



## DATA-DRIVEN MANAGEMENT

### WHAT CAN WE DO WITHIN A CITY'S ADMINISTRATIVE MANAGEMENT TO IMPROVE CHILD-CAREGIVER INTERACTIONS AND CAREGIVER WELL-BEING?

*Ideas...*

1 Training in data literacy for city staff	2 Chief child development officer	3 Data dashboards		
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This category focuses on how the collection and use of data to analyse, evaluate and monitor early childhood development at the city level can contribute to better policies for children and caregivers. The key element is to foster inter-agency collaboration and to break down silos in management to bring policies closer to the comprehensive experience of the user in everyday urban life.

At this level, impact can be measured through indicators focusing on the nature and flow of data across city departments, allocation of budget to early childhood, and efficiency of policy.

*Sample outcome areas...*

- Increased use of shared data across city departments
- Improved collaboration across city departments
- Increased (internal and external) transparency of city actions for young children
- Stronger public and political support for investments toward young children and caregivers
- Increased city budget for initiatives to support young children and families
- Improved collaboration between city government and civil society

Idea 1

# TRAINING IN DATA LITERACY FOR CITY STAFF

Data dashboards are only as good as the quality of the data and the utility of the data to people who need to use it for decision making.

This often requires training in data literacy and management, as well as process to ensure that data is accurate. While this is a more general issue, it is particularly relevant to early childhood because a lot of service provision is done informally and by providers who may not have strong administrative capacities.

Moreover, since direct measures of child outcomes may not be available, there is a need to determine what proxy data can be used for effective decision-making.

At a glance...

**COST**

\$ \$\$ \$\$\$

**MAINTENANCE**

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**GOVERNMENT INVOLVEMENT**

- Social Services
- Education
- Health
- Parks
- Planning
- Transport

**MINIMUM SCALE**

City



**EXISTING IMPLEMENTATION LEVEL**

Tested and implemented

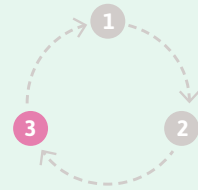
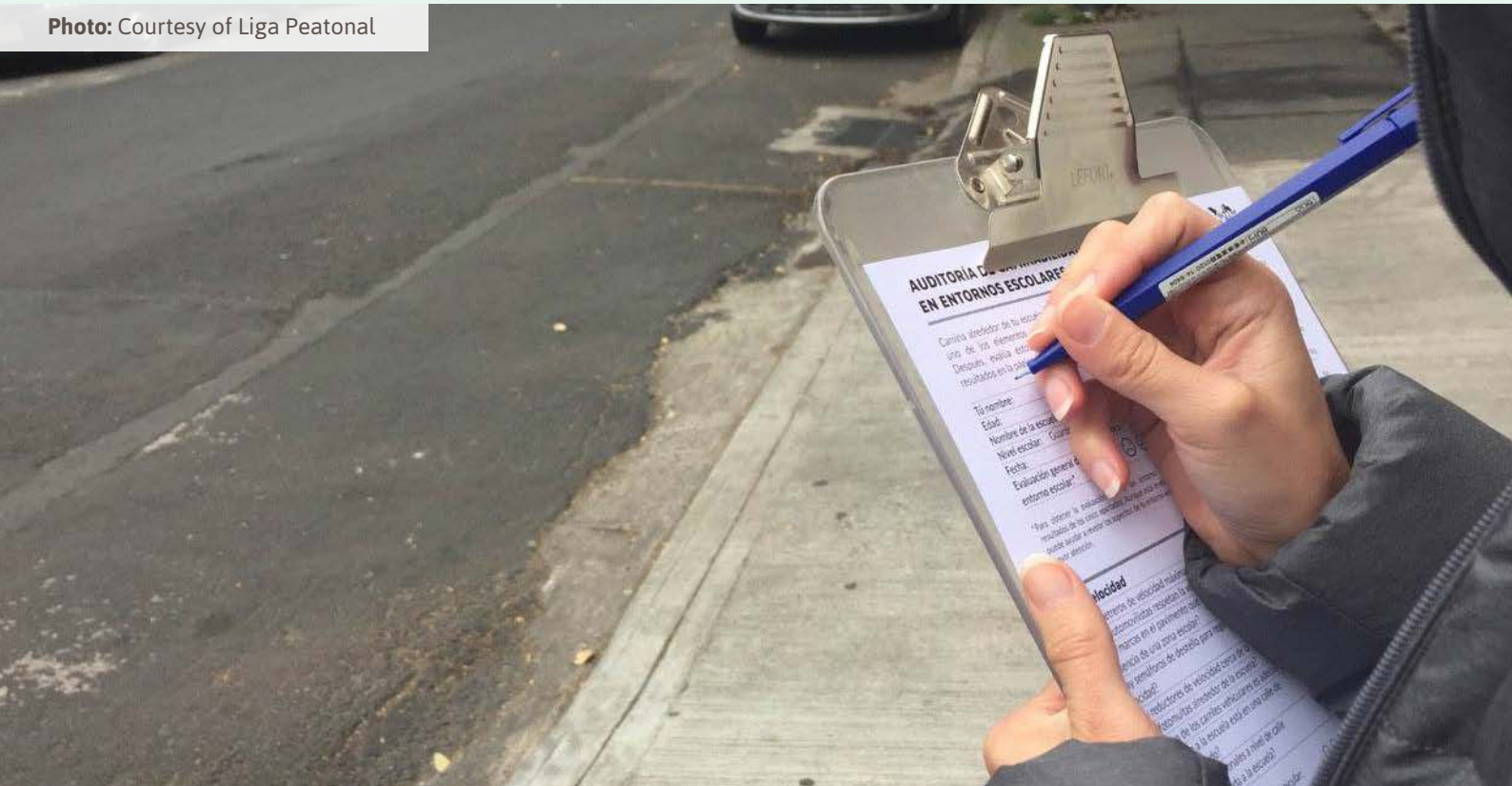


Photo: Courtesy of Liga Peatonal



More info...



## OUTCOME AREAS

- Increased use of shared data across city departments
- Improved collaboration across city departments
- Increased city budget for initiatives to support young children and families
- Improved collaboration between city government and civil society



## REAL WORLD EXAMPLES

- In **Istanbul, Turkey**, the Turkish Economic and Social Studies Foundation helped create spatial maps of all city districts to identify where the most vulnerable young children were located, using a variety of proxy indicators. They shared the data with municipal managers and are working with four districts to help them better understand how to use the data for planning of services and exploring ways to ensure data are updated on a recurrent basis.
- In the **USA**, a variety of cities are now using a shared back-office service for networks of childcare providers. This helps ensure better quality administrative data across the providers, saves money through cost sharing, and allows providers to focus more attention on service quality.



## RELATED IDEAS

- 5 Integrated early childhood services
- 2 Chief child development officer
- 3 Data dashboards



## LEARN MORE

- Interactive Map of Early Childhood in Istanbul, by the Turkish Economic and Social Studies Foundation (TESEV) and Kadir Has University

## Idea 2

# CHIEF CHILD DEVELOPMENT OFFICER

Having a designated member of the municipal team with a mandate from city leadership working on child development can create momentum and commitment within the municipal team and enable cross-sector collaboration.

It creates a platform to review and act on data across silos and contributes to efficiency gains. It also helps anchor the Early Childhood Development agenda politically, secures relationships to external partners, and establishes a communication point for civil society groups and city-to-city cooperation.

## At a glance...

### COST

\$ \$\$ \$\$\$

### MAINTENANCE



### GOVERNMENT INVOLVEMENT

- Social Services
- Parks
- Education
- Planning
- Health
- Transport

### MINIMUM SCALE

City



### EXISTING IMPLEMENTATION LEVEL

Tested and implemented

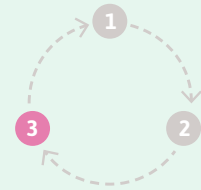
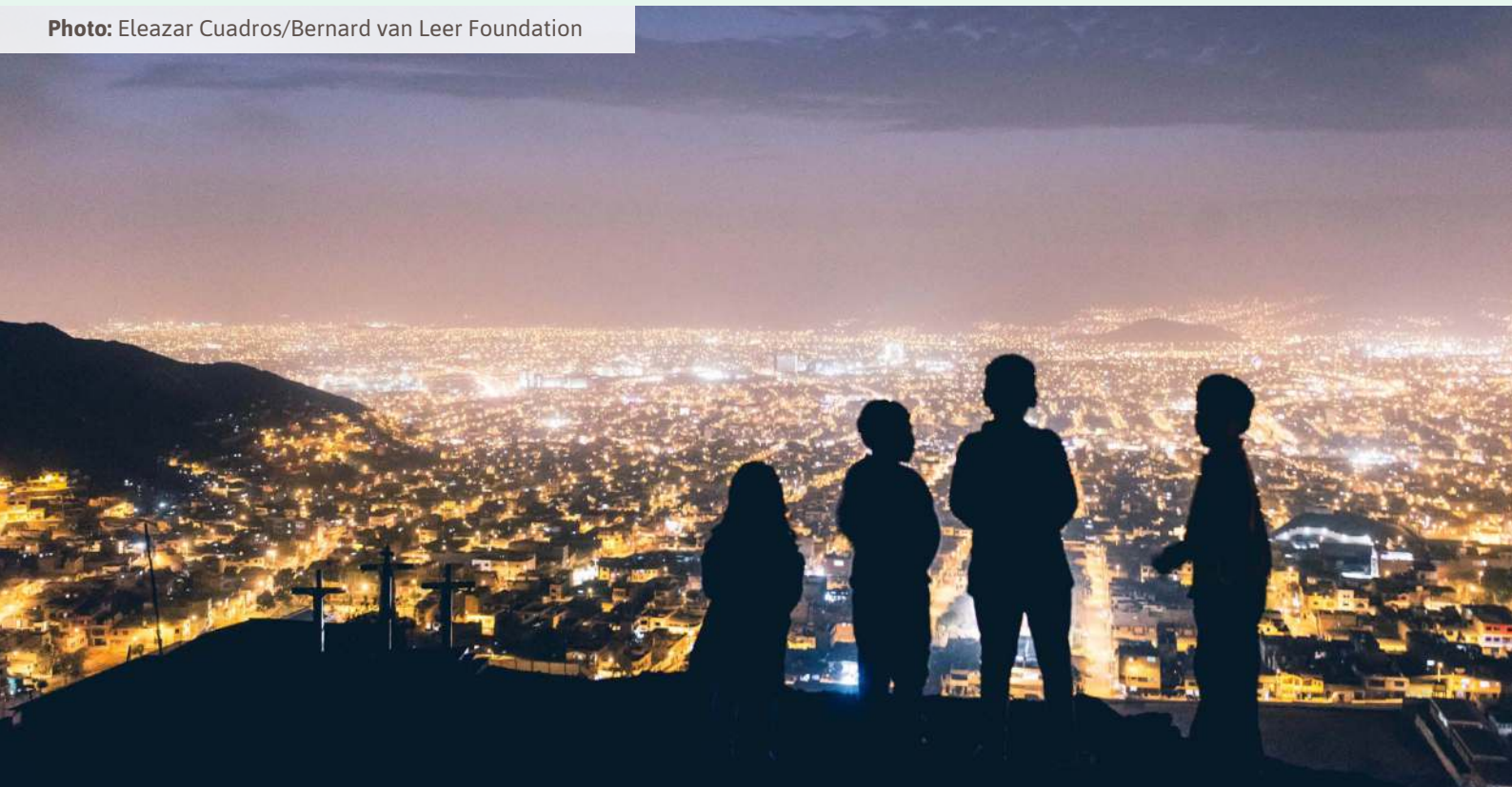


Photo: Eleazar Cuadros/Bernard van Leer Foundation



More info...



## OUTCOME AREAS

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## REAL WORLD EXAMPLES

- In **Tirana, Albania**, the city is hiring a children's policy director for the municipality to audit municipal departments on the impact of their projects on children, and create a multi-stakeholder forum with participation from different parts of city government and civil society to drive the children's agenda, civil society and school.
- In **Tel Aviv, Israel**, the city is working on early childhood initiatives cutting across childcare, parks and recreation and transportation. The city has put in place a manager that coordinates a joint workplan across the departments. The joint work also has a steering committee that includes senior leadership from each department helping to remove any roadblocks along the way.



## RELATED IDEAS

- 1 Training in data literacy for city staff
- 3 Data dashboards



# Idea 3

## DATA DASHBOARDS

Cities typically have far more data on early childhood development than they know, spread throughout their departments. A data dashboard can be a great starting point to promote cross-sector collaboration.

We have not yet seen any dashboard with comprehensive data on babies and toddlers, as they are usually a subsection of those focusing on the general population. Dashboards would ideally be able to overlay information about the location of young children and pregnant women on top of data about: well-being of children and caregivers; location and use of key services; location and use of public space.

### At a glance...

**COST**



**MAINTENANCE**



**GOVERNMENT INVOLVEMENT**

- Social Services
- Education
- Health
- Parks
- Planning
- Transport

**MINIMUM SCALE**

City



**EXISTING IMPLEMENTATION LEVEL**

Tested and implemented

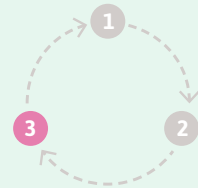


Photo: Courtesy of Liga Peatonal

### Caminito de la escuela

La información representada y el contenido de los datasets es

Total de escuelas

- GUARDERÍA ●
- PREESCOLAR ●
- PRIMARIA ●

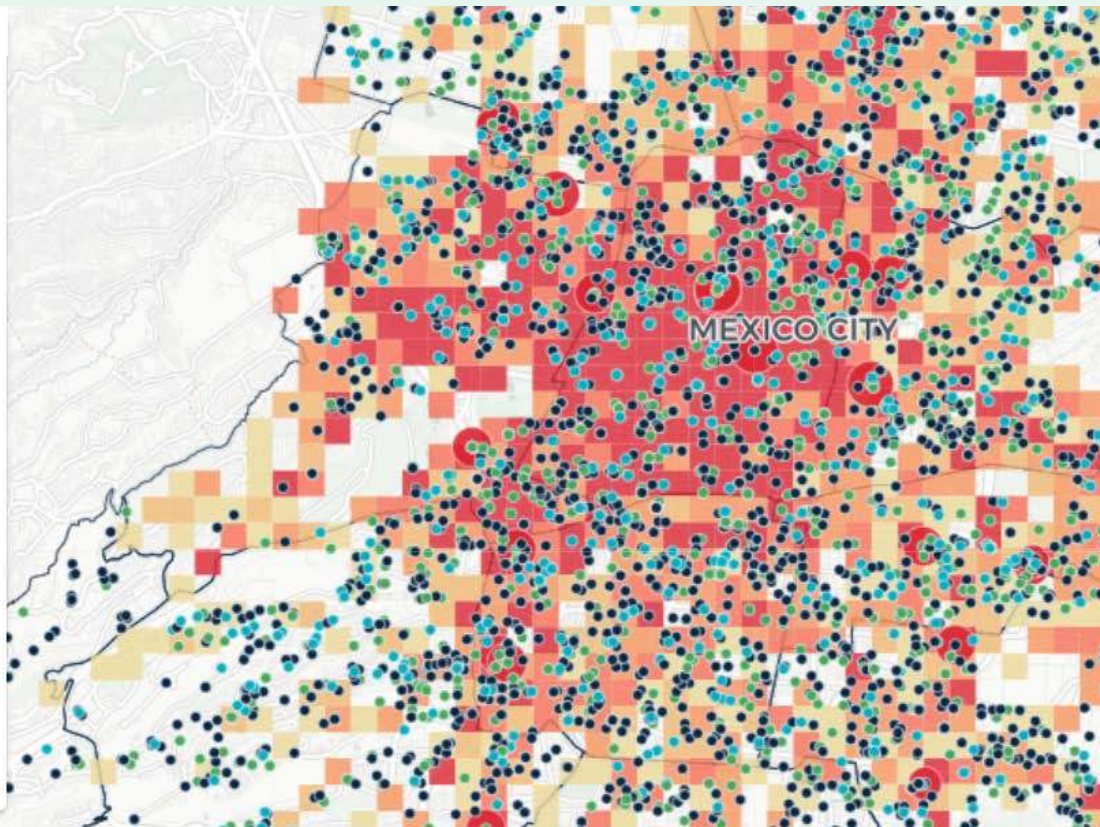
Escuelas más vulnerables

- TOP 3 POR DELEGACIÓN

Atropellamientos\*



Delegaciones



## More info...



### OUTCOME AREAS

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### REAL WORLD EXAMPLES

- In **Ontario, Canada**, the Child Wellbeing Dashboard for the Waterloo region is used to inform state-wide expansion plans for early childhood centres. It provides a detailed view of where programmes and services for young children are situated in relation to other services, such as the number of preschools within 5 km of a library. The data are used to locate the need for new early childhood centres.
- The **New Zealand** State Service, Better Public Services Reform initiative, was created in 2012 to address the challenges of developing and delivering policies that fall across multiple departments. Government chose ten priorities, agreed through consultation, that ensured early buy-in from different agencies, to break down silos and create a shared commitment. The dashboard includes participation in early childhood education services, immunisation coverage and prevalence of rheumatic fever. The latter is a proxy among young children for poverty, and access to healthcare and decent housing.
- **Istanbul, Turkey**, and **Bhubaneshwar, India**, have engaged in mapping exercises to inform their early childhood policies, in a first step towards better monitoring and targeted interventions. In Bhubaneshwar, it was associated with children's participation through the *Humara Bachpan* Campaign, to identify their needs. In Istanbul, the Turkish Economic and Social Studies Foundation and Kadir Has University have developed a map to identify the location of the most vulnerable babies and toddlers by using real estate prices as a proxy for poverty levels. Local authorities are now focusing their early childhood policies on these areas.



### RELATED IDEAS

- 1 Training in data literacy for city staff
- 2 Chief child development officer



### LEARN MORE

- *How dashboards can help cities improve early childhood development* by the Open Data Institute
- *Interactive Map of Early Childhood in Istanbul*, by the Turkish Economic and Social Studies Foundation (TESEV) and Kadir Has University