IPPF

DATA MANAGEMENT STRATEGY AND IMPLEMENTATION PLAN

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Who we are

The International Planned Parenthood Federation (IPPF) is a global healthcare provider and a leading advocate of sexual and reproductive health and rights for all. We are a worldwide Federation of national organizations working with and for communities and individuals in more than 160 countries.

PART A: STRATEGY

Vision

A high performing Federation where quality data is a critical asset that drives decision-making and learning to ensure sexual and reproductive health and rights for all.

Purpose and scope

What is a Data Management Strategy?

IPPF's Data Management Strategy will serve as a statement of principles for data management across the Federation, and a guide to action so we can achieve our goals. This strategy describes how data should be governed – that is, how the flow of and access to data is monitored and controlled, and how changes to data systems are agreed and implemented. It sets out processes to improve and maintain data quality so that internal and external stakeholders can have confidence in our data. It addresses how the data can be accessed and used so that we maximize its potential value to all users, while maintaining appropriate levels of confidentiality and security. The strategy starts from an overall vision for data management within IPPF. The values that underpin this vision and which align with IPPF's own values as a Federation are set out and discussed. Four key result areas form the core of the strategy, with objectives and activities identified to address each one. An implementation plan will set out tasks and timescales for these activities over the next three years and beyond. Overall, the strategy will be a call to action for everyone in IPPF and a guide for our plans moving forward.

Why do we need a Data Management Strategy?

Across IPPF, we currently manage a range of platforms to collect, extract and use data of various types from different sources. A wide variety of teams and individuals are responsible for this data. These systems have allowed us to carry out our respective roles, but a lack of coordination, strategic planning and resources mean that we are not currently using our data to support performance as well as we could. This means that we do not always have access to the reliable and specific data we need for programme management, resource mobilization, evaluation and learning purposes, so we are missing opportunities to improve our performance. In a competitive sector and with the funding landscape increasingly tied to successful delivery, and therefore to reporting results, it is essential to IPPF's future that we build capacity and strengthen systems to respond to the immediate and longer-term needs of staff, volunteers, clients and donors.

To respond to the evolving needs of our Federation at all levels we need to be able to answer new questions that involve maximizing data to show impact and reach. This means the ability to collect client-based, more disaggregated and more timely data so we can better understand and demonstrate how we serve key populations and vulnerable groups. We need to unlock the full potential of our somewhat discrete data sources at all levels to support improved accountability and performance. As we move towards a unified Secretariat and a more Member Association (MA)-centred approach, we need a robust global strategy for data management to support collaborative and integrated work across different levels and between different parts of the Federation. We must be able to marshal and direct our resources so we can invest in data management to support our wider strategic aims.

This strategy relates to Outcome 4 of the *Strategic Framework 2016–2022* which commits IPPF to become 'A high performing, accountable and united Federation'. Only with access to high-quality and reliable data can we make decisions and set strategic directions to improve performance, raise funds and ensure accountability. Monitoring the implementation of the Strategic Framework through the Performance Dashboard depends on reliable data, and an effective Data Management Strategy will help to make this process more efficient.

IPPF's Business Plan, *A Roadmap to Transform IPPF* (2019) seeks to radically improve performance in implementing the *Strategic Framework 2016–2022* and has two key data-related outputs:

Solution 4: Build MA capacity

- **Initiative 4.1:** Ensure selected MAs have up-to-date data and robust human resource and financial management systems in place to inform management decisions. This will maximize efficiency and boost competitiveness.

Solution 5: SRHR for crisis-affected people

- **Initiative 5.1:** Strengthen the capacity of IPPF Secretariat to put in place agile, accountable and responsive systems to ensure a rapid life-saving humanitarian response (within 72 hours of the disaster event or upsurge); maintain the response in protracted, complex crises; report accurately on outcomes; and protect IPPF staff in crisis settings. This requires modifying global operational policies in the areas of finance, human resources, procurement, communication and security to respond in an agile, timely way to breaking disasters, and provide support in crises.

The Data Management Strategy will underpin these initiatives and ensure that the systems and processes that support these outputs can be developed and implemented.

Solution Team 7 will look at Federation-wide systems strengthening. This is yet to formally begin work and implementation of the Data Management Strategy should align with this Solution to prevent duplication of effort or conflicting aims. Effective execution of the Data Management Strategy will require significant investment in a range of systems so these initiatives are complementary and should be integrated where possible.

The Data Management Strategy should also align with IPPF's Knowledge Management Framework due to the significant overlaps between this area of work and data management. This Framework seeks to create or enhance the processes, systems, culture and skills throughout IPPF to support the Federation becoming a learning organization. With a new Data Management Strategy encompassing all of IPPF's relevant systems – relating to service data at all levels, global indicators including advocacy and comprehensive sexuality education, programme performance and other institutional data – and addressing the key challenges, we can work towards achieving our vision across the Federation.

Who is the Data Management Strategy for?

This strategy is designed to provide guidance to the entire Federation: Member Associations and Collaborative Partners (MAs), Regional Offices and Central Office. It should act as an overall framework for data management at all levels. How this applies in practice to each part of the Federation will differ but the principles behind the Data Management Strategy are relevant everywhere and require staff and volunteers at all levels of IPPF to work together to achieve our goals. Key stakeholders for this strategy include staff working with IPPF's institutional data (both in the Secretariat and within MAs); staff with responsibility for developing and maintaining data systems; and those in leadership roles who need to use data to make decisions, and are in a position to make choices about allocating resources to data management.

What do we mean by 'data'?

For the purposes of this strategy, 'data' is defined as structured quantitative and qualitative information related to client, visit and service level data, advocacy, and other activities carried out by IPPF MAs and Secretariat entities, collected through both electronic and manual systems. This encompasses all the institutional data currently reported through our shared platforms as well as other data currently captured through other channels (such as ad hoc spreadsheets) and any other important data that is not currently recorded. A governance structure will be put in place to ensure roles and responsibilities define proper access to and utilization of data.

Some types of data, such as financial data, are to be incorporated into this strategy primarily as outputs, so that we can track and analyse income generation and other relevant financial data to monitor Outcome 4. Clinical and medical data collected by MAs in the course of service delivery falls under this Strategy and so each MA will need to develop appropriate solutions in order to meet its own needs, with support and guidance from the Secretariat and in accordance with data security protocols.

Values

Values for the Data Management Strategy

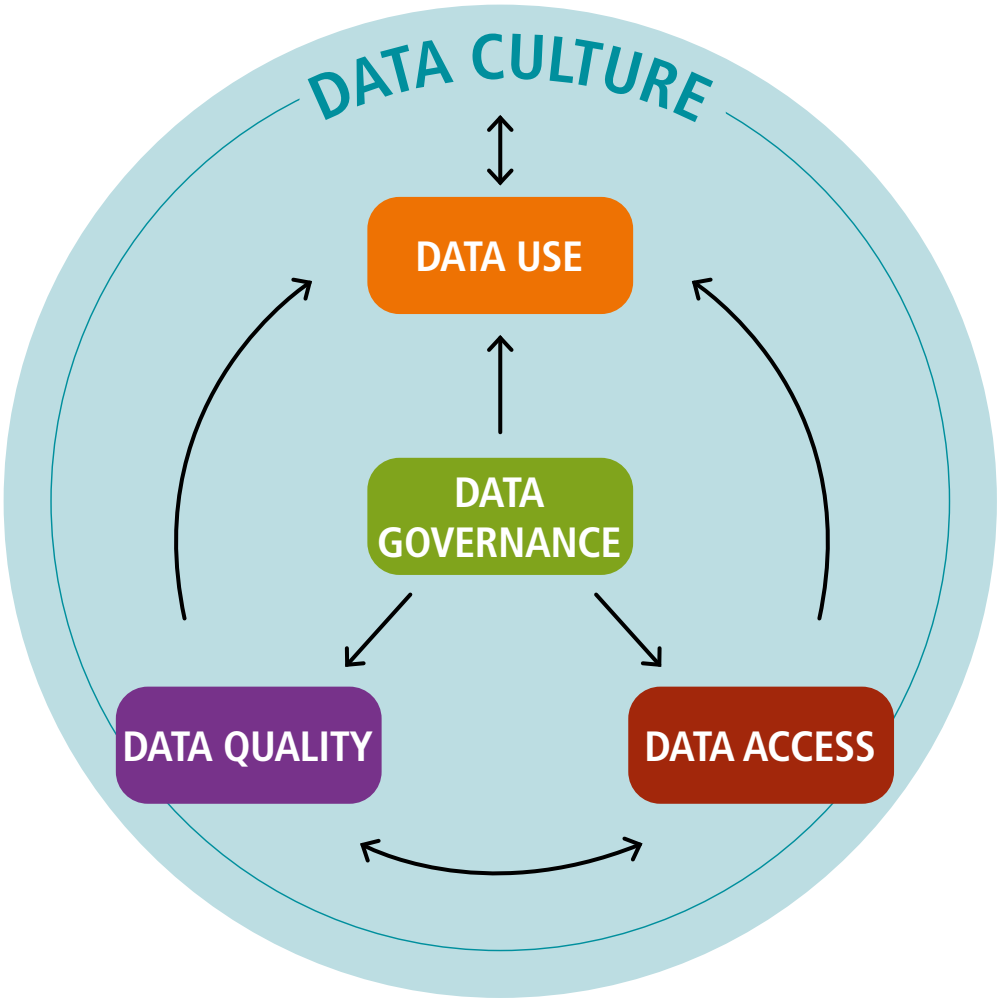
Innovation and agility	**Adopting flexible approaches** IPPF must be able to find new and agile ways to approach challenges and adjust quickly to new contexts.
	Taking risks IPPF must be prepared to go beyond the status quo and take well-judged and thought-through risks in order to improve data systems.
	Identifying causes An understanding of the causal factors at play and a theory of change are vital for reforms to be well directed.
	Ensuring fitness for purpose IPPF's approaches must always have a clear aim in mind and address the needs at hand.
Transparency and accountability	**Openness** A principle of openness should apply so that data is accessible unless there are reasons it should not be. Data systems should operate transparently and the sources and definitions of data should be available.
	Trust Mutual trust is necessary for effective data management – those providing data must be able to trust it will be used properly and securely, while those accessing data must be able to trust its reliability and relevance.
	Ownership Lines of accountability and ownership should be clear so that the right people take responsibility for data.
	An ethical approach In line with IPPF's values, we should always act ethically when using data. This means adhering to laws and guidelines, but also going beyond that to respect the rights of clients and other stakeholders.
Collaboration	**Teamwork** Using the skills and experience of each person in IPPF is essential for effective data management.
	Working across the Federation All parts of the Federation must be able to collaborate directly and effectively so that the correct actions are taken at each level.
	Learning from one another We must ensure that learning is identified, shared and subsequently used.
	Shared effort and vision Ultimately all of IPPF is working towards the same goal, and we must ensure that our efforts are aligned at each level to realize this.

Appreciating data as an asset	**Data management as an investment** IPPF recognizes data as a valuable and strategic resource, and strengthening data management as an investment with a significant return.
	Supporting performance assessment Performance assessment is essential for making sustained improvements, and this requires reliable, timely data.
	Informing service delivery Data must be relevant to service delivery. Lines of communication must be in place so that data can be a useful resource for service providers.
User-centred	**Focus on use for decision-making** Users must have the capacity and skills to use data to make decisions, and are empowered to work within an organizational structure that supports this.
	Presentation of data Data must be presented in a way that informs and enlightens and should be customizable to each user's needs.
	Impact Data must be able to demonstrate not only outputs but give insight into impact and allow real change to be measured.
Client-centred	**Respect for and understanding of clients** Data management must have a client-centred approach that reflects the sensitivity of client data, understands clients' needs and respects their rights.
	Confidentiality IPPF must make it clear how personal data is stored, secured and used, ensuring informed consent, and must carefully respect confidentiality when storing and using this data.
	Feedback used to improve services and meet client needs Client feedback should be used to improve services in a responsive way so that clients directly benefit from the use of their data.

Result areas

The four 'result areas' developed as part of this strategy are Data Governance, Data Quality, Data Access and Data Use. Taken together these form a comprehensive approach to institutional data management within the Federation. Each of these is broken down into objectives which are discussed below. For each objective, one or more activities have been identified, which are laid out in detail in the Implementation section.

While each result area forms its own separate set of objectives, they are closely interlinked. Data Governance forms the foundation for the other three result areas. Policies are developed and established under Data Governance and are then implemented within Data Quality, Data Access and Data Use. A supportive and enabling data culture is common to all result areas and is a cross-cutting theme through the entire strategy.



Result area 1: Data Governance

All stakeholders understand and act on well-established policies and procedures within their roles and responsibilities to collect, manage and protect the data of the Federation.

This result area covers the development of appropriate policies and structures to govern data within the Federation, in particular those relating to data protection. This underpins the entire strategy and provides the foundations for the other result areas by ensuring stability, consistency and security of data management within the Federation.

Effective data governance requires that staff at all levels have a clear understanding of their role with regard to data, and how this relates to the wider organization. Lines of accountability must be clear and functional so that staff know and uphold their responsibilities. Standards must be defined and monitored to allow data management to be effectively assessed and improved where necessary. To preserve the integrity of IPPF's existing data platforms and prevent proliferation and fragmentation of systems, formal methods of oversight on systems development are also required. We should also seek to live up to high standards and use relevant externally-defined standards for digital development.

Keeping data held by IPPF secure is of critical importance. Most obviously, the medical records held by MAs are confidential and must be stored securely with all necessary safeguards in place. Any transfer or sharing of this data must also conform to high standards, in particular local and international legal requirements such as the EU's General Data Protection Regulation (GDPR). This protects IPPF from potential external threats and allows us and our partners and clients to have confidence in the security of the data we hold.

This result area is broken down into the following objectives:

1.1 develop, improve and institutionalize standardized policies and frameworks around data and information systems governance

1.2 develop and improve standards for all components of data management

1.3 strengthen measures to ensure the confidentiality, protection and security of all data

1.4 ensure organizational roles, responsibilities and accountability around data governance are formally defined and understood at all levels

1.5 build a data-driven organizational culture Federation-wide to inform strategic decision-making

Result area 2: Data Quality

All data is accurate, complete, timely, reliable, consistent and fit for purpose with the required level of disaggregation to allow meaningful analysis and verification.

Quality data must be at the heart of IPPF's work. Internal and external stakeholders must be able to trust our data for it to be meaningful and useful. IPPF's data must be robust across multiple dimensions including accuracy, timeliness, consistency, completeness and granularity. This means that it must meaningfully reflect what it purports to represent, it must enable comparisons across time and between different sites, and it must be available at a sufficient level of detail in terms of frequency, location or other forms of disaggregation. This will mean adapting our systems to support best practice and maximizing opportunities for interoperability. We will ensure that appropriate standards are developed and upheld, and provide technical assistance at all levels, while recognizing that a 'one-size-fits-all' approach is unable to meet the needs of a diverse Federation. This includes the need for MA-to-MA support, guided by the shared framework and standards, as we recognize that MAs are often the most knowledgeable and experienced stakeholders. To support and improve data quality across the Federation in a consistent and appropriate way, a new framework is necessary to set out best practice approaches for data quality at all levels. Clear standards must be in place so that quality of data is maximized at every level from service delivery points to the global institutional data set.

This result area is broken down in this strategy into the following objectives:

2.1 define clear and simple standards and processes to ensure quality across all types of data throughout the Federation

2.2 increase the usefulness and level of detail in data by reporting at greater levels of disaggregation and at greater frequency

2.3 identify and support the implementation of best practice for structuring simplified, integrated data flows at all levels, including approval processes and feedback loops

2.4 develop and implement a Data Quality Framework for IPPF, which includes best practice approaches, assessment tools and processes for strengthening data quality

2.5 build capacity of all levels of staff – from front-line providers entering data to managers extracting and using data – to ensure data quality through the development of user-friendly training curriculums and clear, commonly understood guidelines designed for enhancing usability

2.6 use interoperability and integration of systems to prevent unnecessary proliferation of multiple systems, reduce duplicate data entry, improve data entry efficiency and improve the consistency and accuracy of all data

Result area 3: Data Access

All stakeholders have timely access to relevant quality data in the right format for specific use, understand what data they require, know where this is stored and have the capacity to extract it for meaningful use.

Access to data is the essential counterpart to data quality. For data to be a resource to be used by stakeholders across the Federation, users must be able to use systems that contain the data they need, know where to locate this data, be empowered to access it and have the knowledge to make meaningful use of it. This requires not only addressing our data systems from a platform and software point of view, but also making sure that our organizational structure can accommodate this approach. Staff must feel able to retrieve or request data in the correct format, and organizational culture must be sufficiently open and democratic to encourage and support this.

Data systems should be configured through a participatory approach so that end users can communicate their data access needs and ensure these are dynamically built into systems, rather than relying on top-down decision-making. New systems must integrate effectively with existing data infrastructure to preserve interoperability and allow the sharing and comparison of data where this is relevant and appropriate. Often this will be through interactive dashboards for standardized IPPF data as well as guidance for visualizing data to enable access to data for staff and volunteers at all levels. Open data sources and national statistics should also be seen as essential resources for data users and should be integrated into our systems where possible.

This result area is broken down in this strategy into the following objectives:

3.1 ensure appropriate access to data for each user according to their roles and responsibilities

3.2 strengthen systems and platforms for easy access by all data users

3.3 empower stakeholders to access data at each level

Result area 4: Data Use

All stakeholders effectively interpret and utilize data proactively for decision-making and learning.

For IPPF to maximize the potential of the data held by MAs and the Secretariat, data must be seen as a vital strategic resource and its effective use to monitor performance and inform strategic planning must be at the core of our work. This requires a data culture to be established and supported so that effective data use is embedded in the everyday life of the Federation. Leadership is a key factor in promoting and instilling data use and managers at all levels must be prepared to set an example in their commitment to demanding and using data. Resources must be invested so that staff are provided with the skills and the tools to understand and use data. Training and support appropriate to the needs of staff at each level should be available. IPPF's data systems should be capable of supporting data use and configured in a way that makes relevant, high-quality and interactive data visualizations available and useable.

This result area is broken down in this strategy into the following objectives:

4.1 ensure commitment of leaders at all levels of the Federation that drives use of data and demand for data

4.2 empower staff across the Federation at all levels to use data

4.3 optimize systems and processes to respond to user needs and allow meaningful use of data

4.4 develop resources that enable easy use of data

We will develop a monitoring framework based on the four result areas to measure implementation of the Data Management Strategy with a number of metrics designed to assess progress made.

The future – an illustrative example

Once this Data Management Strategy has been successfully implemented, a high-performing MA could operate in the following way.

An MA has developed its own organizational policies, procedures and guidelines in a consultative process based on the IPPF Data Management Strategy and country-specific needs and demands. MA data management policies are developed in consultation with all concerned parties including IPPF Secretariat and reviewed and approved by MA management and governing board. Data security is treated as a priority by all staff and is reviewed regularly. Posters are displayed in clinics explaining to clients how their data is secured, how it might be used and their right to access their own data.

The MA collates all its institutional data monthly at each SDP, in line with IPPF's data standards. Static clinics collate and report their data each month into their local data warehouse via an automatic link from their electronic CMIS. Mobile solutions are used for outreach and community-based service delivery which allow for variable connectivity and reduce the data burden on staff, particularly service providers. Clear protocols are followed to keep data secure and clients are provided with information on these measures. Restricted projects use DHIS2 to record performance data. DHIS2 platforms for restricted projects are designed to be integrated with the global institutional data set where appropriate and to capture data for any additional indicators required. Client-based data is collected across a range of indicators so that MAs can report in more sophisticated ways on how their clients use services and on the composition of their client base. All IPPF indicators are available online so that staff can look up definitions quickly.

MA staff use dashboards to monitor data quality and identify and correct potential issues as well as looking out for new and innovative ways to use data to assess performance. Other dashboards are also used for restricted project management, data cleaning and administration. These are updated on a regular basis with user input to ensure relevance. Staff can identify the data they need to make decisions and feel able to retrieve or request this.

The Executive Director and board of the MA are proud of their data culture and lead by example. They highlight and celebrate examples of good data use and practice, and expressly use data in their own decision-making. They ask questions of their data to ensure they understand it fully and focus on quality and accuracy. They ensure that sufficient resources are allocated to support and maintain these systems.

IPPF's new Data Quality Framework is used to guide the MA's internal monitoring processes. Internal Routine Data Quality Assessments (RDQAs) are carried out to check data quality. Scores are consistently high but areas for development are noted, addressed and closely monitored. At the MA HQ and in clinics, staff review and analyze their data regularly, using it to assess performance and evaluate the quality of service delivery and demand generation strategies. Programmatic decisions are made on the basis of data and outcomes are audited, with management taking a leading role in promoting and establishing a culture of data use. Staff at all levels have confidence in IPPF's data and the skills to negotiate with donors to be able to use standard indicators to reflect restricted projects' results. Donor funding is leveraged to strengthen existing data management systems rather than developing new and separate systems that can lead to fragmentation.

IPPF unified Secretariat staff support MAs with data cleaning and review to maintain quality. Periodic RDQA data reviews are carried out by Secretariat teams to support MA processes and benchmark internal reviews. Thanks to the MA's strong internal systems, these are generally passed with flying colours, but where discrepancies exist between internal and external RDQA results, these are investigated and followed up. As a clear leader in data management, the MA often provides technical assistance to other MAs remotely and/or by exchange visits to demonstrate good practice and share knowledge and expertise.

When changes are to be made to IPPF's data systems, these are planned carefully taking into account potential duplication, fragmentation and interoperability, and approved in advance by the Data Governance Committee. The MA has participated in planning and feedback processes so that their needs are understood and considered. Changes that affect the MA are clearly explained well in advance, with appropriate training and guidance provided.

At the Secretariat level, data from increasing numbers of MAs is being provided at more frequent intervals and at greater levels of disaggregation, including clinic-level data, client-based indicators and income data. This increases the quality of our institutional data and ensures that performance can be more effectively monitored and understood. In turn, this strengthens IPPF's internal and external accountability, as we have confidence in the reliability of our data and can identify how and why the data changes over time.

PART B: IMPLEMENTATION PLAN

Result areas by activity

1. Data Governance

1.1 Develop, improve and institutionalize policies and frameworks around data and information systems governance

a **Conduct mapping of existing policies, procedures, agreements, legal frameworks, system, data and people, including duplicated areas of work**

As a first step in implementing this strategy, priority areas will be identified and a mapping of existing systems and processes will be carried out in these areas. This will establish where specific gaps exist and where good practice is currently in place. It will identify any particular areas of concern which require urgent or more thorough attention.

b **Draft a broad framework for data governance including relevant policies to ensure confidentiality, protection and security of all data**

This framework will identify the areas which are universal and mandatory, as well as aspects of data governance which are more appropriately devolved to regional or local levels. This will feed into the terms of reference of the Data Governance Committee (see 1.2a) and the Data Quality Framework (see 2.4a).

c **Share good practice and learning proactively**

Processes will be put in place to identify good practice and important learning and ensure that these are shared with relevant parties across the Federation.

1.2 Develop and improve standards for all components of data management

a **MAs, ROs and CO endorse and implement the Principles for Digital Development (page 28) and use the structure in place to ensure all major system changes adhere to them.**

The Principles for Digital Development are a set of guidelines for staff working on data systems to ensure best practice within the development sector. These set out how systems should be designed and implemented within development programmes and form a strong and widely recognized basis for effective data governance. The Principles for Digital Development are already endorsed by a significant number of development organizations. Endorsement of these principles by all levels of IPPF would be an important first step in establishing best practice for data within the Federation. Adoption of this strategy by IPPF will be a de facto endorsement of the Principles for Digital Development by the Secretariat.

1.3 Strengthen measures to ensure the confidentiality, protection and security of all data

a Establish a Code of Conduct for data protection

All users of IPPF data, whether at Central Office, Regional Offices or MAs, have a responsibility to use this data appropriately, ethically and in accordance with national and international laws. This is particularly critical when dealing with identifiable personal data (e.g. from a clinic) but applies in all circumstances. To ensure that all data users are aware of these responsibilities, a Code of Conduct will be developed and shared. All users of data in IPPF will be required to agree and sign up to this.

b Enhance or develop adequate tools to ensure the privacy and confidentiality of data in all systems

A set of standards and tools will be developed to support staff at all levels in maintaining data security. This will include management of CMIS systems (both manual and online), user account management, protocols for storing and sharing data, and monitoring tools to ensure ongoing compliance. These should align with local and international legal standards.

c Develop and implement training programmes and communications campaigns to strengthen understanding of data management and confidentiality across all levels of the Federation

Training materials and other resources will be developed and adapted for use across the Federation. These can be targeted towards end users in all health facilities and in MA offices as well as Secretariat data users. These could take the form of materials for face-to-face training, self-directed training and/or online training modules. Certification could be provided to users who complete courses so that staff can demonstrate they understand the essential principles of data security.

1.4 Ensure organizational roles, responsibilities and accountability around data governance are formally defined and understood at all levels

a Establish a Data Governance Committee to oversee data governance throughout the Federation, and support similar structures at each level

To ensure adherence to good data governance principles, a cross-Federation Data Governance Committee will be established. This Committee will have responsibility for overseeing data governance, making sure that different systems can work together effectively and reducing the risk of proliferation of overlapping systems. IPPF proposals for new or expanded systems must first be approved by the Committee, who may recommend alternative options including repurposing existing systems. The terms of reference and membership of this Committee will be determined in the first stage of implementing this strategy.

b Ensure roles, responsibilities and accountability are defined and outlined clearly in all guidance documents, frameworks and tools developed as part of implementing this Data Management Strategy.

In order to ensure a consistent and standardized understanding of requirements, all roles and responsibilities on data governance matters will be made clear in materials developed as part of strategy implementation. This includes guidance documents, frameworks and tools, and any other documents relating to accountability for data systems.

1.5 Build a data-driven organizational culture Federation-wide to inform strategic decision-making

a Management leads by example

Developing a culture of using and valuing data in IPPF must be built from the top. All senior directors of the Federation must be prepared to lead by example and make it clear that data is central to achieving IPPF's *Strategic Framework 2016–2022*. This will involve valuing and supporting data management, including through budgets; being explicit about the role of data in decision-making in the Federation; and ensuring that data is central in performance management. This will support organizational efficiency throughout IPPF and allow us to demonstrate improved performance to donors.

b Data is celebrated, shared and promoted

Events and initiatives will be held on a regular basis to celebrate data and show how data is used. Data is appreciated as one of IPPF's values, just as much as, for example, a rights-based approach to service delivery. Appropriate resources should be put in place as part of this commitment

2. Data Quality

2.1 Define clear and simple standards and processes to ensure quality across all types of data throughout the Federation

a Create, maintain and disseminate a standardized IPPF Data Dictionary

The IPPF Data Dictionary will be a comprehensive resource covering all IPPF indicators and data collected. It will define each data element in terms of meaning, source, frequency, use and relation to other data points and will ensure that data collection is standardized and transparent across the Federation. It will be hosted online, accessible to all users, available in multiple languages and updated regularly. The existing IPPF Data Guidelines, which focuses on the Performance Dashboard indicators, will feed into the Data Dictionary and will continue to be a separate document.

b Produce and distribute an IPPF Data Standards Guide

A new IPPF Data Standards Guide will set out processes for data collection and use at all levels. This will ensure that a comprehensive and standardized set of procedures is in place across the Federation. The standards will provide a framework into which restricted projects and other new initiatives can fit on the basis of existing structures, allowing additions and expansions to be made in a consistent and systematic manner.

c Develop standardized templates for data collection

IPPF will ensure that tools are available to enable consistent and accurate data collection, by developing and disseminating standardized templates for routine data collection which can be adapted as required depending on local need.

2.2 Increase the usefulness and level of detail in data by reporting at greater levels of disaggregation and at greater frequency

a **Adapt data collection methods to take advantage of more demanding data reporting requirements and allow integrated reporting into global data sets**

Ever greater demands are being made of IPPF's data in terms of frequency, detail and scope, whether from restricted projects, donor requests or internal requirements. Data systems should be adapted and strengthened accordingly to fulfil these needs in a way that permanently increases their capacity and reduces reporting burdens.

b **Leverage restricted projects and other initiatives to strengthen IPPF's data systems**

The targeted resources made available through restricted projects can significantly increase the capacity of data systems to report in more detail and with higher quality. These improvements to core systems, and the knowledge and experience gained by IPPF in the process, should be used to spread these benefits as widely as possible and enable all parts of the Federation to gain from this investment.

c **Record and share lessons learned to enable wider uptake of more frequent and disaggregated reporting**

The increased integration of data from different sources, including restricted projects, is a new step for IPPF. As such there are many possible learning opportunities available. These will be recorded and shared across teams using this data to ensure learning happens.

2.3 Identify and support the implementation of best practice for structuring simplified, integrated data flows at all levels, including approval processes and feedback loops

a **Ensure that all data submissions include feedback loops, including within MAs, in order to improve the accuracy of submitted data and strengthen ownership over data**

Feedback loops include responses to MA data from the unified Secretariat, automated validation and other checks, and dashboards available following submission. These will allow MAs to assess their data at the time of submission and afterwards, with the aim of making improvements over time.

b **Ensure that all corrections are made at source and resubmitted, to strengthen provider and MA ownership of data and ensure all levels see the same data**

Systems will be designed to allow this to happen easily and at scale so that MAs are able to correct their own data without significant additional burden.

2.4 Develop and implement a Data Quality Framework for IPPF, which includes best practice approaches, assessment tools and processes for strengthening data quality

a **Develop a Data Quality Framework which sets out common definitions, approaches, measures and monitoring processes for data quality across the Federation.**

An IPPF Data Quality Framework will set out best practice for data collection within MA facilities. This will collate existing procedures as well as identifying and filling gaps to form a comprehensive set of materials for data quality.

b **Identify and use standardized assessment tools and routine supervision processes for data quality**

Standardized tools will be available at each level of IPPF to ensure that data quality can be effectively monitored and any issues addressed. Routine Data Quality Assessments (RDQAs) should be performed on a regular basis, with MAs supported to conduct their own internal assessments which can be validated and monitored through external assessment by unified Secretariat teams.

c **Ensure concrete data quality measures (e.g. automated validation rules, data validation reports) are integrated into all information systems whether electronic or manual**

IPPF will use the functionality built into systems such as DHIS2 to enforce minimum data validity and quality to prevent incomplete or illogical data being entered. More sophisticated automated checking and flagging systems will also be used as appropriate.

2.5 Build capacity of all levels of staff – from front-line providers entering data to managers extracting and using data – to ensure data quality through the development of user-friendly training curriculums and clear, commonly understood guidelines designed for enhancing usability

a **Develop training materials to roll out continuous training to ensure all data collectors and users across all levels, including SDPs, fully understand data standards and definitions**

To maintain high levels of staff capacity on data collection, particularly given high levels of staff turnover in some parts of IPPF, regular high-quality training is required so that all necessary staff are aware of IPPF's data standards and definitions and can report their institutional data accordingly.

2.6 Use interoperability and integration of systems to prevent unnecessary proliferation of multiple systems, reduce duplicate data entry, improve data entry efficiency and improve the consistency and accuracy of all data

a Implement minimum interoperability standards for all new electronic information system initiatives

The Data Standards Guide will set out expectations for new electronic information systems in the Federation. Minimum interoperability standards will be required in order to maximize the value of both new and existing systems and prevent the proliferation of silos. The Data Governance Committee to be established will prioritize interoperability and simplicity in approving new data systems.

b Integrate best practice guidelines into development of new information systems

All new information systems will be required to adhere to the Data Standards in following best practice guidelines. This will ensure consistency and high quality across all IPPF's systems, smoothing the path for interoperability.

c Review all systems on a rolling basis to make incremental improvements

All systems will be subject to regular review on their effectiveness and usability, using feedback from users and other stakeholders. Recommendations and other findings will be disseminated across the Federation to share best practice and promote proactive learning on usability.

d Leverage interoperability initiatives to increase (without additional data entry burden) the level of disaggregation and the frequency in the data that is shared

IPPF will identify and take advantage of opportunities from restricted projects, new systems development and other initiatives to increase the disaggregation, frequency and other quality dimensions of data.

3. Data Access

3.1 Ensure appropriate access to data for each user according to their roles and responsibilities

a Decentralize data accessibility to administrators and local users

Appropriate user roles will be allocated to each user of DHIS2 and other systems using standardized guidelines and checklists developed by IPPF. The overall structure will be defined and set out in the IPPF Data Standards Guide. As far as possible, administrative rights should be decentralized to allow easier communications and prevent unnecessary bottlenecks. Administrators at all levels will maintain overall responsibility for managing user roles and ensuring appropriate access.

b Establish data ownership and accountability

Clear guidelines will be developed in line with IPPF's policies to set out who is responsible for owning data at each level, how accountability is allocated and enforced and the protocols for using data for other purposes such as research, resource mobilization and advocacy.

3.2 Strengthen systems and platforms for easy access by all data users

a Adapt tools and strengthen systems for easier and better data integration

IPPF will explore ways to build and develop integration between different systems, and ensure that new systems are interoperable, so that data sets can be combined for more sophisticated and detailed analysis to be carried out.

b Adopt and implement systems to allow multilevel users to access and utilize data

As part of the IPPF Data Standards, clear guidelines will be put in place to ensure that relevant stakeholders at each level have appropriate access to data. This means data at the relevant levels of disaggregation and detail so that everyone can access and view the data they require.

c Adopt and implement systems in appropriate languages for IPPF stakeholders

DHIS2 (and other systems as necessary) will be made available in local languages where required by staff, to promote wide access to data.

d Develop user-friendly tools with custom dashboards

So that users can effectively access the precise data they need, and interrogate it as they require, IPPF will develop tools to display relevant data. These will be integrated into current platforms and use existing functionality where possible. To be effective these tools should be broadly standardized but allow customization by the user so that the data required is accessible.

3.3 Empower stakeholders to access data at each level

a Build the capacity of stakeholders to use the systems in place

As part of the Data Quality Framework, all users of data systems will be provided with the necessary relevant training and ongoing support to use these systems effectively.

b Strengthen induction processes to include data systems

To ensure that knowledge of data systems has the widest possible reach and to maximize the opportunity that induction processes offer new starters, IPPF will integrate data training elements into standard induction procedures at all levels. This will help to ensure that staff know how to use the systems at their disposal and minimize the disruption caused by staff turnover.

c Remove barriers to stakeholders accessing and using data

A culture of data access and transparency must be developed at all levels, with an expectation that data will be used for analysis and making decisions. Staff should feel empowered to use data as a basis for decision-making and be able to access this at an appropriate level.

d Nurture innovation and sharing for scaling of best practice

Forums for sharing good practice in data access should be established, underpinned by a data culture that celebrates innovation.

4. Data Use

4.1 Ensure commitment of leaders at all levels of the Federation that drives use of data and demand for data

a Involve leaders in data governance and management activities

Leaders at all levels must publicly value and champion data use. Data and metrics will be used as a core part of decision-making and cited appropriately. Data use will be centred and championed across the Federation and leaders will ensure that they have the necessary skills and capacity to engage with data.

b Demonstrate data leadership by holding data-focused events

Internal and external IPPF communications will highlight the use of data for programmatic and strategic decision-making. Planning exercises will be clearly and explicitly data focused. Evaluations will be carried out using data to assess performance and learning and sharing exercises will promote data use. IPPF should consider an annual Data Use Award for notably good practice.

c Promote processes that are measured through data use

IPPF will ensure that objectives have measurable outputs and that clearly defined indicators are in place, so that performance can be rigorously assessed using accurate data. Annual planning and budgeting processes at all levels of the Federation should use baseline data for target setting, decision-making and programme expansion, resource allocation, etc.

4.2 Empower staff across the Federation at all levels to use data

a Allocate adequate budget for staff capacity building

Provision should be made in budget processes (including APB and in restricted project budgets) and in planning for technologies and training that enable better use of data. Training materials are to be developed and disseminated to support data use.

b Train staff at all levels to use data

Using data will be prioritized across the Federation so that staff are able to request and retrieve the data they need to do their work effectively. Accurate and useful data should be seen as a necessary element of day-to-day work for staff across all teams and not restricted to specialists.

c Build data use into recruitment and staff performance management

The ability to effectively use data should be incorporated into job descriptions and performance management for staff at all levels, where this demonstrably relates to their work. It is important that data is not seen as an optional extra but as an integral skillset.

4.3 Optimize systems and processes to respond to user needs and allow meaningful use of data

a Identify data needs and develop data utilization plans across the organization

Identifying data needs should be an integral part of planning at all levels of IPPF. This requires talking to staff about their data needs and use of data, mapping data needs across the organization and allocating sufficient time and budget to data use.

4.4 Develop resources that enable easy use of data

a **Share existing resources for effective data use**

IPPF will establish forums and processes through which relevant and successful examples of data use and other resources such as guides and tools can be shared across the Federation. These should be targeted and designed to increase effective data utilization and with a focus on performance improvement.

b **Develop new resources to support data use**

Current gaps will be addressed and new opportunities identified to meet the needs of data users. These could include training courses, how-to guides, webinars, customizable dashboards and a range of other tools.

c **Allocate adequate budget to access available resources**

Data users must have effective access to the resources that have been developed and shared. This will require appropriate budget provision to be made to ensure access to training, platforms, and other methods of obtaining and using tools and guides.

Timeline

	ACTIVITY	FIRST SIX MONTHS	REST OF YEAR 1	YEAR 2	YEAR 3
1	**Data governance**				
1.1	**Develop, improve and institutionalize policies and frameworks around data and information systems governance**				
a	Conduct mapping of existing policies, procedures, agreements, legal frameworks, systems, data and people, including duplicate areas of work				
b	Draft a broad framework for data governance including relevant policies to ensure confidentiality, protection and security of all data				
	Some policies to be prioritized				
	Policies will be reviewed and updated accordingly				
	Federation-wide and Secretariat policies considered first				
	MA policies to be presented, approved and integrated				
c	Share good practice and learning proactively				
1.2	**Develop and improve standards for all components of data management**				
a	MAs and the unified Secretariat endorse and implement the Principles for Digital Development, and use the structure in place to ensure all major system changes adhere to them				
	Secretariat to adopt Principles for Digital Development				
	MAs to adopt Principles for Digital Development				
1.3	**Strengthen measures to ensure the confidentiality, protection and security of all data**				
a	Establish a Code of Conduct for data protection				
b	Enhance or develop adequate tools to ensure the privacy and confidentiality of data in all systems				
c	Develop and disseminate training materials and resources to strengthen data confidentiality, protection and security awareness across all levels of the Federation				
	Provide annual online training				

	ACTIVITY	FIRST SIX MONTHS	REST OF YEAR 1	YEAR 2	YEAR 3
1.4	**Ensure organizational roles, responsibilities and accountability around data governance are formally defined and understood at all levels**				
a	Establish a Data Governance Committee to oversee data governance throughout the Federation, and support similar structures at each level				
	Develop terms of reference and form committee				
	Data Governance Committee to meet on a quarterly basis				
b	Ensure roles, responsibilities and accountability are defined and outlined clearly in all guidance documents, frameworks and tools developed as part of implementing this Data Management Strategy.				
1.5	**Build a data-driven organizational culture Federation-wide**				
a	Management leads by example				
b	Data is celebrated, shared and promoted				
	Hold an IPPF Data Day				
2	**Data Quality**				
2.1	**Define clear and simple standards and processes to ensure quality across all types of data throughout the Federation**				
a	Create, maintain and disseminate a standardized IPPF Data Dictionary				
	Establish taskforce for overseeing Data Dictionary				
	Identify existing resources/information				
	Identify gaps and opportunities for improved definitions				
	Create comprehensive set of definitions of data (could include disaggregation and other metadata)				
	Validate with diverse stakeholders and revise if necessary				
	Disseminate the IPPF Data Dictionary				
b	Produce and distribute a Data Standards Guide for the Federation				
	Conduct needs assessment to identify current practices and gaps				
	Taskforce develops relevant content describing data processes (including indicator calculations, frequency of collection, persons responsible, data cleaning processes, etc.)				
	Validate with diverse stakeholders and revise				
	Disseminate Data Standards Guide				

	ACTIVITY	FIRST SIX MONTHS	REST OF YEAR 1	YEAR 2	YEAR 3
c	Develop standardized templates for data collection				
	Identify current data collection formats (across staff, sites, etc.)				
	Reconcile differences and generate templates for data collection				
	Disseminate and implement templates				
2.2	**Increase the usefulness and level of detail in data by reporting at greater levels of disaggregation and at greater frequency**				
a	Adapt data collection methods to take advantage of more demanding data reporting requirements and allow integrated reporting into global data sets				
b	Leverage restricted projects and other initiatives to strengthen IPPF's data systems				
c	Record and share lessons learned to enable wider uptake of more frequent and disaggregated reporting				
2.3	**Identify and support the implementation of best practice for structuring simplified, integrated data flows at all levels, including approval processes and feedback loops**				
a	Ensure that all data submissions include feedback loops, including within MAs, in order to improve the accuracy of submitted data and strengthen ownership over data				
b	Ensure that all corrections are made at source and resubmitted, to strengthen provider/MA ownership of data and ensure all levels see the same data				
2.4	**Develop and implement a Data Quality Framework for IPPF, which includes best practice approaches, assessment tools and processes for strengthening data quality**				
a	Develop a Data Quality Framework which sets out common definitions, approaches, measures and monitoring processes for data quality across the Federation				
	Review and map existing resources				
	Develop a comprehensive IPPF Data Quality Framework				
b	Identify and use standardized assessment tools and routine supervision processes for data quality				
c	Ensure concrete data quality measures (e.g. automated validation rules, data validation reports and other checks) are integrated into all information systems whether electronic or manual				

	ACTIVITY	FIRST SIX MONTHS	REST OF YEAR 1	YEAR 2	YEAR 3
2.5	**Build capacity of all levels of staff – from front-line providers entering data to managers extracting and using data – to ensure data quality through the development of user-friendly training curriculums and clear, commonly understood guidelines designed for enhancing usability**				
a	Develop training materials to support these standards and roll out continuous training to ensure all data collectors and users at all levels, including SDPs, properly understand data standards and definitions				
	Develop training manual (drawing reference from Data Dictionary and Standards Guide) for data collection (i.e. user manual, etc.)				
	Develop user-friendly training modules (incorporating evaluation/feedback from participants)				
	Implement other modes of capacity building, such as peer to peer support, mentoring, coaching, and on-job support				
2.6	**Use interoperability and integration of systems to prevent unnecessary proliferation of multiple systems, reduce duplicate data entry, improve data entry efficiency and improve the consistency and accuracy of all data**				
a	Implement minimum interoperability standards for all new electronic information system initiatives				
b	Integrate best practice guidelines into development of new information systems				
c	Review all systems on a rolling basis to make incremental improvements				
d	Leverage interoperability initiatives to increase (without additional data entry burden) the level of disaggregation and the frequency of the data that is shared				

	ACTIVITY	FIRST SIX MONTHS	REST OF YEAR 1	YEAR 2	YEAR 3
3	**Data Access**				
3.1	**Ensure appropriate access to data for each user according to their roles and responsibilities**				
a	Decentralize data accessibility to administrators and local users				
	Sensitization around importance of data				
	Accountability framework that uses data and defines data stewards				
b	Establish data ownership and accountability				
	Sensitization around criticality of data confidentiality				
	Data confidentiality assessment at all levels				
3.2	**Strengthen systems and platforms to enable and improve access by all data users**				
a	Adapt tools and strengthen systems for easier and better data integration				
	Develop a systems/data needs assessment and gaps identification review				
	Present the needs assessment and gaps identification to the Data Governance Committee				
	Approval for systems strengthening plan				
b	Adopt and implement systems to allow multilevel users to access and use data				
c	Adopt and implement systems in appropriate languages for different IPPF stakeholders				
d	Develop user-friendly tools with custom dashboards				
3.3	**Empower stakeholders to access data at each level**				
a	Build the capacity of stakeholders to use the systems in place				
b	Strengthen induction processes to include data systems				
c	Remove barriers to stakeholders accessing and using data and ensure proactive sharing of data				
	Ensure that culture and resourcing are addressed				
d	Nurture innovation and sharing for scaling of best practice				
	Assess systems in place to promote innovation and sharing				

	ACTIVITY	FIRST SIX MONTHS	REST OF YEAR 1	YEAR 2	YEAR 3
4	**Data Use**				
4.1	**Ensure commitment of leaders at all levels of the Federation that drives use of data and demand for data**				
a	Involve leaders in data governance and management activities				
	Design prerequisite for the skill sets required from leaders				
	Review the skill set of the current leaders. Develop their own regional/local programmes				
b	Demonstrate data leadership by holding data-focused events				
	Identify thematic areas, who to involve and plan the events schedule				
c	Promote processes that are measured through data use				
	Define processes currently in place				
	Develop guiding documents on how the process will be carried out				
4.2	**Empower staff across the Federation at all levels to use data**				
a	Allocate adequate budget for staff capacity building				
	Identify staff capacity, tools and gaps				
	Secure the required training budget based on the staff needs				
b	Train staff at all levels to use data				
	Identify staff capacity and gaps				
	Develop relevant training in line with the gaps identified				
c	Build data use into recruitment and staff performance management				
	Mapping of existing performance management stock systems available				
	Harmonize siloed performance management strategies				
	Using the functional systems for recruitment and staff performance				
	Set up sensitive functional performance management systems				
	Monitoring the performance of the functional systems				

	ACTIVITY	FIRST SIX MONTHS	REST OF YEAR 1	YEAR 2	YEAR 3
4.3	**Optimize systems and processes to respond to user needs and allow meaningful use of data**				
a	Identify data needs and develop data utilization plans across organization				
	Identify the common reporting needs for both internal and external users				
	Develop the data utilization plans				
	Reviewing of the data needs that will automatically feed the ongoing data utilization plans				
4.4	**Develop resources that enable easy use of data, understanding it, translating it and incorporating it into the strategy and the different levels of decision-making and planning**				
a	Share existing resources for effective data use				
	Identify and map out all existing resources				
	Create appropriate sharing strategy and tools most suited for the task				
	Continually adding to resources and maintenance/archiving of existing resources				
b	Develop new resources to support data use				
	Use examples from experts and peers to further increase the availability, quantity and quality of resources				
c	Allocate adequate budget if needed to access available resources				
	Identify budgetary gaps in building new resources to see what the budget can support				
	Ongoing review of budget to ensure fitness for purpose				

ANNEX:
PRINCIPLES FOR DIGITAL DEVELOPMENT*

Design with the user

User-centred design starts with getting to know the people you are designing for through conversation, observation and co-creation.

Understand the existing ecosystem

Well-designed initiatives and digital tools consider the particular structures and needs that exist in each country, region and community.

Design for scale

Achieving scale requires adoption beyond an initiative's pilot population and often necessitates securing funding or partners that take the initiative to new communities or regions.

Build for sustainability

Building sustainable programmes, platforms and digital tools is essential to maintain user and stakeholder support, as well as to maximize long-term impact.

Be data driven

When an initiative is data driven, quality information is available to the right people when they need it, and they are using that data to take action.

Use open standards, open data, open source, and open innovation

An open approach to digital development can help to increase collaboration in the digital development community and avoid duplicating work that has already been done.

Reuse and improve

Reusing and improving is about taking the work of the global development community further than any organization or programme can do alone.

Address privacy and security

Addressing privacy and security in digital development involves careful consideration of what data is collected and how data is acquired, used, stored and shared.

Be collaborative

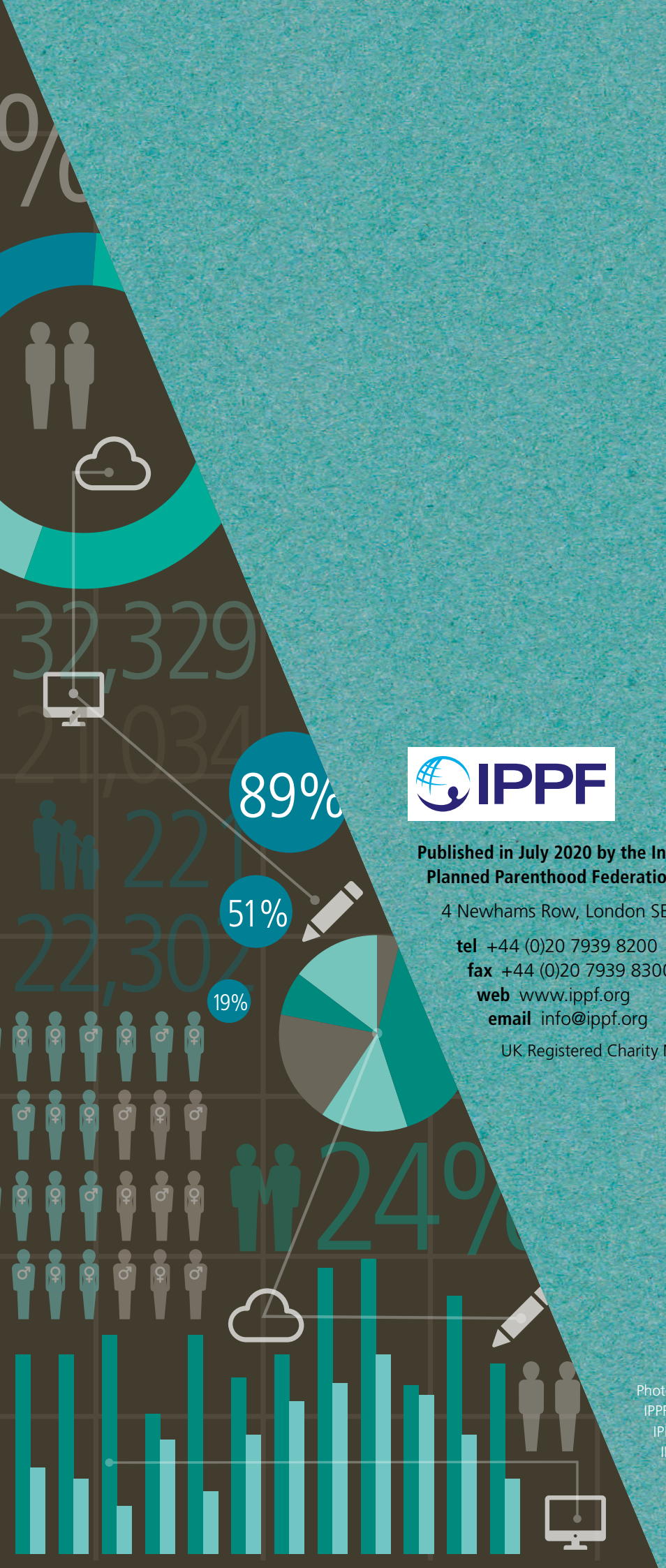
Being collaborative means sharing information, insights, strategies and resources across projects, organizations and sectors, leading to increased efficiency and impact.

* Adapted from https://digitalprinciples.org/principles/

Acknowledgements

We would like to express our appreciation and gratitude to all Member Association, Regional Office and Central Office staff as well as external consultants for their invaluable contributions to the development and finalization of IPPF's first Data Management Strategy. The expertise, commitment and energy shown during the process was outstanding and the resulting strategy represents a remarkable achievement for IPPF.

We are now ready to embark on the journey to implement the strategy. This will make a positive and significant difference to everyone who engages with the Federation, including IPPF volunteers, staff, service users and beneficiaries as well as external stakeholders. The strategy will play a critical role in delivering IPPF's *Strategic Framework 2016–2022* to ensure sexual and reproductive health and rights for all.



Published in July 2020 by the International Planned Parenthood Federation

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