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CORE GUIDANCE:
NEW GENERATION
SITUATION ANALYSIS

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Cover photo: © UNICEF/UNI183297/Noorani
In Bangladesh, Rozina Akther, 18, and her husband, Munir Hossein, 25, hold their 3-year-old twin sons at their home in the village of Monapara, Sharisha Bari Upazila, Jamalpur District, Dhaka Division.

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INTRODUCTION

1. Purpose of the Core Guidance

The situation analysis of children's rights and well-being is a flagship product designed to inform policy dialogue, partnerships and interventions to improve children's lives. Since the release of the last situation analysis guidance in 2012, there have been significant changes in the global development and humanitarian environments. There have also been large shifts in the availability of innovative tools and skills, and the ways that information and analysis are accessed, undertaken and used as inputs to inclusive development. The new guidance and the New Generation Situation Analysis were developed in light of these changes.

This document provides guidance to facilitate the development of situation analyses that are relevant and responsive to the realities of today's world. It provides the principles that underpin the development, ownership, utility and value of the analytical pieces in the collaborative work of UNICEF country offices and partners; and contains the rationale, content, framework, purpose and process of the New Generation Situation Analysis. The Guidance is presented clearly and concisely to promote faster, simpler and better processes for country offices and partners as they develop their analyses.

2. What is new in the Core Guidance?

The Guidance supports UNICEF country offices to plan their respective analyses based on their own unique contexts. While it sets out the key principles and framework of the New Generation Situation Analysis, it deliberately avoids being overly prescriptive to allow country offices the space and flexibility to determine the most feasible approaches to developing situation analyses, the most appropriate research methodologies, and the right areas and issues to focus on.

The Guidance recognizes that UNICEF country offices are facing different environments and need to create situation analyses that respond to their realities. The Guidance is accompanied by a Toolkit covering various thematic pieces to support country offices to conduct deeper analyses of the thematic issues important to their contexts. The Toolkit provides research questions, methodologies, checklists and other tools to strengthen thematic analysis and allow flexibility in presenting information and data.

The release of the Guidance coincides with the changes in the United Nations Sustainable Development Cooperation Framework Guidance and its companion pieces, particularly the revitalized United Nations Common Country Analysis. In light of this, the Guidance promotes robust, relevant and external-facing situation

analysis that respond to the changing and complex development and humanitarian environments. At the same time, the New Generation situation analysis remains faithful to the principles of human rights, gender equality, children's rights - as outlined in the Convention on the Rights of the Child - and the commitment to leaving no one behind.

3. Components of the Core Guidance

» Section 1 describes the **rationale** of the New Generation Situation Analysis to provide a solid framework for the process of developing situation analyses.

» Section 2 is the **country overview**. It explains the importance of a strong understanding of the country context and how such an assessment should be presented in the situation analysis.

» Section 3 outlines the causal framework for **analysing children's rights** to assess what is working and the actions needed to take results to scale and leave no child behind.

» Section 4 on **knowledge on children** outlines

how to ensure that collected data meets appropriate standards of validity and credibility.

» Section 5 on **process** provides information on how to plan and develop situation analyses.

» Section 6 on **format** provides ideas on how different components of the New Generation Situation Analysis can support various functions during the country programme cycle.

4. How to use the Guidance

Country offices should use this document as a reference guide on the principles underpinning the development of their situation analysis. Country offices are encouraged to use the Toolkit to develop more in-depth analyses addressing thematic areas and emerging issues relevant to their respective country context and targeting their respective audiences as needed.

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1. RATIONALE

THE NEW GENERATION SITUATION ANALYSIS is a flagship product that presents an analytical narrative of children's rights and well-being in a specific country. The analysis is rights-based, and examines the progress, challenges and opportunities for achieving child rights and well-being, and the patterns of deprivation that children face. It analyses the causes of these deprivations and the barriers that prevent the fulfilment of child rights. It considers the progress that policy and programme interventions have made towards at-scale coverage of inclusive social services for key populations; the adequacy of policy delivery, particularly in terms of budget; and the resources for leaving no child behind. It looks at the unequal realization of rights and the depths of disparities across different equity dimensions. Finally, it highlights the situation of children left behind, as well as those children most at risk of being left behind – all of whom are entitled to social services and opportunities.

AUDIENCE: The New Generation Situation Analysis strengthens its relevance to a wider external audience. It aspires to be the reference document on children in a given country. It contains a robust analysis useful to government bodies, development partners, including UNICEF, civil society, private sector actors and other stakeholders; and uses language that resonates with an even broader audience. The analysis provides an evidence base for the policies, programmes and interventions that will accelerate progress towards child rights and well-being; and can be used to support advocacy promoting positive change for children. It enables UNICEF to convene, influence or integrate government and private sector institutions on co-investments in inclusive social services and opportunities for at-scale results for children and young people. As such, the situation analysis is a guiding document for action on child rights and well-being, with potential impact beyond UNICEF programmes.

ANALYTICAL LENSES: The New Generation Situation Analysis presents evidence and highlights opportunities for socially-inclusive development. It unpacks and examines the unequal realization of child rights and the interrelated role of duty-bearer institutions. It highlights inequities between groups,

socio-economic characteristics, urban/rural and intra-urban disparities, gender profiles, geographic locations and other dimensions. The situation analysis pays special attention to looking at disaggregated data and unpacking national and/or subnational averages. In addition to presenting an analysis of why inequities exist, it presents contextualized recommendations on what could be done by key stakeholders to attain/sustain inclusive social development.

The analysis is grounded in the country's political, economic and social realities, progress towards the Sustainable Development Goals (SDGs), and regional and global issues that affect children's rights and well-being. While national issues are at the core of the situation analysis, it explores global and regional issues not included in the national agenda. Most importantly, the analysis sheds light on the situation of children and young people who are left invisible or uncounted, such as refugee children, asylum seekers, children on the move, undocumented children, children living in informal settlements, children who are out of school, children with disabilities, incarcerated children and children in institutions.

The New Generation Situation Analysis also has a role to play in bridging the humanitarian and development spheres. As the humanitarian landscape continues to evolve, the situation analysis supports common assessments across humanitarian and development

processes, and facilitates the coverage of interventions across the continuum of inclusive care. It presents recent progress, including on climate change, and provides insights on emerging and future trends that could affect children, as well as the ongoing and practical measures to address these trends.

TIMING: The situation analysis should be developed during the programme cycle and updated regularly as new information becomes available. The flagship report should ideally be produced before planning begins on a new country programme, and before (or alongside) the development of the Common Country Analysis and the United Nations Sustainable Development Cooperation Framework. The updated analysis or related analytical pieces serve as advocacy inputs to national, sectoral and subnational budgetary and policy dialogue, aimed at influencing at-scale investments for children and young people.

MAXIMIZING OWNERSHIP AND PARTNERSHIPS:
The process of developing the situation analysis should include engagement with the government and key stakeholders, including children and young people. It should serve as an opportunity to promote meaningful dialogue between the main child rights actors on children's issues. The situation analysis can take the form of an ongoing analysis but should always be of high quality and made available externally.

2. COUNTRY OVERVIEW

A STRONG UNDERSTANDING OF THE COUNTRY CONTEXT is a core component of the situation analysis. The country context sets the stage, providing the background against which child rights are (or are not) realized. The New Generation Situation Analysis emphasizes the importance of conducting the analysis against this context, using the themes described in this section. The analysis should present data, trends and insights on these themes and explore how these elements interact with one another. Countries may also want to investigate other themes that are unique to their contexts.

A. **DEMOGRAPHIC PROFILE:** The demographic profile shows the country's population characteristics using data from censuses, national household surveys, regional commissions and the United Nations Population Division. It provides insights on the shape of the population, and population trends, particularly in regard to children and young people, and the impacts that these trends may have in the foreseeable future. It provides insights on the extent and nature of urbanization as well as the characteristics of urban and rural populations.

B. **POLITICAL ECONOMY AND GOVERNANCE**: The analysis of political economy and governance presents the context in which power and resources are distributed in the country, including the governance structure and the degree and type of decentralization (if applicable), and how these impact child rights and well-being. It looks at important political and economic trends, including economic growth, the structure of formal and informal economies, how gains are distributed, the major business sectors and their most powerful actors, and why key populations are likely to be excluded from the development process. It flags how inclusion of vulnerable populations can be taken to scale.

C. **HUMANITARIAN RISK PROFILE:** The humanitarian risk profile examines the risks and drivers of humanitarian crises, disasters, unplanned urbanization, extreme weather and emergencies, including protracted crises at the national and local levels (as applicable) and the preparedness of the various levels of government and other stakeholders to mitigate such risks. These include risks of a transnational nature. The profile provides an assessment of how these risks might impact children and their

families and communities. In countries where there are ongoing conflicts and/or emergencies, the situation analysis provides insights into how these are affecting children, emphasizing the disproportionate impacts of such events on children and young people.

D. **GENDER PROFILE:** The gender profile assesses unequal outcomes of girls and boys and explores the gender-related causes that underpin them, using sex-disaggregated data and deeper qualitative analysis of the immediate, underlying and structural causes. The analysis of gender-related barriers includes the review of demand and supply of services, the socio-cultural environment and prevailing legislative and policy frameworks.

E. **PUBLIC FINANCE:** The analysis of public finance aims to provide an understanding of the financial landscape for children's issues. It presents national budget allocations and spending for goods and social services critical to children's well-being. It looks at the fiscal space in the country, including external sources of financing, such as overseas development assistance. It provides insights into how public resources are distributed, including across regions, and their contribution (or lack thereof) to achieving children's rights.

F. **POVERTY:** The poverty analysis assesses the trends in poverty reduction and focuses on the inequities around progress (or lack thereof). It presents both monetary and multidimensional aspects of poverty, highlights both the proportion of children living in monetary and/or multidimensionally poor households, and analyses child poverty at the individual child level.

G. **DRIVERS OF INEQUITIES:** This analysis presents the main drivers of inequities that affect children's rights and well-being in a country. It is expected that the causality analysis will provide a deeper treatment of the drivers of inequities. The analysis points to where the

largest inequities lie, and what causes these disparities. The drivers include, but are not limited to, economic and social factors, laws, norms, geography, climate change, unplanned urbanization, gender, tribe, ethnicity, caste, religion and disabilities. It pays special attention to children who are uncounted by traditional national systems, such as refugees, asylum seekers, children on the move, children who are out of school, children in urban slums or on the streets and children in institutions. Data permitting, the analysis will look at inequities across different age categories to support the realization of child rights across the life cycle.

H. **STAKEHOLDERS:** The stakeholder analysis maps out the main stakeholders for child rights and well-being in the country. The New Generation Situation Analysis looks at a broader set of stakeholders beyond government, human rights bodies, civil society, donors and communities. It highlights the systems and mechanisms for the meaningful and participatory engagement of children and young people as key stakeholders rather than passive players; and extends its reach to the private sector, multilateral financial institutions (e.g., the World Bank) and regional bodies if appropriate.

I. **BUSINESSES:** The New Generation Situation Analysis increasingly recognizes that business activity, and the ecosystem of standards, policies, regulations and social relations in which it takes place, often has significant direct and indirect impacts on children and families. Private sector actors can be critical stakeholders in developing solutions and can be instrumental to influencing other stakeholders, including governments, in their decision-making. If the business environment is not explicitly considered, there is a risk that the situation analysis will be incomplete. The analysis therefore profiles businesses by their core/shared values, potential and practical contributions to advance social inclusion, and at-scale results for children and young people.

J. COUNTRY ASSESSMENT OF ESSENTIAL PRODUCTS, MARKETS AND SUPPLY CHAINS FOR CHILDREN: This entails an assessment, with governments and partners, of the basket of essential commodities and services needed for children and youth in the country and subnational contexts to identify the most critical issues that facilitate or hinder access to these commodities and services. This includes assessing the availability, affordability and accessibility of essential and innovative commodities and services; the cost, speed and quality of delivery; and the existing and potential strengths of local markets including potential capacity to scale new products. The assessment includes public and private sector capacity to procure and deliver commodities and services, and the current and potential partnerships for realizing child rights through supply.

K. KNOWLEDGE, ATTITUDES AND PRACTICES: This analysis looks at the knowledge, attitudes and practices that prevent the realization of child rights. It is important to areas where social norms and individual behaviours are key barriers to the realization of child rights and well-being.

In developing the country overview, it is important to shape a narrative that shows the causality between these areas, instead of presenting descriptions that are independent of one another. It is critical to show the intersectionality of the inequities and disparities, and the extent to which children experience overlapping and interdependent deprivations and sources of discrimination. Examples include the overlap between poverty and gender inequality or how children and women are disproportionately impacted by humanitarian crises.
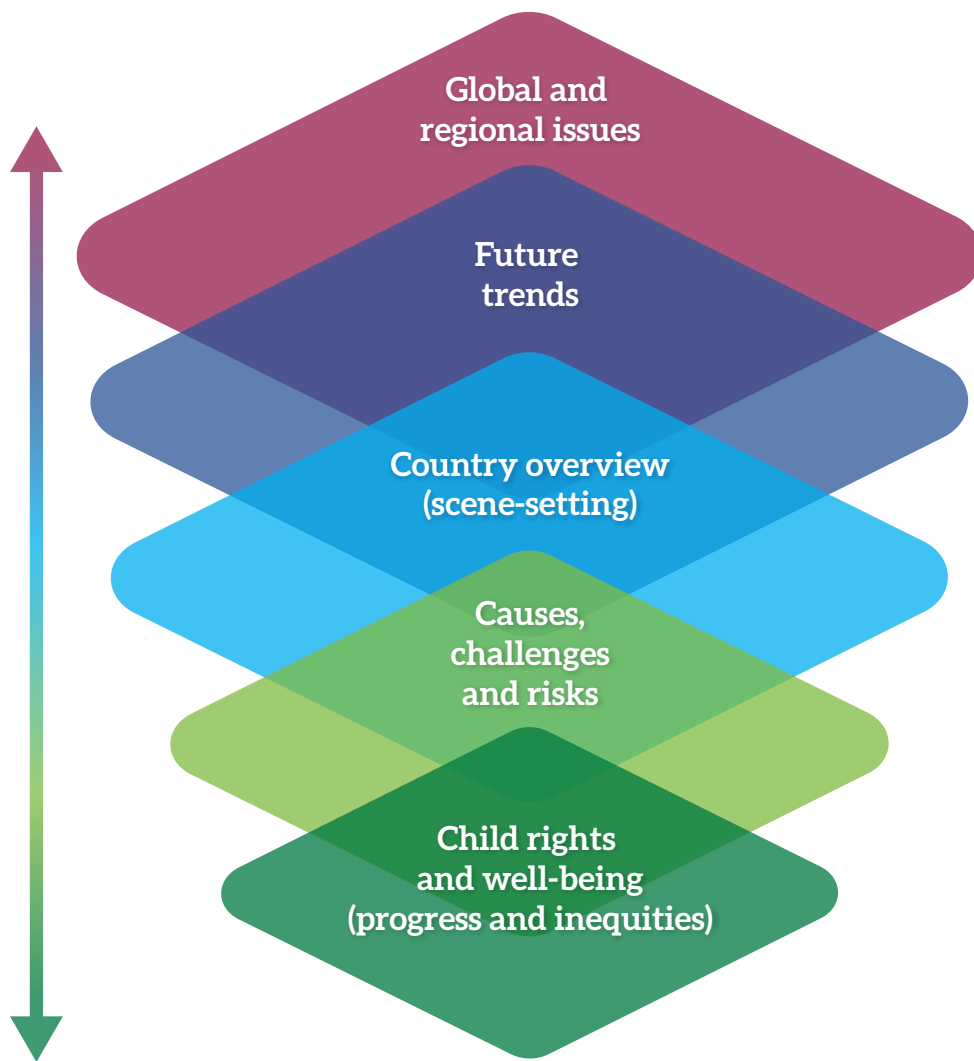
3. ANALYSING CHILDREN'S RIGHTS

THE NEW GENERATION SITUATION ANALYSIS CONDUCTS a causal analysis of the degree of the realization (or non-realization) of child rights in the country. It investigates the unequal realization of rights across different dimensions and fosters an understanding of the drivers of these inequities. It emphasizes the need to build a conceptual framework to guide the analysis and develop the narrative of children's rights and well-being in the country. The framework varies from one context to another, but the fundamentals are outlined in the following paragraphs.

1. The conceptual framework

At the heart of the analysis is a conceptual framework that provides an understanding of the existing deprivations and inequities and establishes the linkages between the underlying causes and barriers to achieving child rights and well-being. The framework situates the analysis in the country context with a clear recognition of the regional and global issues that are impacting children's lives in the country. It explores the reasons behind the uneven realization of child rights and inequities in well-being, and the opportunities for achieving progress for all children, especially those who are left behind or at greatest risk of being left behind.

2. Unpacking the framework

The following table outlines the specific analytical questions in the conceptual framework. The questions may need to be further unpacked depending on the country context or how the analysis is designed. While the framework captures the overarching principles, the nuanced situation analysis will provide insights unique to particular groups or issues. The components are interconnected and collectively interact to affect child rights and well-being. In addressing these questions, consider how the insights contribute to the purpose of the situation analysis by enabling policy, programmes, advocacy and actions that leave no child behind.

Core guidance framework

The conceptual framework provides a broad approach that will work in different contexts. While the framework is designed to be relevant in most countries, it is important to capture the situation of children in countries with unique contexts, and/or children who are often invisible to the system or who are left uncounted due to their exceptional circumstances.

Global and regional issues

Future trends

Country overview (scene-setting)

Causes, challenges and risks

Child rights and well-being (progress and inequities)

Treating sensitive issues

In some contexts, the analysis will have to explore issues that raise sensitivities with governments. These could be issues around, but not limited to, refugees, asylum seekers, children on the move or undocumented or stateless children. Some of these issues cross national boundaries, with the governments involved having divergent views. It is important that the situation analysis not leave these issues out of the discussion.

When analysing sensitive or potentially sensitive issues, the following strategies could be taken:

1. Engage the government and a broad range of stakeholders when framing the analysis. The development process should be consultative and the report should reflect the views of the various groups consulted;

2. The analysis should draw from both official sources and alternative sources of information, such as shadow reports by civil society;

3. The analysis should specifically mention differences in statistics (e.g., government figures on the number of asylum seekers may differ from other sources); and

4. At a minimum, the analysis should point out the existence of the issue and highlight the need to examine it closely and fill data and information gaps.

There will be instances when the country office will have to decide on whether extremely sensitive issues, while analysed under the situation analysis, will have to be kept separate from the document that is nationally owned. In these cases, the country office can choose to keep the analysis in question internal to UNICEF or share it with selected partners on a confidential basis. The country office may also employ other strategies on how to treat sensitive analyses as appropriate to their context.

FRAMEWORK	QUESTIONS
Country overview (scene-setting)	❏ What population groups affected by national/subnational laws; policies including budgets; conflict; and economic, social and environmental factors that lead to inequities? ❏ How does the broader country context contribute to child rights and the well-being of young people? Conversely, what macro factors exacerbate inequities? What innovative solutions are accelerating inclusive development? ❏ How are institutions – regional, national, subnational, private, public, faith-based, community, etc. – systematically achieving their obligations on inclusive services and enabling opportunities for children and young people?
Causes, challenges and risks	❏ What specific factors have contributed to the realization of child rights and well-being? What are the main child rights violations in the country? ❏ What are the top factors, including risks (prioritization is key here), that prevent the realization of child rights and well-being? ❏ What are the key factors that drive inequities in the realization of child rights and well-being? How are children engaged as active agents in decisions? ❏ Do children and young people, especially the most vulnerable, enjoy their rights to (available, access, use, adequate and effective) coverage of commodities, services and opportunities?
Child rights and well-being: progress and inequities	❏ What progress has been made in achieving children's rights and well-being across relevant age groups, such as neonatals, children under 5 years, young children, older children and adolescents, as defined within the national context, literature and evidence? ❏ Has progress been unequal? How large or deep are the deprivations faced by marginalized groups, such as girls and women, those living in poverty, children with disabilities, minorities and refugee children, among others? Who are the groups left behind, where and why? Who, among the children who are being left behind, face severe and/or intersecting deprivations and disadvantages, or multiple forms of discrimination that make them likely to be the furthest behind? How resilient are children to shocks and stressors?
Global and regional issues	❏ What are the global and regional issues that impact child rights and well-being? Has there been country progress in addressing the concluding observations of the periodic reports of the United Nations Convention on the Rights of the Child and related human rights treaties? How are cross-border issues and openings (migrations, trafficking, digitalization, etc.) being addressed/harnessed at scale? ❏ How does the realization of child rights and well-being contribute towards the achievement of the SDGs in the country, and addressing emerging issues?

3. Conclusions and recommendations

The situation analysis exercise should provide room for the prioritization of top issues with partners. The analysis must provide a firm conclusion on the top issues and opportunities that impact child rights and well-being and emphasize the prioritization of these issues. The conclusions must also identify any data or evidence gaps that should be addressed to generate a better picture of the situation of children in the country. The analysis recommendations should describe how to address these gaps and identify change strategies that could be effective in the given context. The recommendations should be addressed to governments and various actors across the country, including UNICEF. Recommendations that solely target UNICEF programming should be avoided; the situation analysis targets a wider audience and is not limited to planning the country programme. The recommendations should also include any further research or analysis needed to better understand the situation of children in the country.

4. KNOWLEDGE ON CHILDREN

THE NEW GENERATION SITUATION ANALYSIS USES DATA, risk analysis and findings from research and evaluations to present a complete and rigorous analysis of children's rights and well-being. It is important to draw on existing research and evaluations to create a rigorous and complete analysis. Research includes peer-reviewed work or other studies, provided that these are from recognized and credible sources. Reports by government, civil society, business analysts and academia are also useful sources of information. State reports and stakeholder submissions to international institutions, including the international human rights mechanisms (Universal Periodic Review, Treaty Bodies and Special Procedures) and recommendations from these, provide an important and authoritative source of information on the groups most at risk of being left behind and on the distributional impacts of policies and programmes. Recommendations and Concluding Observations, accessible at the Universal Human Rights Index, can be a basis for completing and updating the analysis. The situation analysis can also use findings from country or cross-country evaluations (including the country in question) to support the analysis.

The analysis draws from a variety of credible sources, which include official statistics and other data from verified sources and derived from credible methodologies. The default source of credible data are official data sources at national and subnational that are widely accepted and used in the country. The analysis should also use SDG indicators and/or data from the United Nations. In cases where there is insufficient data at the national level, the analysis can utilize regional or global databases. Alternative data sources can also be used to triangulate information or complement findings from official statistics.

1. National data sources

National data sources include censuses, national household income and living standard surveys and labour force surveys, among others. The Multiple Indicator Cluster Survey (MICS) and Demographic and Health Surveys (DHS) are two important sources of national-

level data. Administrative data sources – for example, health management information systems and/or birth or vital registration systems – that are of reasonable quality may also be used for the situation analysis. Special surveys, such as knowledge, attitudes and practices surveys, can be a rich source of information, particularly on specific groups. The Washington Group questionnaire included in the MICS and demographic and health survey is a useful source of statistics on disabilities. Economic data sources include national accounts, national budget statistics and country data from the World Bank, the International Monetary Fund (IMF) and regional banks, among others.

The situation analysis must identify any data gaps at the country level and point to sources that might fill these gaps (if other databases exist). Illustrating a lack of data and information can provide insight into the situation of children, particularly if this gap is concentrated on one group or sector.

Data gaps

Insufficient data at the national level or a shortage of information on certain groups of children are issues that can be discussed in the situation analysis. However, it is beyond the scope of the situation analysis to account for these gaps. The analysis should indicate where these data gaps are and if the gaps are concentrated on particular groups. This can create opportunities for dialogue with statistics bureaus, particularly during the process of developing the analysis. In the absence of data on vulnerable groups of 'invisible' or 'uncounted' children (e.g., children on the move), other strategies should be developed to inform the analysis of these groups. This can include developing alternative methodologies to extrapolate data or proxy metrics correlated to key measures. Qualitative methods are also potential sources of information.

2. Global data sources

Estimates from global data sources can be used in some cases, particularly when there are data gaps at

the national level or when there are large variations between national and global estimates. Examples of global databases include the child mortality estimates by UNICEF, the World Bank and the World Health Organization (WHO), UN-Habitat's slum population estimates for countries, the Global Database on Violence against Women and Girls, SDG databases and the PENN World Data Tables for economic accounts, among others.

When using global databases, the situation analysis must indicate the reasons for this, particularly if there are existing national data sources. In cases where there are discrepancies between national and global estimates — particularly global estimates from the United Nations — the analysis must present both figures, indicate which is nationally accepted and outline a potential explanation for the difference. This explanation is especially important if the analysis places more weight on one estimate over another.

3. Alternative data sources

In countries where there is a lack of data, alternative data sources can provide much needed information, though the analysis should make clear that these sources are not substitutes for official data. Alternative data sources can also be used to triangulate information or complement official statistics to deepen the analysis. Data from organizations working with groups and populations in vulnerable or marginalized situations, national human rights institutions, and local advocates and communities' own data are critical to complementing official information. These types of data can also be used when looking at the emerging role of nontraditional stakeholders, such as the private sector. Alternative sources of knowledge can include specialized surveys, peer-reviewed journal articles, studies and evaluations. The analysis can use the information from these materials or draw on their findings and conclusions.

Data from innovative sources can also be a valuable source of information. These include data from real-

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time monitoring such as RapidPro, geospatial mapping and early warning systems, among others. These can be used to triangulate information, illustrate a case study or show emerging patterns. The analysis must be careful in drawing findings or conclusions when innovative data sources are used, however.

4. Validation and acceptability of alternative data sources

While using alternative data can be effective, these types of data must also be treated with caution. It is important to explain the origin of the data, including

who collected the data and how and when it was collected. This information must be verifiable. The data quality must be reasonably accepted by the key stakeholders, if not the government.

It is critical to contextualize any observations from innovative data sources. For example, the analysis should indicate how representative (or not) the data is or how the data might be a snapshot from a particular point in time (if that is the case) to avoid generalizations. The analysis must clearly outline the caveats and limitations when interpreting data from alternative data sources.

5. PROCESS

IN ARTICULATING THE COUNTRY'S SITUATION, the situation analysis should reflect the perspectives of a diverse range of actors to ensure an objective and credible narrative. In the process of developing the analysis, UNICEF, should consult and engage with the government and a broad range of stakeholders, including the most vulnerable and marginalized groups and/or organizations that speak on their behalf. Engagement with government bodies is an essential component of the process. At the same time, meaningful consultations with civil society actors, children and young people, academia, and the private sector throughout the process is critical to forming a clear picture of the country context. While undertaking the analysis, opportunities should be created to facilitate discussions between different stakeholders on the most critical issues that affect children's rights and well-being.

1. Engagement with government, stakeholders, children and young people

Government engagement is an essential to the process of developing the New Generation Situation Analysis. Consultations at the national level should include finance ministries and planning commissions in addition to sectoral ministries. Engagement with parliamentarians or legislators is recommended if appropriate to the country context. Consultations at the subnational level are key in countries where UNICEF works at the local level. Officials from various parts of government should be brought together in dialogue to enable a more comprehensive analysis. Government sign-off on the final product is strongly encouraged.

When planning the situation analysis, UNICEF and partners should actively scan the horizon of relevant actors and stakeholders through broad and targeted outreach. This should include identifying emerging groups and sectors — such as the business sector — that could play a significant role as stakeholders in the near future. The process of developing the situation analysis should allow space for meaningful engagement and consultations with stakeholders, particularly children and young people, as well as groups that are often left out, such as refugee children, children who are out of school and children with disabilities.If appropriate to the context, the process of developing the situation analysis should bring together

government and different stakeholders, including children and young people, to foster dialogue and produce a rich analysis that reflects the perspectives of diverse groups and the country as a whole.

2. Timing and links to the Common Country Analysis

The New Generation Situation Analysis should be developed during every programme cycle, with a flagship analysis released every four to five years, and shorter supplementary pieces and updates produced as needed. The process of developing the flagship analysis should begin before or at the start of planning for the next programme of cooperation. The situation analysis can be a continuing or 'rolling' analysis that is accessible to internal and external audiences. It should be of high quality, with a live document hosted on the country office website that explicitly informs readers of its nature.

In cases where the approaches taken in the situation analysis and the United Nations Common Country Analysis reinforce each other, the findings of the situation analysis can feed into the Common Country Analysis and UNICEF can draw on the Common Country Analysis for the situation analysis, particularly for the country overview. UNICEF can also work with United Nations sister agencies in the country to coordinate consultations to avoid duplication of efforts, ensure coherence and maximize stakeholder engagement.

3. Modalities and partnerships

The process of developing the New Generation Situation Analysis requires greater participation of UNICEF staff and stronger partnerships with the government and key stakeholders. There should be a clear lead in the office who coordinates a working group composed of staff members from different sections. The working group can be chaired by the deputy representative or the relevant section chief.

Beyond the country office, it is recommended to convene a steering committee with a consultative role, composed of government officials and representatives and various stakeholder groups as appropriate to the context.

Country offices need to allocate sufficient resources to the situation analysis in their relevant office work plans. Given the scope of the New Generation Situation Analysis, a team with multidisciplinary expertise should be assembled to develop the analysis. If a consultant needs to be recruited due to human resource constraints, the country office should facilitate discussions and exchange with a range of experts and ensure maximum inputs from these contributors.

If context and resources allow, country offices should seek out partnerships with national think tanks, universities or international organizations to support the development of the analysis, strengthen it, improve its credibility within certain sectors, foster national ownership and build in-country capacities for such analyses.

4. Quality assurance

The country office working group provides quality assurance for the New Generation Situation Analysis, and the steering committee ensures that the analysis is grounded in the national context. It is strongly recommended that country offices involve regional offices in the review of drafts as the analysis is developed. Other modes of quality assurance, such as peer reviews, can be implemented as needed.

The process of developing the analysis should not be viewed solely as a means to develop a report, but a valuable exercise and component of the situation analysis itself. A well-formulated and systematic process will help clarify the aims of the situation analysis for key stakeholders, and how the situation analysis can support various processes throughout the programme cycle.
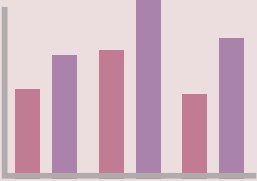
6. FORMAT

THE NEW GENERATION SITUATION ANALYSIS takes on a dynamic and innovative format that can be adapted to achieve specific goals. The full flagship analysis can be used to inform national policy and programming; and shorter pieces can be used for more targeted advocacy initiatives. If appropriate, the country office can host a microsite with a dashboard containing the data and brief analyses. Dashboards should align with existing data platforms and contain links to other data sources. The country office should be clear on how it intends to use the situation analysis and pursue a format that works for the country context, targets a wide external audience and indicates data and analytical limitations as needed. The approach should be relevant and useful to policymakers, decision makers, child rights advocates and other key stakeholders.

The new situation analysis includes three different formats, each with its own unique role in the country programme cycle:

a. SITAN ALPHA (α): The core situation analysis takes the form of a flagship document addressing the key issues affecting a country's children. At a minimum, there should be a PDF version of the analysis – including ongoing analyses – uploaded to the UNICEF country office website and partner websites, if appropriate.

b. SITAN BETA (β): Specific thematic briefs (~10–15 pages) can be issued midway through the programme cycle on a needs basis. While

the broad country analysis might not change substantively, certain sectors, geographic areas or thematic issues may require a reassessment. This could include emerging evidence and literature or assessments of internal or external shocks. Analysis of the national budget, for example, could be part of the interim analyses, and used for advocacy with the Ministry of Finance, as well as key social sector and subnational institutions. The report can also be cross-cutting due to a shock affecting several sectors (e.g., threats to health and education during flash flooding, impact on certain groups). These can be issued in PDF/paper format as supplementary

What might the new situation analysis look like?	SitAn Omega Ω	SitAn Beta β	SitAn Alpha α
PROCESS	**SIX MONTHS TO A YEAR**	**EVERY TWO TO THREE YEARS**	**EVERY PROGRAMME CYCLE**
Purpose	Regular situation updates	Evidence, advocacy, monitoring	Evidence, planning, advocacy, country reference
Business owners	Country offices	Country office programme section, supply	Country offices, regional offices
Feeds into	Monitoring, programming, policy advocacy	Evidence-base, programme strategy notes, Strategic Plan, policy advocacy	Policy advocacy, design and development of child-sensitive policies and programmes, country programme planning
Components	Data, summary analysis, links	Literature, enabling environment	Data, research, links
Format	Interactive dashboard	Brief analyses (~10 pages)	Situation analysis document (~50 pages)
Users	UNICEF and external users	UNICEF (external users if appropriate)	UNICEF and external users
Tools	Official statistics, other data, innovative data	Research, market analyses, data	Research, various data sources

reports, uploaded to the country office website or incorporated into the online situation analysis dashboard (if one exists).

c. SITAN OMEGA (Ω): A situation analysis page or dashboard on the country office website can bring together data from the analysis that come from a variety of available sources: monitoring

data, MICS, data from innovative sources, household surveys and other types of data. This site could also contain the summary of findings and recommendations from the situation analysis to help stakeholders access information for policy and programme work. Data and statistics should be updated as new data sets become available.

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