG	Field Results Group
GSSC	Global Shared Services Centre
HAC	Humanitarian Action for Children
ICTD	Information and Communication Technologies Development Division
IWG	inSight Working Group
LTA	Long-Term Agreement
OIAI	Office of Internal Audit and Investigations
PD	Programme Division
PFP	Private Fundraising and Partnerships
PPD	Public Partnerships Division
RAM	Results Assessment Module
RO	Regional Office
ROAR	Regional Office Annual Report
SD	Supply Division
SMQ	Strategic Monitoring Questions
UNDAF	UN Development Assistance Framework
VOG	VISION Owners Group

6.2 System Questionnaire

System Questionnaire
Identity
What is the full name of the system?
What abbreviation is commonly used for the system?
Which department is owner of the system?
When did the system become operational (Year)?
Does this system replace an old/ legacy system? If so, which?
Is there any other UNICEF system that, wholly or partially, serves a similar purpose to this one? If so, which?
Provide a link (U.R.L.) to access to the system
Current status of system.
Who is the focal point for this system?
Usage
What is the main purpose of the system? Why was it introduced?
Is the system used primarily for planning, monitoring or reporting or other? (If "other" please specify)
Who are the intended users of the information in the system? Please specify all the different types of intended users.
Are the users of the system happy with how the data is collected? If not, why?
Are the users of the system happy with how the data is stored and accessed? If not, why?
Is the system most useful for staff at HQ, regional or country level? If "Other" please specify
How many people use the information in the system each month?
Which HQ divisions actively use this system?
How many Regional Offices actively use this system?
How many Country Offices actively use this system?
Data Collection
Is the system the primary source of any data? If so what? (If not go to Row 45)
What is the main technology employed to collect the primary data? If "Other" please specify
At what organisational level within UNICEF is the primary data collected? If "Other" please specify
Who collects the data? (Specify their roles)
At what organisational level within UNICEF is the primary data entered into the system? If "Other" please specify
Who enters the data? (Specify their roles)
Who is responsible for the management of primary data collection and entry?
How often is primary data collected?
Is the primary data collected at regular intervals? If so, when in the year is it collected? (Month/s of the year [1-12] delimited by comma)

How often is primary data entered into the system?
Is the primary data entered into the system at regular intervals? If so, when in the year is it entered? (Month/s of the year [1-12] delimited by comma)
How regularly does the data need updating?
Does the system collect and record secondary data? If so, what? (If not go to Row 51)
Is secondary data imported or keyed into the system? If "Other" please specify
Who is responsible for managing secondary data?
Is there a reference in the system to the original source of secondary data?
Is historical data stored in this system? If not, where is such data stored?
What metadata is recorded when data is entered?
Are there any quality assurance mechanisms in place to validate the data? If so, what are they?
Content
What are the key tables in the system, and what does a record (row) in each key table represent?
Are the record (row) identifiers usable by other systems to reference this data?
Is there a vocabulary, dictionary or index that links unique ids in the system to content?
What are the key structured data fields in the system?
What are the key unstructured (free text) fields in the system?
What are the formats that data can be downloaded in?
Which, if any, of the following structured fields are present in the system? Outcomes Outputs Activities Transactions PIDB Codes
Interoperability
Does the system use data collected in other systems? If so, please name the systems and the data that is imported
Does the system share data that it collects with other systems? If so, please name the systems and the data that is exported
Is the system directly integrated with other systems? If so, please name the systems
What fields of primary data are used by other systems and how can they be cross-referenced?
What fields from other systems are referenced in this system and how are they cross-referenced?
What software / technology stack is employed in the system
How often is this system software updated?
Future Enhancement
Describe any planned enhancements to the system that will improve its interoperability with other UNICEF systems. When will these enhancements be deployed?

Describe any planned enhancements to the system that will streamline the collection, entry and processing of data. When will these enhancements be deployed?
Describe any planned enhancements that will improve the way in which users can access and use information in the system. When will these enhancements be deployed?

6.3 Systems assessed

Division	Name	Abbrev	Status[44]	Corporate / Bespoke[45]	Year[46]	Est[47]	Countries Using[48]
DFAM	Allocation and Ceiling Tracker	ACT	Legacy	Corporate	2012	*	128
DFAM	Budget Formulation Tool	BFT	Development	Corporate	2019		
DFAM	Donor Reporting Portal	DRP	Development	Corporate	2019		
DFAM	enterprise Governance Risk and Compliance	eGRC	Development	Corporate	2019		
DFAM	Enterprise Risk Assessment	ERM/inSight	Legacy	Corporate	2013		128
DHR	ACHIEVE Performance Management	ACHIEVE	Production	Corporate	2016		128
DHR	Talent Management System	TMS	Production	Corporate	2016		128
DRP	Agora learning portal	Agora	Production	Bespoke	2015		128
DRP	Country Office Portal	COP	Production	Bespoke	2012		128
DRP	Country Reporting on	CRING	Legacy	Bespoke	2010		n.a.

[44] Legacy systems included are those that are still in use but are in the process of being replaced
[45] "Corporate" data is used to describe all systems relating to the planning, administration, financing and logistics of UNICEF business, in contrast to "Bespoke" systems that UNICEF maintains or supports to manage or monitor externally facing operations.
[46] The year of introduction
[47] The year of introduction is an estimate
[48] The number of countries using the system

Division	Name	Abbrev	Status[44]	Corporate / Bespoke[45]	Year[46]	Est[47]	Countries Using[48]
	Indicators for the Goals						
DRP	HELIX	HELIX	Development	Bespoke	2018		
EMOPS	Emergency Preparedness Platform	EPP	Production	Corporate	2018		128
EMOPS	Humanitarian Action for Children Platform 2.0	HAC 2.0	Production	Bespoke	2018		35
EMOPS	Humanitarian Situation Reports	SitRep	Production	Bespoke	2012		35
EMOPS	Humanitarian Situation Reports (electronic version)	eSitRep	Development	Bespoke	2019		
EVAL	Evidence Information System Initiative	EISI	Development	Corporate	2019		
EVAL	Global Evaluation Reports Oversight System	GEROS	Legacy	Corporate	2012	*	n.a.
FRG	eTools	eTools	Production	Corporate	2017		34
FRG	Harmonized Approach to Cash Transfers Status Report	HACT	Legacy	Corporate	2014		125
FRG	Results Assessment Module	RAM	Production	Bespoke	2012		128
GSSC	MyCase	MyCase	Legacy	Corporate	2015		128
GSSC	ServiceNow	ServiceNow	Development	Corporate	2019		
ICTD	ECM	ECM	Production	Corporate	2018		128
ICTD	RapidPro	RapidPro	Production	Bespoke	2014		76
Innovation	MagicBox	MagicBox	Development	Bespoke	2019		
IWG	inSight	inSight	Production	Corporate	2012		128
OIAI	i-Sight	i-Sight	Production	Corporate	2010		n.a.
OIAI	TeamMate	TeamMate	Production	Corporate	2014		30
PD	Adolescent Country Tracker	ACT	Production	Bespoke	n.a.		n.a.
PD	Early Childhood Development Index	ECDI	Production	Bespoke	n.a.		n.a.

Division	Name	Abbrev	Status[44]	Corporate / Bespoke[45]	Year[46]	Est[47]	Countries Using[48]
PD	Equitable Impact Sensitive Tool	EQUIST	Production	Bespoke	2012	*	25
PD	Global Aids Monitoring	GAM	Production	Bespoke	n.a.		n.a.
PD	Immunisation Dashboard		Production	Bespoke	n.a.		n.a.
PD	Monitoring platform for Joint Programme to Eliminate Female Genital Mutilation		Production	Bespoke	2015		17
PD	Monitoring platform for UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage		Production	Bespoke	2017		12
PD	NutriDash	NutriDash	Production	Bespoke	2013		108
PD	Primero	Primero	Production	Bespoke	2014		14
PFP	Donor Perfect Online	DPO/DPV	Production	Corporate	1997		21
PFP	Fund Remittance Management	FRM	Production	Corporate	2010		n.a.
PFP	Impact Content		Development	Corporate	2019		
PFP	The Funding Marketplace	TFM, FMP	Legacy	Corporate	2014		55
PFP	UNISON	UNISON	Production	Corporate	2015		100
PPD	Funding Pipeline Tool	FPT	Development	Corporate	2019		
PPD	Partner Interest Mapping Tool	PI Mapping	Production	Corporate	2015		n.a.
PPD	Resource Partner Management System	RPMS	Production	Corporate	2015	*	n.a.
SD	Demand Planning and Forecast Tool	Forecast Tool	Production	Bespoke	2002		128
SD	mInventory	mInventory; mWIMS	Production	Corporate	2017		6

Division	Name	Abbrev	Status[44]	Corporate / Bespoke[45]	Year[46]	Est[47]	Countries Using[48]
SD	Mobile Vaccine Arrival Report	MobileVAR	Production	Corporate	2018		10
SD	Supply Dashboard in InSight	SDI	Production	Corporate	2017		80
SD	Visibility for Vaccines	ViVa	Production	Bespoke	2016		22
VOG	Vision	Vision	Production	Corporate	2010		128

6.4 Burden of reporting: country officer questionnaire

Open questions
In general, what role do you play in collecting and entering data, preparing reports and responding to requests? (Primary and supporting role)
In general, what proportion of your time is spent collecting and entering data, preparing reports and responding to requests?
What does this involve?
Does this get in the way of your assigned tasks? If so, how?
How much of the data that you enter is relevant to your own work?
How could the use of your time spent on data collection, entry and reporting be improved?
Do you think your immediate colleagues would have answered these questions similarly? If not, how would they differ?
Do you ever have to enter the same data into different systems?
Do you ever have to prepare the same content for different reports?
The calendar year
Can you talk through all your reporting commitments, month by month? Which systems, reports, or other requests do they involve?
Which of these tasks are the most burdensome?
Preparation of reports
What reports do you have to prepare content for?
Can you describe your contribution to the Country Office Annual Report?
Are you involved in reporting to donors? If so, what does this involve? How much time does it take up?
Are you involved in preparing section / departmental / thematic reports at either country, regional or global level? If so, what does this involve? How much time does it take up?
Are you involved in preparing reports for the country government? If so, what does this involve? How much time does it take up?
Are you involved in preparing reports for UNDAF or other joint UN programmes?
Ad-hoc requests
How often are you approached on an ad-hoc basis to provide information for someone else?
How much time does this typically take?

Do you ever have to respond to ad-hoc queries from the following institutions? If so, can you describe the type of queries and the time involved?
UNICEF systems
Which UNICEF information systems assist you in your work? Name them in order of importance.
Which UNICEF information systems are you required to enter data into?

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