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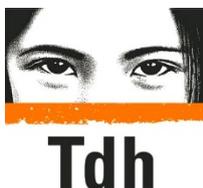
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FULL REPORT: A REVIEW OF THE UTILITY, SYSTEMS-EFFECTIVENESS, AND DEPLOYABILITY OF THE TOOL

Prepared for the Inter-Agency CPIMS+ Steering Committee
Prepared by Roy Tjan

July 2018



Save the Children



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It is the hope that this review will provide an overview of some of the successes and challenges of the CPIMS+ as perceived by those working – either directly or indirectly – with the tool and that it will lead to consensus on recommendations for improvement in ensuring the tool is fit-for-purpose in supporting child protection case management in humanitarian contexts.

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ACRONYMS AND ABBREVIATIONS

BID	Best Interest Determination
CM	Case Management
CMTF	Global Inter-Agency Case Management Task Force
CP	Child Protection
CPCME	Child Protection Case Management in Emergencies
CPIMS	Child Protection Information Management System
CPIMS+	Child Protection Information Management System (Primero module)
DPIA	Data Protection Impact Assessment
DPP	Data Protection Protocol
FGD	Focus Group Discussion
FTR	Family Tracing and Reunification
GBV	Gender-Based Violence
GBVIMS+	Gender-Based Violence Information Management System (Primero module)
HR	Human Resources
IA CP IMS	Inter-Agency Child Protection Information Management System (predecessor of the CPIMS+)
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technology
IM	Information Management
IM4CM	Information Management for Case Management
IRC	International Rescue Committee
IT	Information Technology
ISP	Information Sharing Protocol
KII	Key Informant Interview
KPI	Key Performance Indicator
LTA	Long-term Agreement
MEAL	Monitoring, Evaluation, Accountability and Learning
(I)NGO	(International) Non-governmental organisation
Primero	Protection-related Information Management for Emergency Response Operations (UNICEF)
proGres	Profile Global Registration System (UNHCR)
PROT6	Protection Case Management System (ICRC)
SOP	Standard Operating Procedure
MRMIMS	Monitoring and Reporting Mechanism (on grave violations of children's rights in situations of armed conflict) Information Management System (Primero module)
SC	Steering Committee
T4D	Technology for Development
TdH	Terre des Hommes
TOR	Terms of Reference
TOT	Training of Trainers
TOU	Terms of Use
UASC	Unaccompanied and Separated Children
UG	User-Group
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund



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FLAGS

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II. Deployability to Humanitarian Contexts

III. CPIMS+ vs. Other Systems

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Conclusion and Recommendations

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BACKGROUND & INTRODUCTION

Prior to 2005, different child protection agencies developed and introduced their own information management systems (IMS) – including databases – in a number of countries in order to respond to emergencies and facilitate their family tracing and reunification (FTR) programmes. However, different systems being used in the same emergencies led to confusion over the type and quality of information available on vulnerable children. This had a detrimental effect on successful tracing, collaboration and information-sharing. Following a review of these different systems in 2003; IRC, Save the Children and UNICEF decided to develop standard forms in order to collect the same comprehensive and appropriate information for registration, tracing verification, reunification and follow-up by all staff, irrespective of the child protection agency. Guidelines and best-practice protocols were also developed to inform country programmes on how to manage and share the sensitive information collected. In addition, a database was developed to aid in the management of cases, tracing and reunification, and to collect statistical information for the purpose of reporting and advocacy. The collection of tools, which was finalised in 2005, was named the Inter-Agency Child Protection Information Management System (IA CPIMS).¹

Initially, a consortium agreement was drawn up between Save the Children and IRC to illustrate the commitment to collaborate and use these standard tools in the case management (CM) of unaccompanied and separated children (UASC) and to foster better coordination and collaboration at country level. The consortium then developed into a technical Steering Committee (SC) – which now included the United Nations Children’s Fund (UNICEF) as well – in order to promote the use of the IA CPIMS at a global level to donors and through coordination bodies such as the Child Protection Working Group (CPWG – the predecessor of the Alliance for Child Protection in Humanitarian Action and the Child Protection Area of Responsibility under the global Protection Cluster), and to advise on the future direction and use of the IA CPIMS.

The original IA CPIMS database was developed on Excel and then moved quickly to an Access database with the support of an Information Technology (IT) company in 2008. In 2009, the database and supporting tools were redesigned and enhanced to support any thematic area of child protection case management in emergencies (CPCME) ensuring its application reached beyond the initial scope of FTR. In 2010, five years after its introduction and its roll-out in 25 countries, the IA CPIMS SC commissioned a review to look at whether the IA CPIMS had achieved its original aims and to what extent agencies and country programmes had found it an appropriate tool to support their programs. Overall, the evaluation found that the IA CPIMS had a positive impact on emergency child protection programmes. It encouraged and fostered better co-ordination and collaboration among agencies. However, weaknesses and limitations of the tool itself prevented agencies using the IMS to its full potential.¹ After deliberations of the IA CPIMS SC, the development of a new version of the IA CPIMS began in 2012 with the purpose to provide more effective and secure information management support to country offices and field-level child protection workers in collecting, storing, managing and sharing data for CPCME. The system was introduced in 2014 in order to replace the older IA CPIMS and was named the CPIMS+. In 2016, Terre des hommes (Tdh) Lausanne and the United Nations High Commissioner for Refugees (UNHCR) joined the SC. In 2018, the IA CPIMS SC transitioned to the CPIMS+ SC in order to fully focus on the new CPIMS+ software.

Table 1. Key Dates in the History of the CPIMS+

YEAR	EVENT
2003	Review of different Child Protection Information Management Systems

2005	Introduction of the Inter-Agency Child Protection Information Management System (IA CPIMS)
2005	Set up of the IA CPIMS Steering Committee (IRC, Save the Children, UNICEF)
2008	IA CPIMS moved from Excel to Access
2009	IA CPIMS redesigned and enhanced to support any thematic area of CPCME
2010	Review of the IA CPIMS
2012	Discussions started on the development of a successor to the IA CPIMS – the CPIMS+
2014	Introduction of the CPIMS+
2016	Tdh Lausanne and UNHCR joined the IA CPIMS SC
2018	IA CPIMS SC transitioned to the CPIMS+ SC

THE CPIMS+

The CPIMS+ database is one of the modules in the broader open-source and browser-based Primero (Protection-related information management for emergency response operations) software platform. The other modules are the MRMIMS (Monitoring and Reporting Mechanism – on grave violations of children’s rights in situations of armed conflict – Information Management System) and the GBVIMS+ (Gender-Based Violence Information Management System). The CPIMS+ is the module that supports child protection case management programs. As these modules in Primero function on a common framework, it allows users to decide which modules they need to use and to what extent they share information between them.²

Together with the database, the CPIMS+ comes with a range of tools in order to support key elements of Information Management for Case Management (IM4CM) – e.g. Data Protection Impact Assessment (DPIA) and the Inter-Agency Guidelines for Case Management and Child Protection.³ The purpose and function of the CPIMS+ is to:

- Support case workers to run a more efficient and effective case management service for child protection;
- Support family tracing efforts (matching of cases to tracing requests);
- Support data collection online and offline;
- Capture diverse information needs and provide comprehensive data on the situation of vulnerable children;
- Enhance data collection, quality and security to promote the principles of confidentiality, informed consent and need-to-know;
- Provide real-time analysis of aggregate data trends across organisations.

As presented on its website, the CPIMS+ should provide the following features and functionalities presented in table 2.⁴

Table 2. Features and Functionalities of the CPIMS+

Different hosting options for different contexts
The CPIMS+ can be used offline (in areas with no or low internet connections), online, or using a hybrid option (working offline and syncing to the main online database when possible). The online function means that organisations can share case referrals and transfers quickly and the automatic FTR function is triggered against all cases across organisations.
Adapting the CPIMS+ to the context
Country programmes decide how to design and configure CPIMS+ to meet their needs. There is a high degree of flexibility to decide which forms, fields, and functions to include. The system could cover all child protection cases nationally or a smaller geographic or thematic area, as needed.
Family tracing and reunification
The database systematically records children who are unaccompanied and separated and also accepts tracing requests by parents/caregivers and families looking for children. The system then

<p>automatically compares tracing requests to the children’s cases and shows caseworkers a score of the likelihood of a match.</p>
<p>Day-to-day case management</p>
<p>The database software allows caseworkers to store and organise children’s information in electronic case files that can be adjusted and edited as a child’s case progresses over time. Amongst other things, the system can track, refer and transfer individual cases to other staff or agencies using the system. CPIMS+ can be used to ‘flag’ tasks that are due (or overdue) to encourage timely follow-up. New features have also been developed for approvals by managers of Best Interests Assessments, care plans and case closures.</p>
<p>Data aggregation, analysis and dashboard</p>
<p>The CPIMS+ can be used to tailor reports to donors, the CP sub-cluster, Case Management Working Group, and others as needed. This aggregate data analysis function can be used to inform programme design, strategy and plans for resource allocation. Reports produced by the database can be used for advocacy purposes, influencing governments and fulfilling donor-reporting requirements. The CPIMS+ makes reporting and analysis quicker and easier.</p>
<p>Information sharing</p>
<p>The system allows information to be shared internally within an organisation or externally to another organisation, which is especially useful for FTR. Within the framework of data protection protocols and an inter-agency information sharing protocol, the CPIMS+ is a tool for collaboration and coordination to strengthen service provision.</p>
<p>Data protection and confidentiality</p>
<p>The database has built-in safeguards that protect children’s information by allowing for different levels of user permission/access to information stored in the database. This is called ‘role-based access’. There are options to withhold or encrypt information when sharing files and there is a function that allows data protection requirements specific to each child’s wishes to be stored. Only people who need to see the data have access to it on a ‘need-to-know’ basis. The Primero platform has undergone a rigorous third party information security review.</p>
<p>CPIMS+ mobile app</p>
<p>The CPIMS+ is supported by an Android application so that parts of the main database can appear on mobile phones. Staff can enter data offline and then sync their phone to the main database. The mobile application is not limited to registering new cases or FTR, instead country programmes can decide which forms appear on the phones.</p>

GLOBAL REACH

As the IA CPIMS software started to show a number of bugs which were observed globally – e.g. errors when running trend analysis, the system shutting down unexpectedly, or data being wiped – country programs using the IA CPIMS have been encouraged to update to the CPIMS+.¹ While the UNICEF Primero Project Team coordinates the overall Primero project, develops the database software and provides IT support; the CPIMS+ SC works closely with the global Case Management Task Force (CMTF) of the Alliance for Child Protection in Humanitarian Action to develop resources and standard practices related to information management for case management. Three agency-specific/inter-agency staff members initiated the roll-out of the CPIMS+ and/or supported the initial assessment in Bangladesh, Burkina Faso, Iraq, Jordan, Kenya, Lebanon, Nepal, Niger, Nigeria, Sierra Leone, Somalia, South Sudan, Syria, and Tanzania. In 2016, the CPIMS+ went ‘live’ in Sierra Leone and Jordan. Nepal and Kenya followed in 2017. Table 3 presents an overview of countries where the roll-out the CPIMS+ was initiated and its status. To date, roll-outs of the CPIMS+ have been inter-agency where two or more agencies intended to use the system in-country.

Table 3. Overview of CPIMS+ Roll-Outs

COUNTRY	YEAR OF INITIAL ASSESSMENT TO ROLL-OUT CPIMS+	CURRENT PHASE ¹ OF ROLL-OUT (2018)	YEAR IN WHICH CPIMS+ WENT 'LIVE'
Bangladesh	2017	Implementation	-
Burkina Faso	2017	Implementation	-
Iraq	2017	Implementation	-
Jordan	2015	Maintenance	2016
Kenya	2014 (testing of Primero as a tool, roll-out started in 2016)	Maintenance	2017
Lebanon	2016	Implementation	-
Nepal	2014 (testing of Primero as a tool, roll-out started in 2016)	Maintenance	2017
Niger	2016	Planning	-
Nigeria	2017	Planning	-
Sierra Leone	2014 (testing of Primero as a tool, roll-out started in 2015)	Maintenance	2016
Somalia	2017	Assessment	-
South Sudan	2018	Assessment	-
Syria	2017	Planning	-
Tanzania	2017	Planning	-

¹ See section on 'Deployability to Humanitarian Contexts' for a description of the roll-out phases.

PURPOSE OF THE REVIEW

The CPIMS+ SC commissioned this review in order to seek a thorough understanding of the utility and systems effectiveness of the CPIMS+ to support child protection case management in emergencies (CPCME), including the successes and challenges of the roll-out process and actionable recommendations for the CPIMS+ to be rolled out more quickly, simply and cost effectively in humanitarian contexts.

The objective of the review is to answer the question “how can we ensure that the CPIMS+ and associated tools that support information management for case management are effective in supporting child protection case management in humanitarian contexts?”

In the Terms of Reference (TOR), there were several inter-linked questions identified of which the answers should support the stated objective above (see Annex A for the TOR). For the purposes of this review, they have been combined to the following four main areas of focus for the CPIMS+:

- Its suitability to enhance the efficiency and effectiveness of child protection case management – focusing on the database software functionality and identification and prioritisation of functionality gaps.
- Its deployability to humanitarian contexts – how simple, timely and cost-effective the CPIMS+ can be rolled-out in humanitarian settings and recommendations for when and how to introduce the CPIMS+;

- The CPIMS+ in relation to other systems – situating the CPIMS+ vis-à-vis other systems and making recommendations to guide decision-making regarding use of and inter-relationship between these systems;
- The governance and support model – recommendations on how to clarify and strengthen the governance structure for the CPIMS+ Steering Committee and providing recommendations on how to organise and where possible reduce external dependencies of support for the CPIMS+.

After describing the methodology used for the review, the report will present its findings. These findings are structured around the four main areas of focus for the review and each area of focus presents the main successes and challenges as shared by the informants, as well as recommendations for improvement. The last section of the report presents an overview of all recommendations in which the recommendations are prioritised for implementation, as well as a roadmap for implementation. The recommendations are not organised according to relevance to a particular stakeholder; and should be of interest and importance to all stakeholders.

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Case Plan

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Intervention Plans and Services to be Provided

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METHODS

The review and the development of this review report were completed over the course of 46 days. This review used a mixed-methods non-experimental design. A combination of qualitative and quantitative data was collected using:

- A desk review
- Remote and face-to-face key informant interviews
- Online questionnaires
- Focus group discussions
- A workshop

DATA COLLECTION

In the first phase, a desk review was conducted. The sources for the desk review included documents shared by the global CPIMS+ SC and its member agencies such as: guidance and information documents on the roll-out process, assessment and lessons learned reports from country programs rolling-out (or intending to roll-out) the CPIMS+, monitoring and evaluation (qualitative) data on the piloting of the CPIMS+ in different countries, monthly reports from the Global Inter-Agency CPIMS+ Coordinator, the CPIMS+ SC TOR and vision, minutes of meetings of the CPIMS+ SC meetings held in 2016 and 2017, documents on the interoperability between the CPIMS+ and UNHCR's proGres v4, and documents on relevant working projects of the global CMTF. Access to the CPIMS+ version 1.5 was also provided for the purposes of the review. The desk review informed the development of questions for the key informant interviews (KIIs), online questionnaires, and the focus group discussions (FGDs) (See Annex B for the data collection tools).

Tailored interview questions were developed for the CPIMS+ SC members and other global-level stakeholders, national-level stakeholders, CM supervisors, and case workers. The guides for the KIIs were semi-structured and notes were taken during the interview as no interviews were voice recorded. 41 KIIs (see Annex C for a list of key informants) were conducted at the global, regional, national, and sub-national-level with relevant staff from UNHCR, UNICEF, government counterparts, and non-governmental organisations (NGOs) like IMC, IRC, LWF, Tdh, and Save the Children. KIIs were also conducted with relevant staff working in an inter-agency capacity such as the Global Inter-Agency CPIMS+ Coordinator and staff working for global structures like the Alliance for Child Protection in Humanitarian Action, the Child Protection Area of Responsibility (CP AOR), and the Case Management Task Force. At the national and sub-national level, KIIs were conducted with national-level stakeholders involved in the roll-out and operationalisation of the CPIMS+ in-country and with CM supervisors and case workers directly working with the CPIMS+. Five countries for this were selected by the CPIMS+ SC: Iraq, Jordan, Kenya, Lebanon and Tanzania.

The online questionnaires were shared with national-level stakeholders, as well as case workers and case management supervisors directly working with (or having worked directly with) the CPIMS+. For this, countries were selected which were in the implementation or maintenance phase of the CPIMS+ roll-out (see the section on 'Deployability to Humanitarian Contexts' for a description of the roll-out phases). 64 staff completed the questionnaire across the countries of: Burkina Faso, Jordan, Kenya, Lebanon, Nepal, and Sierra Leone.

A 4-day country program visit was conducted to Jordan. The country was selected by the CPIMS+ SC as it was expected that the visit would allow for both comprehensive and in-depth user feedback. This was due to the fact that in Jordan: A) the CPIMS+ had already been used for more than a year by case workers and case management supervisors, and B) the CPIMS+ was used by different agencies across the country. In-country, key informants were identified by the agencies working with the CPIMS+ and

included: case workers, case management supervisors, (senior) child protection officers, (senior) child protection managers, technical advisors, the CPIMS+ systems admin, information management staff, MEAL staff, and quality and accountability staff. Five FGDs were conducted with in total 30 staff. At the end of the country program visit, a training was attended in which a workshop was conducted with around 30 end-users of the CPIMS+ to identify the functionality gaps of and improvements needed for the CPIMS+.

ANALYSIS AND SYNTHESIS

Identification of common themes and responses and triangulation from the data collected provided insight into the perceived successes, challenges and recommendations for improvement around the four main areas of focus for the review of the CPIMS+:

- Its suitability to enhance the efficiency and effectiveness of child protection case management;
- Its deployability to humanitarian contexts;
- The CPIMS+ in relation to other systems;
- The governance and support model.

ETHICS AND CONSENT

In order to ensure that work and service delivery was not interrupted during the course of data collection, key informants (and their management where appropriate) were consulted beforehand on available times in order to ensure KII and FGD times were selected in a way that was not disruptive to staff work. The KIIs and FGDs commenced with the consultant introducing himself, the purpose of the review and how the data collected were intended to be used. Each informant was made aware that the interview was anonymous and that s/he would not be identified with any particular response. Consent was requested and received by all key informants. At no time did the consultant during the country program visit directly or indirectly observe children being provided with services.

LIMITATIONS

The review had several limitations. One of the limitations was that there was a heavy reliance on qualitative data. This was due to the fact that most of the data collection tools were qualitative in nature and comprised most of the data used for the review. Another limitation was that where the review originally intended to visit multiple country programs, this was in the end reduced to a short country program visit to one country only. This was due to logistical considerations, availability of staff in the country program, and a decision to focus on fewer locations in an in-depth manner. The last important limitation to take note of is that the review was conducted by a child protection specialist and not an IT specialist. Furthermore, the majority of key informants were non-IT specialists. Where challenges are perceived from the IT technical side and recommendations are made on this within the review report, it should be noted that this review is unable to objectively and technically look into what extent these perceived challenges are justified and to what extent recommendations are feasible from the IT technical side.

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Assessment requested on

Date Case Plan Due

FINDINGS

The review findings are structured around the four main areas of focus for the review:

- Its suitability to enhance the efficiency and effectiveness of child protection case management – focusing on the database software functionality and identification and prioritisation of functionality gaps.
- Its deployability to humanitarian contexts – how simple, timely and cost-effective the CPIMS+ can be rolled-out in humanitarian settings and recommendations for when and how to introduce the CPIMS+;
- The CPIMS+ in relation to other systems – situating the CPIMS+ vis-à-vis other systems and making recommendations to guide decision-making regarding use of and inter-relationship between these systems;
- The governance and support model – recommendations on how to clarify and strengthen the governance structure for the CPIMS+ Steering Committee and providing recommendations on how to organise and where possible reduce external dependencies of support for the CPIMS+.

Each area of focus presents the main successes and challenges as shared by the informants, as well as recommendations for improvement.

SUITABILITY TO ENHANCE THE EFFICIENCY AND EFFECTIVENESS OF CASE MANAGEMENT

One of the main purposes and functions of the CPIMS+ is to support case workers to run a more efficient and effective case management service for child protection.⁴ The CPIMS+ can therefore be seen more as a case management tool (i.e. a database or software used in order to support case workers to collect, store, manage, analyse and share case data) than a pure information management tool (i.e. a database or software used primarily by CM supervisors/managers for case tracking and reporting and analysis).⁵

“The long-term vision of the CPIMS+ implementation is to allow case workers to manage their case data directly, and to move away from the current practice of delivering paper forms to data entry staff in order for information to be digitised. Removing this step in the current case management process and putting control of case data back in the hands of the case workers is seen as a critical means of adding value and improving quality of care.”

In order to be able to review to what extent the CPIMS+ enhances the efficiency and effectiveness of child protection case management in emergencies (CPCME), it was not possible and beyond the scope of this review to compare process, output, outcome and impact indicators across similar contexts in which the CPIMS+ was used for CPCME, versus contexts in which other tools were used. As found by a report published in 2016 on ICT for CPCME⁶, there is also limited peer-reviewed evidence on ICT for CPCME in general. The evidence on the impact that ICT for CPCME has on reducing the vulnerabilities of children in emergency settings was limited to the grey literature. The report mentioned that these documents primarily describe the types of ICT applications and systems for CPCME and provide qualitative information on the benefits and challenges of ICT for CPCME. The documents that did contain evaluation information were limited to outputs and short-term outcomes. This review therefore focused on two foundations in order to be able to review to what extent the CPIMS+ enhances the efficiency and effectiveness of CPCME. Firstly, key informants were asked what they expected or wanted to see from a CM tool in order to enhance the efficiency and effectiveness of CPCME. This provided the review and the key informants with a benchmark against which the functionalities and features of the CPIMS+ could be compared. Secondly, the review used a Theory of Change framework developed in the report published in 2016 on ICT for

CPCME to analyse the added value of introducing and using a sophisticated digitised ICT solution in CPMCPPE.⁶

All key informants responded that they expected or wanted to see from a CM tool that it would be user-friendly for case workers at the field level. This was exemplified by aspects such as: being able to access and work with the tool both online and offline – an aspect considered particularly important in low resource, low connectivity settings; being able to work (read and enter data) on the tool in their own language; being able to get a quick snapshot and overview of a case and the caseload; being able to facilitate case workers to move cases through the case management process from beginning to end (e.g. supporting case workers with what to do next and prioritising tasks and cases); and maintaining a right balance between the time needed for documentation in the office and

“The IT and CM capacity on-the-ground [in humanitarian contexts] is often extremely limited. A [CM] tool therefore needs to be accessible, intuitive and simple to use”

“The [CM] tool shouldn’t override the actual face-to-face interaction with the child. The time needed to enter data shouldn’t be taken away from the time needed to spend on services for children.”

the time that can be used for actual service provision in the field. Another important aspect which was mentioned by several key informants was that they would like a CM tool to increase accountability by facilitating the supervision and quality assurance process performed by the supervisors/managers of case workers. Being able to facilitate data sharing and linkages through referrals,

transfers, matching of records for FTR purposes, and detecting duplicate cases in order to avoid duplicate service provision was another expectation commonly shared between key informants. Ensuring data protection, security and confidentiality and providing functionalities for real-time trend analysis and reporting were other common themes mentioned. Some key informants also mentioned that they would expect or like to see from a CM tool that it would be adaptable. This meant that on one hand everybody should be able to take the tool, own it, and use it, and that on the other hand the tool should be configurable to adapt to the needs of the local context (without compromising on the simplicity of the tool). Table 4 below presents an overview of the expectations from a CM tool.

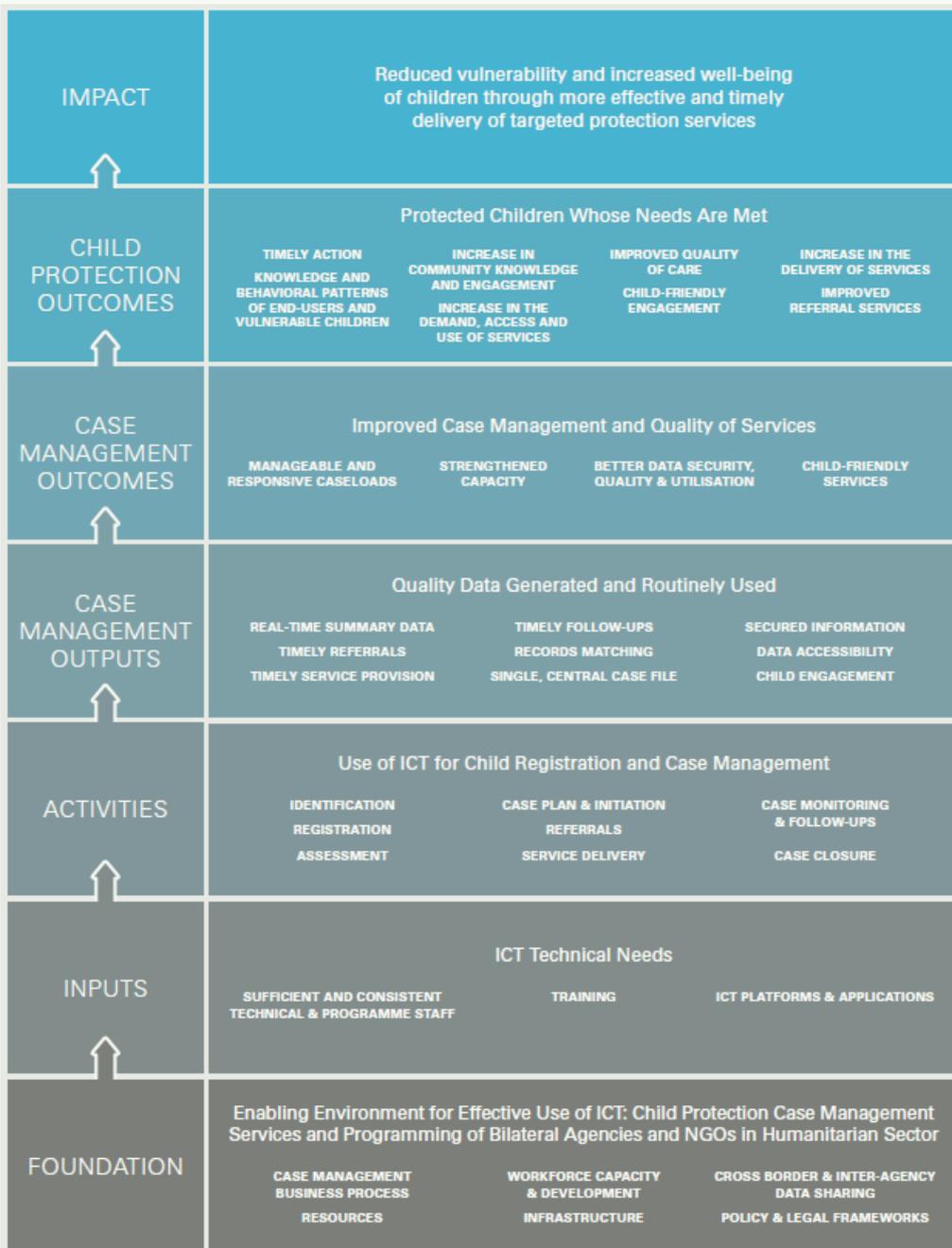
Table 4. Common Expectations from a Case Management Tool

THEME	EXAMPLES
User-friendliness	Online and off-line access and use
	Reading and entering data in their own language
	Getting a quick snapshot and overview of a case and the caseload
	Facilitating cases to move through the case management process
	Balancing time needed for documentation vs. service provision
Accountability	Facilitating supervision and quality assurance
Adaptability	Configurability (without compromising simplicity)
	Anyone being able to take it, own it, and use it
Data sharing and linkages	Facilitating referrals
	Facilitating transfers
	Facilitating matching of records
	Detecting duplicate cases
Data security	Strengthening data protection and confidentiality
Data analysis	Real-time trend analysis
	Reporting

The common themes and examples identified from key informants’ responses on what they expected or wanted to see from a CM tool provided a benchmark against which the functionalities and features of the CPIMS+ could be compared. However, it did not yet provide a solid foundation to review the

extent in which the CPIMS+ enhances the efficiency and effectiveness of CPCME. For this, the review turned to a report published in 2016 on ICT for CPCME in order to analyse the added value of introducing and using a sophisticated digitised ICT solution in CPMCP. The report aimed to provide an answer to the following broad question: “Does the digitisation of child protection case management in emergencies (ICT for CPCME) contribute to improved outcomes in terms of reducing vulnerabilities of children by improving factors such as time-efficiency, work-efficiency, child-friendliness and the ability to track children across case management systems?”. The report did not provide a definitive conclusion on the impact of the digitisation of CPCME, but it did develop a more robust Theory of Change (see figure 1) for future evaluators and research teams to take a more systematic approach to evaluating ICT for CPCME.

Figure 1. Theory of Change on the Impact of the Digitisation of CPCME⁶



The enabling environment in the Theory of Change refers to factors that need to be in place prior to the integration of technology and other innovations in CPCME, such as: an existing functional case management system or routine response in emergency settings, and minimum standards and services for child protection being met where applicable. The Theory of Change then makes the assumption that where ICT is introduced and used in CPCME processes that this would lead to two main child protection outputs linking to subsequent child protection outcomes and overall impact:

- ➔ **Routine use of better quality data leads to improved decision-making and action on vulnerable children;**
- ➔ **Reduced time to receiving services and resolving cases leads to improved child protection outcomes and a greater impact (reduced vulnerability and increased wellbeing of children).**

The routine use of better quality data refers to better informed programming through improved record keeping. The reduced time to receive services and resolve cases refers to the assumption that introducing ICT for CPCME provides automated data management solutions which reduce the time needed for previously time-consuming administrative processes. It assumes that the less time is needed for time-consuming administrative processes at each step of the case management process in the office, the more time can be spent effectively with children in the field (according to the report, a metric by itself for child-friendly services) and the faster cases can be closed by reducing unnecessary administrative delays. The faster cases can be closed means in turn that cases on the waiting list can be opened sooner meaning that over the course of a fixed timespan, more children in need of special protection can be provided with case management services. Increased efficiencies in case management processes and activities include: e.g. reducing time to transmit, enter, or share data (within the parameters of existing information sharing protocols); reducing the time it takes to close a case upon receiving notification to close the case; reducing the time needed to retrieve case information for case reviews and planning.

This section will look at whether the CPIMS+ was able to achieve the two main assumptions presented in the Theory of Change (as perceived by the key informants) and whether the functionalities and features met the benchmark set by the key informants.

Successes

On the common themes and examples identified from key informants' responses on what they expected or wanted to see from a CM tool (see table 4), the CPIMS+ scored well with key informants on three elements: data protection and confidentiality, user-friendliness, and accountability. As for the assumptions put forward in the Theory of Change on the impact of the digitisation of CPCME, the CPIMS+ seemed to improve the routine use of better quality data (see table 5).

Data Protection

Asking end-users in the questionnaires whether they agreed with the statement that the CPIMS+ improved confidentiality and data protection, almost all fully agreed and all either fully agreed or agreed to some extent (see figure 2). This was confirmed through almost all of the key informants in

Figure 2. Questionnaire Results on Confidentiality and Data Protection

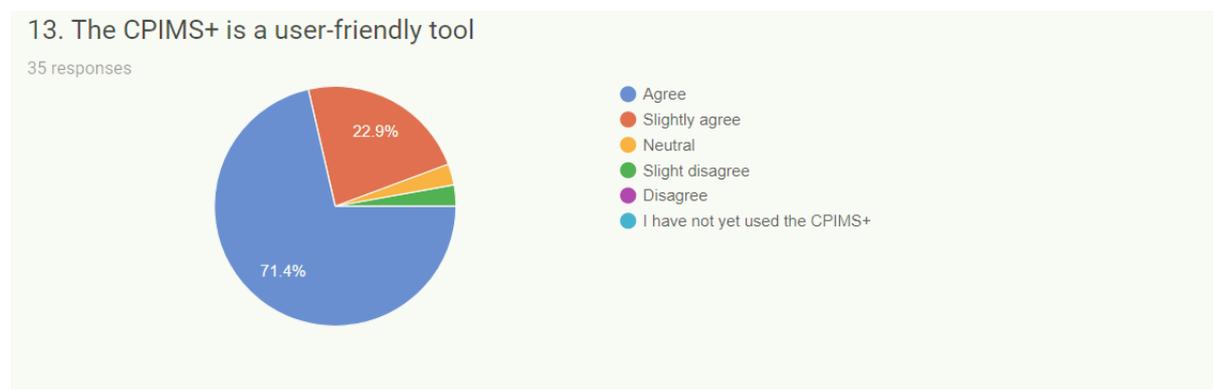


the KIIs. Especially the fact that the CPIMS+ allows for different levels of user permissions (e.g. access to information stored in the database) to be set-up, ensured that only people who need to see the data have access to it on a 'need-to-know' basis.

User-friendliness

The majority of end-users (over two thirds) fully agreed with the statement in the questionnaire that the CPIMS+ is a user-friendly tool. When including end-users who at least slightly agreed with the CPIMS+ to be a user-friendly tool, then almost all end-users were represented (see figure 3). KIIs and FGDs confirmed this finding. It was found that even case workers who were not properly trained on the use of the CPIMS+, easily understood how to work with the tool and quickly improved over time. In Kenya (the only country where the CPIMS+ was also used offline through a mobile application on tablets in the field), the mobile application was found to add value in this regard by allowing for offline data entry and thereby saving valuable time.

Figure 3. Questionnaire Results on User-Friendliness



Accountability

The CPIMS+ was perceived to improve accountability of case workers and their case work by facilitating supervision and quality assurance. Supervision was facilitated through direct access to up-to-date and well-structured case information, aggregate reports on trends, and being able to conduct approvals on e.g. case plans and case closures through the CPIMS+. This in turn aided the process of identifying data quality gaps and quality assurance in general.

In developed countries, case workers usually need to be accredited and attain a minimum set of qualifications in order to perform work as a child protection case worker. However, in humanitarian emergencies, child protection agencies usually work with a non-accredited social workforce in which child protection case workers are recruited based on a set of soft skills that are then built upon through trainings, supervision and coaching. Due to the average capacity of, as well as the high turn-over rate in the social workforce, supervision and quality assurance are of even more importance in humanitarian contexts. The added value the CPIMS+ brings in this regard is therefore especially worth noting as improved supervision would lead to better quality case management – maybe even more so in humanitarian contexts than in developed contexts – and in the end increase the effectiveness of CPCME.

Routine use of Better Quality Data

Key informants perceived the CPIMS+ to improve the routine use of better quality data. This was exemplified by having detailed and up-to-date case information in the CPIMS+, and having this information presented in an organised and structured manner. Another advantage of the CPIMS+ which was often cited was the fact that all the case information would be stored in one system, where previously case information would be scattered and fragmented across different places (e.g. in the

case file, with data entry clerks, and in emails). It was commonly mentioned by key informants that the structure and organisation of the case information in the CPIMS+ prevented case workers from getting overwhelmed by their caseload, and that having all of the case information in one place and up-to-date meant that information on the history of the case was easily accessible.

Table 5. Successes of the CPIMS+ in enhancing the Efficiency and Effectiveness of CM

THEME	EXAMPLES
Data protection	Role-based ('need-to-know') access
User-friendliness	End-users intuitively and quickly learn how to work with the tool
Accountability	Facilitates supervision and quality assurance
Routine use of better quality data	Detailed data
	Up-to-date data
	Organised and structured data
	All data compiled in one place
	Easily accessible data

Challenges

Using as a benchmark the common themes and examples identified from key informants' responses on what they expected or wanted to see from a CM tool (see table 4), key informants expressed challenges to varying degrees experienced within most of the themes. These will not be presented in depth here (for an overview of recommendations to these challenges, see table 7) as the most important challenge perceived related to a different aspect. The vast majority of key informants (case workers, CM supervisors, and national-level stakeholders) found that administrative processes within the case management process took up more time after the introduction of the CPIMS+. This was perceived as the most important challenge. Furthermore, this finding compromises the assumptions put forward in the Theory of Change on the impact of the digitisation of CPCME: reducing time to receiving services and resolving cases leads to improved child protection outcomes and a greater impact.

Key informants in general agreed that the CPIMS+ improved filing, documentation and organisation of the data. However, where it was expected by the end-users that the tool would have made the case management process more easy and efficient, it was in general perceived to have become more burdensome and slow – taking away the added value of introducing a sophisticated digitised system. It is important to note here the difference between what is caused by the tool, and what is due to the process.

“Documentation got better, efficiency of case management got worse.”

The CPIMS+

Key informants conveyed frustration about having to go through many steps/clicks within the CPIMS+ for actions that were previously considered simple, or for actions which were felt could be made more efficient. Table 6 below presents examples of some of the most commonly mentioned time-consuming processes within the CPIMS+ (not ranked in order of importance):

Table 6. Common Examples of 'Unnecessary' Time-Consuming Processes within the CPIMS+

CHALLENGE	DESCRIPTION
Follow-up	Separate follow-up forms needed to be completed for every action (out of the case plan) followed-up on, instead of being able to complete a follow-up form per follow-up (which could be a follow-up on multiple actions/services).
Referral	Separate referral forms needed to be completed for every service requested from the service provider, instead of being able to complete a referral per referral (which could be a referral with a request for multiple services).
Internet dependency	Country programs that did not have access to the mobile application of the CPIMS+ often entered the data twice: once on a paper form in the field and once on the desktop in the office. In instances when the internet 'cut' before completing the data entry for a case on the desktop, all the data entered was lost and would need to be re-filled.
'Snapshot' overviews of a case and priority cases/actions	Case files did not contain a case summary overview with the most important information about the case. This information needed to be extracted by scrolling through the different case forms and fields. The dashboard did not provide a quick overview of the priority cases and actions to attend to at that particular point in time.
Reporting	Reporting functionalities were perceived to be un-friendly in use, reports were perceived to be un-friendly to read, and the CPIMS+ only allowed for basic reports. Country programs therefore mostly resorted to Excel meaning data needed to be exported from the CPIMS+ to Excel before being able to generate reports.
Cross-matching of cases (for FTR purposes)	Cross-matching functionalities were not available/functional in country programs. Furthermore, it was felt that the cross-matching functionalities developed in the CPIMS+ needed to be improved to include matching requests on specific (customisable) fields and side-by-side cross-matching of these fields.
Not being notified or alerted about important events	E.g. when cases are overdue for action, when services requested have been provided, or when a case transfer has been accepted/rejected, there was no notification/alert for this causing case workers to frequently check manually within the case for this.
Having to scroll through forms and questions in order to identify which sections are relevant to complete	The CPIMS+ did not automatically guide case workers to the appropriate next question/section based on pre-filled data. This was considered specifically a challenge for case workers with less experience (considered often the case in humanitarian contexts where there is high turn-over of staff and the social workforce is often non-accredited).
Multiple entries of the same data	Where a field requested data already completed previously in another field in the CPIMS+, these fields were not linked causing data to not auto-populate – which did not only take additional time, but also increased the risk for human error.
Unable to automatically detect whether cases are already receiving case management services	The CPIMS+ allow to enter and search for an ID number before entering a new case, which would check whether this case had already been entered. However, this required the case/case worker to know the ID number which in practice was often not the case and caused for cases to be entered twice under different case

	workers. It was suggested that duplicate detection should be automated.
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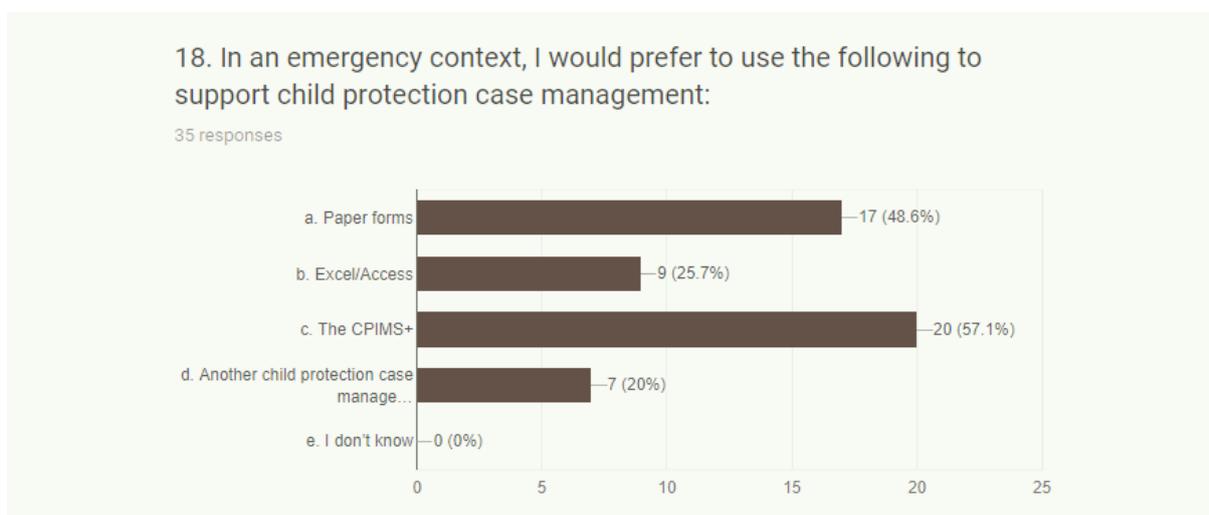
As mentioned during one of the FGDs conducted, it was felt that the CPIMS+ should be there to make the work more simple and efficient for case workers, however, if it makes the work more of a burden and slow, then it takes away the added value of the tool for the case workers. The key informants in that FGD concluded that users would only understand the added value of a new tool “if it feels easy and fast and not as an additional burden”.

It should be noted that different country programs included in the review used a different version of the CPIMS+ with different features and functionalities. Therefore, features and functionalities missed in one country program were sometimes available with a different version of the CPIMS+ in another country program (e.g. the mobile application for the CPIMS+ was used only in Kenya, allowing case workers to enter data offline on their tablets in the field and to synchronise this data with their desktop once back in the office/connected to the internet. Internet dependency was therefore not mentioned as a challenge for that country program).

The Case Management Process

When asking end-users in the questionnaire what they would prefer to use in an emergency context as an IM tool (multi-select), the CPIMS+ still came out as one of the most preferred tools (see figure 4). This led to the question whether there was something else beyond the tool which caused administrative processes within the case management process devised at the field level to take up more time after the introduction of the CPIMS+.

Figure 4. Preferred IM Tools by End-Users in an Emergency Context



Key informants commonly shared that they felt that since the introduction of the CPIMS+, more demands had been put on case workers for documentation. The main reason that was shared for this was that the system at the field level was set-up as an ‘ideal’ system – including many and long forms and overly specific, detailed, and repetitive questions. The consequences being: case workers spending less time on actual social work in the field, and leaving case workers overwhelmed and confused about which questions to ask or which sections to complete (and therefore often running with children through ‘hard’ interviews question by question).

This finding seems to be a more general issue in CPCME across the globe. In December 2017, the global CMTF started a recruitment process for a consultant to propose a revised list of a standard set of forms to be used for each step of the case management process. As presented in the TOR for the consultancy, one of the main structural challenges and operational difficulties documented at country level regarding the existing sets of global forms, was that the current forms were too long and complicated and lacked guidance on how they should be contextualised. Therefore, caseworkers were confused, misguided and overwhelmed with the amount of information that had to be gathered.⁷

Recommendations

Both the common themes and examples identified from key informants' responses on what they expected or wanted to see from a CM tool (see table 4), as well as the Theory of Change framework developed in a report published in 2016 on ICT for CPCME⁶ (see figure 1), provided a benchmark against which the reported successes and challenges of the CPIMS+ could be compared. In order to promote the routine use of better-quality data and a reduced time to receiving services and resolving cases through the introduction of the CPIMS+, this review puts forward several recommendations. It thereby acknowledges that recommendations for improvement target both the tool itself, as well as the case management process that feeds into it. It starts with presenting the main recommendations for the latter as the CPIMS+ can only function as well as the case management process that feeds into and functions around it. It then presents the recommendations for improvement of the tool itself. The implementation of these recommendations should positively contribute to:

- **Ensuring that the CPIMS+ further matches the expectations of its end-users – especially in regards to providing automated data management solutions which reduce the time needed for previously time-consuming administrative processes.** A goal of the Primero project itself as it follows the 9 Principles for Digital Development⁸. This also means 'iterative development': starting with a minimum viable product and then building from there as end-users share what they need.
- **Increasing the efficiency and effectiveness of child protection case management in emergencies through the CPIMS+.** The less time taken on time-consuming administrative processes at each step of the case management process in the office, the more time can be spent effectively with children in the field and the faster cases can be closed by reducing unnecessary administrative delays. The faster cases can be closed means in turn that cases on the waiting list can be opened sooner meaning that over the course of a fixed timespan, more children in need of special protection can be provided with case management services.⁶

The Case Management Process – not overcomplicating it from the 'human-side'

There are many factors within the case management process which can act as an enabler or bottleneck for the CPIMS+ to reach its full potential. This has also been mentioned in the Theory of Change presented (see figure 1) where at the foundational level of the framework the enabling environment for the effective use of ICT for CPCME includes elements such as the capacity of case workers as well as the existence of a functional case management system or routine response in emergency settings. However, one of the elements which perhaps has the most direct influence on the CPIMS+ (as the CPIMS+ in-country is built on this) and which has been mentioned as the main challenge by key informants in the case management process, are the case management forms in the CPIMS+. Linked to this, the two main recommendations would therefore be to:

- **Ensure that the revised and approved global standardised inter-agency CPCME forms include fewer questions in general and more open-ended questions with corresponding guidance/key words to take into account.**
- **Ensure that the minimum dataset linked to the approved global standardised inter-agency CPCME forms adheres to the principles of 'data limitation' and 'purposeful selection of fields'.**

The principles of ‘data limitation’ and ‘purposeful selection of fields’ are presented in UNICEF’s Guidance on Information Handling and Management in Child Protection Information Management Systems (2015)⁹. These stipulate the need to be clear on the required info and its purpose and requires child protection actors to establish a legitimate purpose for information collection, prior to collection. This means identifying what information is required, by whom, and for what purpose. Information should not be collected unless its intended use, specificity and depth are clearly defined. Similarly, information that is collected should directly link to child protection outputs and outcomes. In practice this means distinguishing between what information is needed for the use of the case worker only, and what information is needed for aggregate trend analysis and reporting. The former can be captured through open-ended (i.e. ‘free text’) questions and the latter can be captured through closed-question fields within the CPIMS+. This directly links to the first recommendation.

As for the first recommendation and just like with the CPIMS+ itself, the case management forms (as well as any other templated tools and guidance developed) should be simple, intuitive and user-friendly to use for case workers in the field. Ensuring that the forms are based on the CM steps rather than the protection concerns (as currently presented in the TOR for the consultancy on the revision of the global standardised inter-agency CPCME forms⁷) will already better facilitate the workflow within the CM process. Ensuring that there are fewer and less detailed questions will help to prevent case workers being overwhelmed with the amount of information that must be gathered and to be misguided and confused about which questions to ask. Instead of asking many specific and detailed questions, fewer and more general questions can be asked with short guidance/key words of what needs to be taken into account when asking this. A better balance between closed-questions based on pre-selected options, short amounts of text, or numerical options (linked to aggregate reporting and trend analysis) and open-ended questions (linked to what is needed for the use of the case worker only) also provides the opportunity for more detailed narrative, encourages critical thinking on the side of the case worker, and promotes the case workers to ‘drive’ the assessment process instead of being driven by the questions in the forms.

The CPIMS+ - making it ‘smarter’ from the ‘tool-side’

The main recommendations for the CPIMS+ to further promote the routine use of better quality data and to facilitate a reduced time to receiving services and resolving cases would be to:

- ➔ **Ensure that the CPIMS+ functions both online and offline (i.e. by having the mobile application which facilitates offline data entry to be available with every version of the CPIMS+ introduced into a country program).**
- ➔ **Identify further opportunities in the CPIMS+ to automate and reduce the time for previously time-consuming administrative processes in the case management process.**

In regards to the first recommendation, country programs that did not have access to the mobile application of the CPIMS+ (all countries where the CPIMS+ was ‘live’ except for Kenya) often entered the data twice: once on a paper form in the field and once on the desktop in the office. This resulted in a double workload for case workers and more time required for administrative processes. Where this was not the case, case workers relied on data entry staff to enter the data in the paper forms into the CPIMS+. Ensuring that the CPIMS+ functions both online and offline – by having the mobile application available in all contexts – would therefore reduce the time needed for time-consuming administrative processes, as well as help the CPIMS+ to deliver on its long-term vision of allowing case workers to manage their case data directly (i.e. putting the control back into the hands of the case workers) and to move away from having to resort to data entry staff.

In regards to the second recommendation, this echoes the report published in 2016 on ICT for CPCME which recommended that ‘if we are to realise the benefits of ICT in CPCME (and humanitarian action more broadly), then we (ICT for CPCME) need to re-examine work flows and existing systems to see where processes can be augmented through automated ICT mechanisms’.⁶ For the end-users who participated as key informants in the review, recommendations for improvement were mainly based on making the CPIMS+ more ‘smart’. Following the challenges presented (see table 6), table 7 below presents commonly shared examples of recommendations for improvement that could make the CPIMS+ more ‘smart’ (not ranked in order of importance) and therefore reduce the time needed for time-consuming administrative processes.

“The CPIMS+ is easy to use, but can be smarter

Table 7. Common Examples of how to make the CPIMS+ more ‘smart’

EXAMPLE	DESCRIPTION
Skip-logic	The CPIMS+ should automatically guide you to the appropriate next question/section based on pre-filled data.
Auto-populate	Where a field requests data already completed previously in another field in the CPIMS+, these fields should be linked causing data to auto-populate.
Notifications and alerts	The CPIMS+ should have notifications and alerts for cases overdue for action, for completion of service provision, and on the acceptance/rejection of case transfers (currently only available with regular internet connection and not on mobile).
Workflow management	The dashboard should provide a quick overview of the priority cases and actions to attend to at that particular point in time (including on mobile). Case files should include an auto-populated case summary overview with the most important information about the case.
Duplicate detection	The CPIMS+ should have automated duplicate detection for cases already entered into the CPIMS+ for case management services by another case worker from the same or a different agency.
Auto-save	Date entry should be saved automatically at regular intervals during data entry.
Cross-matching of cases (for FTR purposes)	The CPIMS+ should allow matching requests on specific (configurable) fields and side-by-side cross-matching of these fields (addressed through v 1.6).
Reporting	User-friendly basic and more advanced reporting functionalities should be integrated into the CPIMS+.
Follow-up per follow action	The CPIMS+ should allow to complete a follow-up form per follow-up (which could be a follow-up on multiple actions/services).
Referral per referral action	The CPIMS+ should allow to complete a referral per referral (which could be a referral with a request for multiple services).

It should be noted that the review was conducted by a child protection specialist and not an IT specialist. Also, the majority of key informants were non-IT specialists. This review report therefore conveys what was commonly shared by end-users as a need. IT specialists would need to review to what extent and how these needs of the end-users could be accommodated. However, many of the recommendations for improvement shared by end-users have also been captured previously in the report published in 2016 on ICT for CPCME – e.g. the report mentioned that ‘while paper-based forms may require re-inputting a child’s demographic information, ICT could automate the process by automatically populating subsequent forms as-needed’ (i.e. auto-populate), and ‘In addition, there is

an opportunity to use ICT to help prioritise cases and support and reinforce caseworker supervision. In particular, focus should be placed on using ICT as a tool to facilitate prioritising cases, worker supervision and for automatic reminders for follow-up, the most often cited tasks for which case workers needed help' (i.e. workflow management and notifications and alerts).

Data Protection

Although data protection and confidentiality was generally seen as one of the strong suits of the CPIMS+, there were a few points of recommendation shared by key informants that are worth noting.

User Permissions and Exports at Field Level

Key informants noted that currently user permissions could only be configured at the form-level (e.g. allowing a user to edit/read certain forms). Access on a need-to-know basis could be further strengthened by being able to configure user permissions at a field-level as well (e.g. allowing a user to edit/read a certain form, but only specific data in that form).

The same principle was conveyed for sharing information. Where a form could be exported to a PDF document and shared with e.g. a service provider, the CPIMS+ currently does not allow this to be done at the field-level (i.e. exporting only specific data within a form). Having this option in the CPIMS+ would ensure that case workers would no longer need to be mindful to 'blacken-out' certain information when wanting to share a form with e.g. a service provider and ensuring that only need-to-know information is shared.

Notification regarding Specific Wishes of the Case in relation to Information-Sharing

Another recommendation for improvement was the referral/transfer process for children with specific wishes relating to information sharing. Currently the CPIMS+ provides a notification to the case worker when informed consent has not been obtained for the case to be shared for service provision purposes. As long as consent would be obtained (i.e. ticked in the CPIMS+ consent form), no notification would pop-up. However, it was felt that in practice there would be many cases that would provide consent for information to be shared for services, but that would have specific wishes on what type of information would need to be withheld from which stakeholders and for which reasons. It was felt that confidentiality would be strengthened when a notification would be provided to the case worker whenever specific wishes for data sharing were shared by the case and a referral/transfer would be conducted. This could help prevent case workers sharing information which the case did not want to be shared with others, even if they had provided their consent in general for this and therefore no notification of warning would be provided during the referral/transfer process.

Strengthening Accountability of the 'Super-User'

Lastly, it was felt that data protection and confidentiality could be further strengthened by developing an audit trails log system within the CPIMS+ in order to be able to see who accessed what data at what point in time. Together with a 'fire call system' (an IT system in which the access for support could be time limited), these features could increase accountability and prevent misuse of the CPIMS+ by the 'super-user' (i.e. the one person at country-level – currently system administrators – and the global Help Desk who have the full range of 'power' over the system and the data recorded within it).

DEPLOYABILITY TO HUMANITARIAN CONTEXTS

The IA CPIMS was developed to support child protection programs in humanitarian contexts. The CPIMS+ as its successor sits as a module under the broader software platform Primero. At the same time, the CPIMS+ SC has recently proposed to merge with the Global CMTF of the Alliance for Child Protection in Humanitarian Action. It is therefore justified for this review to look at the extent to which the CPIMS+ is fit-for-purpose in being able to deploy simply, timely and cost-effectively in humanitarian contexts. Before doing so, it is worthwhile to look at the current set-up of what the minimum requirements are for the CPIMS+ to roll-out in a country and how such a roll-out looks like.

The minimum requirements to roll-out the CPIMS+ are divided between minimum requirements for agencies to put themselves forward as a candidate to use the CPIMS+, and minimum criteria that need to be met at the inter-agency level. The minimum criteria for an agency currently are⁴:

- Commitment to the provision of quality case management services;
- Has necessary resources for safe and secure data management (locked cabinets, computers, printing, phones etc.);
- Necessary human resources in place (i.e. CP manager, case/social workers, IT staff) and trained;
- Has stable internet connection preferable in locations where data is entered into Primero/CPIMS+;
- Organisational commitment to implement a new data management system and a CM and IMS designated focal point;
- Commitment to the mobilisation of financial and technical resource (s) to carry out the assessment and roll out of the CPIMS+;
- Ongoing support plan for users to be able to integrate the new tool in their daily case management work;

The minimum criteria at the inter-agency level currently are⁴:

- Established and functional CP coordination body;
- Existing Inter-Agency Case Management SoPs (incl. updated referral pathways);
- Harmonised IA Case Management Forms;
- Provision of CM services to at least 100-200 children on a regular basis;
- Mobilisation of human, financial and technical resources to carry out the assessment, roll-out and maintain the CPIMS+;
- There is someone who can coordinate and lead the roll out process: *National Inter-agency CPIMS Coordinator* – this is especially needed for larger scale roll outs and could be combined CM and CPIMS position.

Once the minimum criteria are met or can be obtained/achieved confidently within the near future, there are currently four phases defined to roll-out the CPIMS+. These phases and the timeline for each phase are presented in figure 4 below. The corresponding steps within each phase are presented in table 8 below.

Figure 5. The Four Phases of CPIMS+ Roll-Outs



Table 8. Needed Steps to Roll-Out the CPIMS+

PHASE	STEPS
Assessment phase (1-3 months)	Understand the CPIMS+: e.g. its features, functions, and the hosting options that can be contextualised.
	Assess whether the minimum criteria are met
	Assess the current caseload and case management practices in preparation for designing the system: <ul style="list-style-type: none"> ➤ Conduct a desk review of existing CPIMS tools/components to assess what is in place and would need to be created/updated. ➤ Identify a focal point to conduct a Data Protection Impact Assessment (DPIA) and organise a one day DPIA workshop with relevant agency focal points. ➤ Contextualise the tools and disseminate/conduct a detailed CPIMS assessment among key stakeholders and inter-agency coordination mechanisms: <ul style="list-style-type: none"> - CPIMS assessment surveys - bi-lateral interviews - FGDs with caseworkers ➤ Conduct a workshop for sensitisation, respondent validation of initial findings, and consensus-building on next steps (work/action plan template) including roles and responsibilities (focal points per participating authority/agency – HR) and agree on the purpose/objectives of CPIMS+ database. ➤ Write the assessment report with advice on recommendations.
	Discuss the available human and financial resources needed
	Start contractual procedure for engagement of a software company for support with the CPIMS+ technical set-up, initial configuration, testing and initial Help Desk support.
Planning phase (1-3 months)	Streamline inter-agency case management processes
	Design the forms and fields that will be needed in the system (based on standardised and harmonised inter-agency CM forms)
	Agree on roles and users for the CPIMS+
	Agree approach to data migration and database cleaning
	Agree approach to M&E for piloting the CPIMS+ and beyond
	Finalise CM SOPs, data protection (DDP) and information sharing protocol (ISP)
	Secure human and financial resources
	Engage the software company
	Draft the implementation plan and timeline (revise work/action plan from the assessment phase)
	If applicable, draft and finalise legal agreement for UNICEF Azure cloud hosting
Implementation phase (1-3 months)	Configure the CPIMS+: forms, fields, roles and users
	Set-up cloud hosting environment
	User-Acceptance Testing with ‘fake’ cases
	Conduct comprehensive training sessions for all users and related staff
	Clean existing case data and migrate data into the CPIMS+
	Pilot the CPIMS+ with ‘real’ cases
Maintenance Phase (ongoing)	Follow M&E plan during the pilot
	Report issues arising for support

	If applicable, scale-up of the pilot and adapt the CPIMS+ implementation plan
	Upgrade to new versions
	Ensure human and financial resources are sustained over time

This section will look at some of the main successes and challenges relating to the roll-out, as commonly shared by key informants. This section will then continue to outline key recommendations for improvements in order to make the CPIMS+ fit-for-purpose in rolling-out simply, timely and cost-effectively in humanitarian contexts.

Successes

The biggest success of the CPIMS+ most commonly shared between key informants was that the roll-out of the CPIMS+ proved to be a catalyst for enhanced coordination and collaboration between agencies (a benefit of working on an inter-agency IMS in general) and for wider case management systems strengthening at the national-level (see figure 6 for possible components of a case management system). The introduction and roll-out of the CPIMS+ often brought together different stakeholders to identify gaps and bottlenecks within the case management system and to develop and implement an inter-agency action plan to address these gaps and bottlenecks and for overall case management systems strengthening in general – including:

“The process around the tool brought momentum to bring the different actors around the table to promote case management systems strengthening. A big achievement to get everybody on-board and work on case management systems strengthening at the national level....”

- Conducting a case management system assessment and DPIA;
- Actors reuniting around the same objective and improving coordination mechanisms to further the work (e.g. the establishment of a national Case Management Task Force);
- Acquiring inter-agency funding for CM systems strengthening at the national level;
- Harmonising and standardising SOPs;
- Harmonising and standardising CM forms;
- Harmonising and standardising DPP;
- Developing and agreeing on an ISP;
- Establish national and sub-national referral pathways;
- Capacity building of the social workforce.

Figure 6. Components of a Case Management System (adapted from UNICEF Nepal CPIMS+ Presentation)



Challenges

Although the majority of national-level stakeholders in the questionnaires at least ‘slightly agreed’ that the CPIMS+ could be deployed simply, timely and cost-effectively; a significant amount (38%-48%) did not agree. Key informants in the KIIs also commonly shared that the roll-out of the CPIMS+ had faced challenges relating to the pace, cost and complexity associated with roll-outs, factors which are particularly important in making the tool ‘fit’ to be rolled-out efficiently and effectively in humanitarian contexts. Figure 7, 8 and 9 present how national-level stakeholders responded in the questionnaire to whether they agreed with the statement that the CPIMS+ can be rolled-out in a simple/timely/cost-effective manner based on their experience.

Figure 7. Questionnaire Results on Rolling-out the CPIMS+ Simply



Figure 8. Questionnaire Results on Rolling-out the CPIMS+ Timely

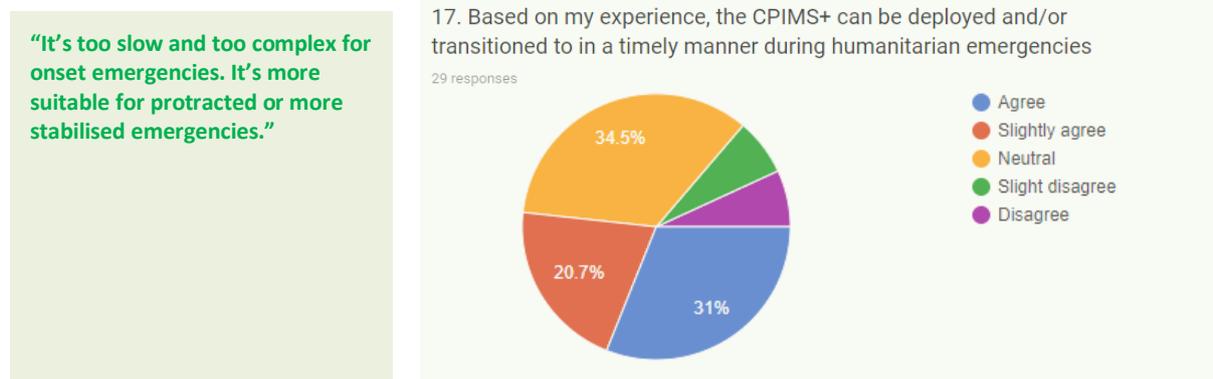
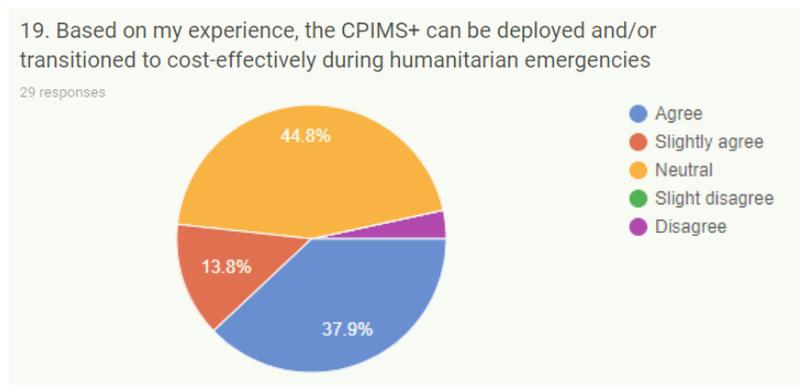


Figure 9. Questionnaire Results on Rolling-out the CPIMS+ Cost-Effectively



It is critical that the challenges in rolling-out the CPIMS+ in a simple, timely and cost-effective manner are identified and addressed in order to ensure the CPIMS+ is fit-for-purpose in humanitarian contexts. This review identified five main challenges compromising the CPIMS+ being fit-for-purpose in humanitarian contexts. One challenge links directly and solely to the tool itself, and the other four challenges link to the phases of roll-out and how this is set-up and governed.

Minimum Requirements for Roll-Out: Connectivity

A stable internet connection was one of the minimum requirements for the CPIMS+ to roll-out. During the time of the review, there was only one country program where case workers could work with the CPIMS+ whilst not connected to the internet (through a mobile application which allowed for offline data entry and synchronising this data once connected with the internet). The reason why only one country program had access to the mobile application, was that this feature was only supported with one specific version of the CPIMS+ and was not included as a feature in other versions of the CPIMS+ being used in other country programs. It was also identified as challenging and complex to upgrade from one version of the CPIMS+ to another. In the data hosting modality options communicated to potential users, the option of data hosting on a single computer (where the application is running and the data is hosted on one local computer which performs the functions of a server) was offered to contexts with very limited connectivity⁴. However, as had been explained by key informants, in practice this was not actively promoted and even advised against as it required a lot of investment, IT capacity, and ongoing maintenance. Therefore, the CPIMS+ was highly depended on a stable internet connection.

Nevertheless, the ability to work with the CPIMS+ offline was one of the most frequently requested features for the CPIMS+ by both end-users, national-level stakeholders, and global-level stakeholders. Even more so, while the IT infrastructure requirements (i.e. power, internet, equipment) were a minimum requirement for the CPIMS+ to roll-out, many humanitarian contexts are characterised by low resource and connectivity settings. This puts forward a challenge for the CPIMS+ to be an appropriate tool in humanitarian contexts.

Assessment Phase: Communication and Initial Assessments

Where the assessment and planning phase are communicated to take between 2-6 months (see figure 4), in practice key informants communicated that this took around one year and sometimes even beyond (from the moment interest to use the CPIMS+ was voiced and information was received on the CPIMS+ and the initial assessments needed). Key informants shared that the two main challenges faced in the assessment phase were the communication and the initial assessments.

Communication was frequently mentioned by key informants as continuously mixed, not always matching realities and confusing. This was particularly the case for communication around: what the CPIMS+ could do and not do, timelines for rolling-out the CPIMS+, the support that was needed and could be expected, the cost implications, cloud hosting and what it meant to host data on the UNICEF Azure cloud (although IRC also provides cloud space for this), and roles and responsibilities of those at the global level. Communication mainly led to the CPIMS+ being perceived as a 'magic bullet' to improving case management and raised hopes and false expectations with potential users. Especially in humanitarian contexts where staff are struggling with competing priorities in short time-frames, it is imperative that communication is clear and consistent.

The initial assessments needed before being able to plan for the roll-out of the CPIMS+ were seen as heavy and burdensome. This is not surprising when looking at the elements of an initial assessment:

- Conduct a desk review of existing CPIMS tools/components to assess what is in place and would need to be created/updated.
- Identify a focal point to conduct a Data Protection Impact Assessment (DPIA) and organise a one day DPIA workshop with relevant agency focal points.

- Contextualise the tools and disseminate/conduct a detailed CPIMS assessment among key stakeholders and inter-agency coordination mechanisms:
 - CPIMS assessment surveys
 - bi-lateral interviews
 - FGDs with caseworkers
- Conduct a workshop for sensitisation, respondent validation of initial findings, and consensus-building on next steps (work/action plan template) including roles and responsibilities (focal points per participating authority/agency – HR) and agree on the purpose/objectives of CPIMS+ database.
- Write the assessment report with advice on recommendations.

Planning Phase: Case Management Systems Strengthening vs. Deploying a CPCM IM Tool

In practice key informants communicated that the assessment and planning phase took around one year and sometimes even beyond (instead of the 2-6 months envisioned). This review concludes that the biggest bottleneck in rolling-out the CPIMS+ in a timely manner revolved around the planning phase where the recommendations out of the initial assessment would be implemented and the necessary elements in the case management system would be built to prepare for the CPIMS+.

“The process around the tool brought momentum to bring the different actors around the table to promote case management systems strengthening. A big achievement to get everybody on-board and work on case management systems strengthening at the national level....but it could have happened without it, the tool was just used as a big firework to attract everybody to actually do it. It’s therefore a by-product of deploying the CPIMS+.”

Indeed, recalling that the biggest success was that the CPIMS+ proved to be a catalyst for enhanced coordination and for wider case management systems strengthening at the national-level, this was also seen as its biggest pitfall. Based on the inputs from key informants; the time, capacity, coordination and resources required to get together all the different stakeholders in a country and to develop and implement a shared action plan that included elements like harmonising and standardising SOPs, case management forms, DPP and ISP are significant. Many contexts where the CPIMS+ was supposed to be rolled-out, did not yet manage to do so as it took time and support to build-up the case management system and the quality of it first.

Although it is recognised that there are integral links between the CPIMS+ and the case management system it operates in, the question is whether: A) it is the purpose and responsibility of the CPIMS+ to build-up the national case management system, and B) whether the CPIMS+ can be implemented in non-(or far from) perfect case management systems. Especially the latter question is important as these are often the settings which characterise the humanitarian contexts in which the CPIMS+ envisions to operate. During the time of review, roll-outs required significant time and resources to be invested in the establishment and strengthening of the case management system as a prerequisite for the roll-out of the CPIMS+. This by itself made the CPIMS+ unfit for emergency contexts as (looking at what child protection actors focus on first in a first-phase emergency) case management systems strengthening is not pure emergency (although CM systems strengthening is an approach adopted in humanitarian contexts, emergencies as a sub-set of humanitarian contexts need to balance the humanitarian imperative to respond to urgent need) – it has an application and entry-point to it, but it differs as it will naturally create a longer-term vision of broader capacity strengthening.

Implementation Phase: Configuration and Dependency

Where the implementation phase is communicated to take between 1-3 months (see figure 4), in practice key informants communicated that this took around 6 months. This review concludes that the

biggest bottleneck in rolling-out the CPIMS+ in a cost-effective manner revolved around the implementation phase (where the CPIMS+ is set-up and operationalised in-country). Key informants shared that the two main challenges faced in the implementation phase (in particularly in terms of costs) were the configuration and the dependency on external software companies.

“[compared to the GBVIMS+ and ProGres v4] the challenge of the tool is the freedom of configuration. We go into a country and ask them what they need, then we come back and tell them: fine, it will cost this

The first step in the implementation phase was to configure the system (see table 8). This meant setting-up the needed case management forms and questions within the forms, as well as the different roles and users who would interact with the system. The CPIMS+ therefore offered a lot of freedom in configuring the CPIMS+ to reflect the system in-country. This however, was also considered its pitfall as this process was delicate and required both time, capacity and resources.

Key informants involved in the configuration process conveyed that the configuration of the CPIMS+ was complex (i.e. not user-friendly) and subject to critical human error. Examples of elements mentioned as not user-friendly were: the logic of the configuration process (when configuring roles and users into the system, the users were on top and the roles below – whereas roles should be configured first), the language and wording being unclear and confusing, and having elements which are configurable but should never be touched/configured.

As it is subject to human error where mistakes can be significantly detrimental to the system, the support from an external software company was needed. This is also mentioned in the roll-out steps of the CPIMS+ (see table 8) where the contractual procedures for the engagement of a software company to support with the CPIMS+ needs to be started in the assessment phase and where this software company needs to be contracted in the planning phase. The support of a software company was needed to do a technical analysis of the deployment options; to select the appropriate version of the CPIMS+ for the specific context; to assess the readiness of the context for the mobile application; and to analyse, map and configure the CPIMS+. In contexts where existing data needed to be transitioned into the CPIMS+, the software company also supported with the initial data migration (where the rest of the existing data – determined per context – needed to be inputted manually by child protection agencies themselves).

In the roll-out steps communicated to country programs, it was mentioned that the CPIMS+ Technical Team could provide the country program with a list of software companies and what support they could provide. Nevertheless, all of the contracts for software company support from country programs went to one United States-based software company which had been the leading company in the development of Primero and the CPIMS+ globally. This perceived dependency led to frustration and a sense of lack of transparency amongst almost all key informants spoken to within all agencies at the global, regional and national levels. There was a persistent negative sentiment amongst almost all stakeholders about this perceived dependency and the costs associated with it. There were also concerns raised amongst most of the key informants at the global and regional level about the lack of competition in selection (and the effect this had on the price for services) and whether an external company which was paid on a time-rated basis should be both responsible for the development of a tool as well as the Help Desk/troubleshooting support to it. Further concerns were raised by a limited number of child protection and IT stakeholders on whether the coding of the system was the most fit-for-purpose (e.g. to support the specific needs of child protection case management, and the availability of software development capacity for this coding platform in non-Western countries and therefore the ability to increase competition in selection at the local level). It should be noted that these concerns cannot be substantiated taking into account that the majority of key informants were non-IT specialists. Nevertheless, the extent of concerns raised is notable.

Where all of the successful roll-outs involved a UNICEF country office, a pre-established contract could be used for this through a Long-Term Agreement (LTA). This process was perceived as taking a lot of time by key informants at the national level (taking between 2-3 months) and was complicated furthermore for non-UNICEF partners. According to the CPIMS+ budget template communicated to country programs, a minimum of 42.000-52.000 USD needed to be budgeted for a software company (depending on whether existing data needed to be migrated into the CPIMS+)⁴. The time, capacity and resource investments needed from country programs put to question the extent to which the CPIMS+ is scalable and fit-for-purpose in humanitarian contexts where timeframes are short and funding is limited and a constraint.

Recommendations

It is critical that the challenges in rolling-out the CPIMS+ in a simple, timely and cost-effective manner are addressed in order to ensure the CPIMS+ is fit-for-purpose in humanitarian contexts. This review proposes recommendations for each of the challenges identified, as well as proposes an initial *draft* phased-model approach for rolling-out the CPIMS+ in humanitarian contexts.

Minimum Requirements for Roll-Out: Connectivity

As many humanitarian contexts are characterised by low resource and connectivity settings, not having the mobile application available for offline data entry in all contexts put forward a challenge for the CPIMS+ to be an appropriate tool in humanitarian contexts. Developing pervasive offline mobility capabilities for the CPIMS+ is therefore crucial in both enhancing the efficiency and effectiveness of the CPIMS+ to support CPCME, as well as facilitating its deployability to humanitarian contexts. This review therefore recommends to:

- ➞ **Ensure that the CPIMS+ functions both online and offline (i.e. by having the mobile application which facilitates offline data entry to be available with every version of the CPIMS+ introduced into a country program).**

Assessment Phase: Communication and Initial Assessments

Especially in humanitarian contexts where staff are struggling with competing priorities in short timeframes, it is imperative that communication is clear and consistent. In order to avoid raising false expectations and to maintain trust in the CPIMS+ project and SC, this review recommends to:

- ➞ **Ensure that the UNICEF Primero project team and the CPIMS+ SC jointly provide consistent, clear and realistic information about the CPIMS+ project, the CPIMS+ tool, and the CPIMS+ roll-out; through a defined process for communication and information dissemination.**

It is important that messaging from both the CPIMS+ SC and Primero project team are in line, consistent and reflect an agreed approach on what the CPIMS+ can do and not do, timelines for rolling-out the CPIMS+, the support that is needed and can be expected, the cost implications, the options for cloud hosting, what it means to host data on an agency's cloud, and roles and responsibilities of those at the global level – including building transparency and trust by communicating clearly around the concerns raised regarding software companies and their work. Consistent key messages need to be passed both in-country and at the global level (including to inter-agency coordination mechanisms and donors) through i.a. the website, key documentation, reports and presentations.

As the deployability of the CPIMS+ to humanitarian contexts is closely linked to the roll-out process, it is not only the tool itself which should be simple, intuitive and use-friendly, but also the roll-out process – including the initial assessments needed. This review therefore recommends to:

- ➞ **Simplify the initial assessment requirements and corresponding documentation, making it lighter and fit-for-purpose by linking it to core 'need-to-know' information relating to the**

phased-model minimum requirements of: case management, connectivity, capacity and coordination.

- **Integrate the initial assessment over time into the global CM Quality Assessment Framework.**

A simplified, lighter and ‘fit-for-purpose’ initial assessment should consider: A) the necessity to conduct all the following as part of the initial assessment: desk review, DPIA, survey, KIIs, FGDs, workshop, and report (taken into account that the initial assessment of the previous IA CPIMS consisted of *one* document with key questions and bilateral discussions with the IA CPIMS SC), and B) what type of information would be considered as core and ‘need-to-know’ in order to decide whether or not to roll-out the CPIMS+ and to what extent. The initial *draft* phased-model approach and the minimum requirements to which information in the initial assessment needs to link is explained further below. The CM Quality Assessment Framework is an ongoing project being developed under the Global CMTF. It provides programme managers, evaluators and others to gain a general sense of the strengths and weaknesses of a particular case management system. This can be used to identify particular areas for attention and action.

Planning Phase: Case Management Systems Strengthening vs. Deploying a CPCME IM Tool

The freedom that the CPIMS+ allowed in configuring the system from scratch was seen as a delicate and time-consuming process. Furthermore, the time, capacity, resources and coordination required to get together all the different stakeholders in a country and to develop and implement a shared action plan for case management systems strengthening (which included elements like harmonising and standardising SOPs, case management forms, DPP and ISP) as a prerequisite for the roll-out of the CPIMS+, were significant. Both compromised the ability of the CPIMS+ to be deployed in a timely manner in humanitarian contexts. This review therefore recommends to:

- **Be strategic and propositional in determining the content of the CPIMS+ and the IM4CM components by developing a global IA standardised package for IM4CM in emergencies support to country programs – including a standard instance deployment model of the CPIMS+.**
- **Agree on a phased-model approach to introducing the CPIMS+ in humanitarian contexts linked to revised minimum requirements of roll-out: case management, connectivity, capacity and coordination (see suggested phased-model approach).**

In regards to the first recommendation, the standardised package should provide country programs with an agile and immediately deployable global inter-agency vetted baseline for IM4CM (including a standard instance deployment model of the CPIMS+) encompassing the core elements and standards relevant to all contexts. According to the UNICEF Guidance on Information Handling and Management in Child Protection Information Management Systems (2015), standardisation must be ensured for sustainability and scaling purposes. Standardisation means using existing standardised tools and procedures in a CPIMS. This reduces the effort needed to implement a CPIMS, improves the ability to coordinate with other actors and enables consistent monitoring of outcomes and impacts from child protection projects.⁹

The revision and approval of the global standardised inter-agency CPCME forms and the identification of a minimum dataset linked to this, should form the basis for the CPIMS+ standard instance deployment model. The CPIMS+ standard instance deployment model is vital in ensuring the CPIMS+ database is fit-for-purpose in humanitarian – and especially rapid onset – emergencies. It should also contribute to improved quality of CPCME by highlighting the essential information to be collected from the child and his/her family and the different purposes for which this data can be used (see recommendation on ‘data limitation and purposeful selection of fields’). The standard instance

deployment model should ensure fields are locked for all contexts which cannot be changed. As the case management system and capacity grows in a context, the CPIMS+ standard instance deployment model can be contextualised meaning that forms and fields can be added (but not allowing core fields to be changed). Having locked fields means standard reports can be included in the CPIMS+ linked to globally defined Key Performance Indicators (KPIs) for CPCME which support trend analysis at the national, regional and global level to further inform program and policy development. Although fields are locked, they need to be (as already allowed by the CPIMS+) hide-able with appropriate guidance on which fields need to be hidden for which contexts in order to ensure relevance of the standard instance deployment model for each context (e.g. refugee vs. non-refugee contexts).

Table 9 below presents the suggested standardised components and their current status (at the time of the review) in the global IA package for IM4CM in emergencies support.

Table 9. Suggested Components in the Global IA Package for IM4CM in Emergencies Support

COMPONENT	STATUS ¹
Revised and approved global IA CPCME forms – including guidance on contextualisation of the forms	
Template CPCME SOPs – including guidance on development of SOPs	
Template DPP and ISP - including guidance on development of DPP and ISP	
CPIMS+ revised initial assessments (including DPIA) (over time replaced by the CM Quality Assessment Framework)	
CPIMS+ Standard Instance Deployment Model	
CPIMS+ User’s and Training Manuals	
CPIMS+ SOPs (in order to ensure standardisation in practice – e.g. whether to change the initial protection concerns and risk level fields of a case when these change over time or whether this is written in the notes)	
CPIMS+ Configuration Guide	
CPIMS+ Data migration Guide	
CPIMS+ Interoperability Guidance (e.g. at least with the GBVIMS+)	
CPIMS+ Guidance on CPCME trend analysis and reporting	
CPIMS+ Template Terms of Use and guidance (for Cloud Hosting)	
Other Components which could be Considered	
Template referral pathways – including guidance on development	
Guidance on establishing vulnerability/eligibility criteria	
Guide on developing risk assessment frameworks	
Template TORs for CPCME staff	

¹ Green means available and finalised. Orange means in process or available, but needs updating. Red means not available and needs to be developed.

In regards to the phased-model approach recommended, while this review recognises that there are integral links between the CPIMS+ and the CM system it operates in, the question was posed whether: A) it is the purpose and responsibility of the CPIMS+ to build-up the national case management system, and B) whether the CPIMS+ can be implemented in non-(or far from) perfect case management systems. Especially the latter question was presented as important as these are often the settings which characterise the humanitarian contexts in which the CPIMS+ envisions to operate.

“We need to recognise that a CM system will never be perfect, it never has been and it never will be. We need to start with a standard simple accessible user-friendly instance, then as the system grows, the CPIMS+ grows with it progressively introducing forms, features, functionalities and complexities to it.”

While it is currently considered that the different elements that constitute an IM4CM and CM system are a pre-requisite to roll-out the CPIMS+, this review concludes that CM systems and its elements (including a database for case tracking purposes) are built over time in humanitarian contexts in which all these components are inter-linked and cannot function without one another. This means that from the start of case management (even irrespective of the existence of other IM4CM and case management systems components – e.g. coordination or a legal and policy framework), documentation and a case tracking system are integral components of the case management approach which must be present from inception and are built over time in a parallel process with the wider IM4CM and case management system. The CPIMS+ SC should therefore agree on a phased-model approach in which the roll-out of the CPIMS+ is sequenced and layered, prioritising the most important elements and minimum requirements while the system is built progressively over time. This review makes a suggestion for such an initial *draft* phased-model to build forward from. The phased-model approach is presented in figure 10 below and builds on the minimum requirements of 4Cs: case management, connectivity, capacity and coordination.

Figure 10. Initial Draft Phased-Model Approach to Introducing the CPIMS+

	MINIMUM REQUIREMENT	CPIMS+ IN ONSET EMERGENCY	DEPENDENT ON
From an IM tool to a CM tool ↓	1. Case Management	<i>Interim Excel Database?</i>	- Global IA standardised CPCME forms and minimum data set - Global IA standardised package for IM4CM in emergencies support
	2. Connectivity	Case Tracking System, Trend Analysis and Reporting	- Standard Instance Deployment Model - Offline Functionalities
	3. Capacity	Transitioning from an IM to a CM Tool: Features, Functionalities, Complexity and Sophistication	- CM Quality Assessment Framework with CPIMS+ integrated - CPIMS+ with 'smart' features
	4. Coordination	Forms and Contextualisation	- User-friendly Configuration Interface - Internal/in-country ownership and capacity

1. Case management: In the initial *draft* phased-model approach to introducing the CPIMS+ in humanitarian contexts, the 'bare-bone' minimum requirement needed is the existence of a case management program. However, as long as the CPIMS+ does not yet function both online and offline (by having the mobile application which facilitates offline data entry to be available with every version of the CPIMS+), the CPIMS+ cannot be introduced to contexts and agencies that don't have a stable functioning internet connection. In these settings, the CPIMS+ SC could – as an interim measure until the CPIMS+ can function offline and online in these settings – consider the development and introduction of a temporary Excel database for country programs who are envisioning to transition to the CPIMS+ over time. The CPIMS+ SC should note that the option of Excel (or other 'off-the-shelf' tools like KoBo and CommCare) come with its own set of disadvantages (see 'the CPIMS+ in relation to Other Systems'). This option will at least be dependent on the development of a global inter-agency standardised package for IM4CM in emergencies support – including the revision and approval of the global IA standardised CPCME forms and a minimum data set linked to this for the Excel database to be based on and to ensure possible migration of case data to the CPIMS+ at a later stage.

2. Connectivity: Once a context/agency has the availability of a stable functioning internet connection at the site of data entry, the CPIMS+ can be rolled-out to provide support to a CM program. Ensuring that the CPIMS+ functions both online and offline, will eliminate this minimum requirement. In order for the CPIMS+ to be deployed simply and timely to humanitarian contexts, a standard instance deployment model will need to be developed and approved at the global level. Depending on the CM and IT literacy capacity, the CPIMS+ can be rolled-out as a case tracking system for trend analysis and reporting, or as a full-blown case management tool.

3. Capacity: While the CM and IT literacy capacity grows within a context/agency, features and functionalities can be introduced to the system building complexity and sophistication. The CPIMS+ therefore transitions from an IM Tool to a CM Tool. The more the CPIMS+ includes 'smart' features and functionalities which automate and reduce the time needed for previously time-consuming administrative processes in the case management approach, the earlier this transition can happen. The measuring of case management capacity can be linked to the CM Quality Assessment Framework being developed at the global level.

4. Coordination: While the case management system is strengthened at the national level in a country and forms and SOPs are agreed upon at the inter-agency level in-country, the CPIMS+ can be contextualised and configured as per the then national standardised and harmonized case management forms, SOPs, ISP, etc. In order for this to be done in a cost-effective and timely manner as appropriate for humanitarian contexts, the configuration process will need to be made more user-friendly and manageable with in-country capacity. A single agency roll-out can, at this point, then also transition to a inter-agency roll-out.

Implementation Phase: Configuration and Dependency

In order to ensure the CPIMS+ is cost-effective, fit-for-purpose in humanitarian contexts, and scalable, this review recommends to:

- **Phase-out the dependency on external software companies to do the configuration and technical analysis support to country programs.**
- **Develop the CPIMS+ software in order to make the configuration process more user-friendly and manageable with in-country capacity.**

In regards to the first recommendation, dependency on external software companies to set-up and maintain the CPIMS+ in country programs must be phased-out in order to reduce both the time and cost of deploying the CPIMS+. Ideally the role of an external software company should focus on global software development and Help Desk support rather than the deployment of the CPIMS+ in country programs. The CPIMS+ needs to transition from what is now external and centralised, to internal and decentralised. It may even consider phasing-out the reliance on external software companies in its entirety – including global software development and Help Desk support. For this, the UNICEF Primero project team and CPIMS+ SC will need to jointly discuss the vision, options and approach to phasing-out this dependency – this may include considering the viability of a combination of: committing, engaging and embedding a project lead, software developer and software tester into one of the agencies to further develop Primero/the CPIMS+ and provide Help Desk support to country programs; committing and engaging Technology for Development capacity (partially) dedicated to the inter-agency CPIMS+ project within each of the CPIMS+ SC agencies (see the section on ‘Governance and Support Model’ and figure 14); and increasing the ownership of country programs by developing the configuration process to be more user-friendly. Committing and engaging Technology for Development capacity (partially) dedicated to the inter-agency CPIMS+ project within each of the CPIMS+ SC agencies will contribute to bridging a perceived divide between the child protection and IT sides of the CPIMS+ project and foster communication and understanding on both these integral elements linked to the project. While it may take time to develop, agree on and implement an approach to phasing-out the dependency on external software companies, it will be important to already build transparency and trust by communicating clearly at all levels around concerns raised regarding software companies and their work in the shorter-term. If this transparency and clarity cannot be provided, the CPIMS+ SC could consider an independent review of the CPIMS+ from the IT side which should also look at the feasibility of some of the recommendations put forward in this report.

In regards to the second recommendation and linked to the benchmark of what key informants expected or wanted to see from a CM tool, the CPIMS+ software needs to be adaptable in the sense that anyone should be able to take it, own it and use it with the proper guidance and minimal technical support needed. This includes developing the CPIMS+ software to be easier and quicker to configure with in-country capacity. The Primero project team should consider the viability of redesigning the user interface to assist configuration through a set of visual, fool-proof interfaces and on-screen instructions making the configuration process user-friendly and visually intuitive.

THE CPIMS+ IN RELATION TO OTHER SYSTEMS

Collaboration between and among agencies working in the same emergency context is considered best practice for child protection and general humanitarian work. Minimum standards needed to support coordination include ‘information sharing’ and ‘not creating parallel structures’ related to data and information on individual children with proper information sharing protocols.⁴ Nevertheless, key informants mentioned that different systems often worked in parallel to one another, rather than working synergistically. The existence of different systems can lead to duplication of information across agencies, in addition to missed opportunities in the provision of services to children. This section will situate the CPIMS+ vis-à-vis other systems, successes and challenges in collaboration between these systems thus far (as perceived by key informants) and make recommendations to guide decision-making regarding use of and inter-relationship between these systems.

At the time of review, there were mainly seven software platforms used to support the data collection and/or information management in CPCME: Microsoft Access, CommCare¹⁰, Microsoft Excel, KoBo¹¹, UNHCR’s proGres¹², Primero², and ICRC’s Prot6 (see figure 11). It goes beyond the scope of this review to provide an in-depth review of each of these software platforms and there were limited key informants who could speak to the differences between the different software platforms to support CPCME. Nevertheless, based on information shared by key informants (i.e. information management specialists), some commonalities, differences, advantages and disadvantages between some of these systems are presented in order to provide some background to the sections below. This mainly focuses on the group of ‘off-the-shelf’ software platforms (i.e. Microsoft Access, CommCare, Microsoft Excel, and KoBo) and UNHCR’s proGres v4. This review did not manage to speak to key informants from ICRC on Prot6.

Regarding the ‘off-the-shelf’ tools like Microsoft Access, CommCare, Microsoft Excel, and KoBo, it was mainly shared by key informants that while these tools are simple, quick and accessible for anyone to use, there are disadvantages and risks associated with these tools worth noting. These mainly pertain to data protection risks (i.e. lack of role-based access on a need-to-know basis, standards of encryption, the inability to hide/unhide specific info, inability to determine user permissions within the system, and a lack of audit trail logs), the quality of data, the inability for these tools to follow the CM process or supporting case workers to do so, and the lack of CM functionalities like conducting referrals and transfers. These disadvantages and risks make these tools inappropriate for CPCME and clearly flow out of the fact that these tools had not been specifically designed for CPCME.

As for UNHCR’s proGres (Profile Global Registration System) V4, this tool falls under a broader systems platform called PRIMES (in the same way as the CPIMS+ falls under the broader software platform Primero). PRIMES is an acronym for ‘Population Registration and Identity Management EcoSystem’. It comprises of a portfolio of applications with the primary objective to furnish refugees and other forcibly displaced populations with a recognised legal and/or digital identity recognised by States.⁴ The applications in PRIMES (see figure 11) are:

- proGres v4: a centralised database with case management modules
- BIMS: a Biometric Identity Management System
- RApp: a Rapid Application that allows for off-line registration of both refugees and other displaced populations (and which is subsequently uploaded to proGres v4)
- Data Port: a business intelligence tool giving UNHCR staff access to aggregated statistical data on registered caseloads.

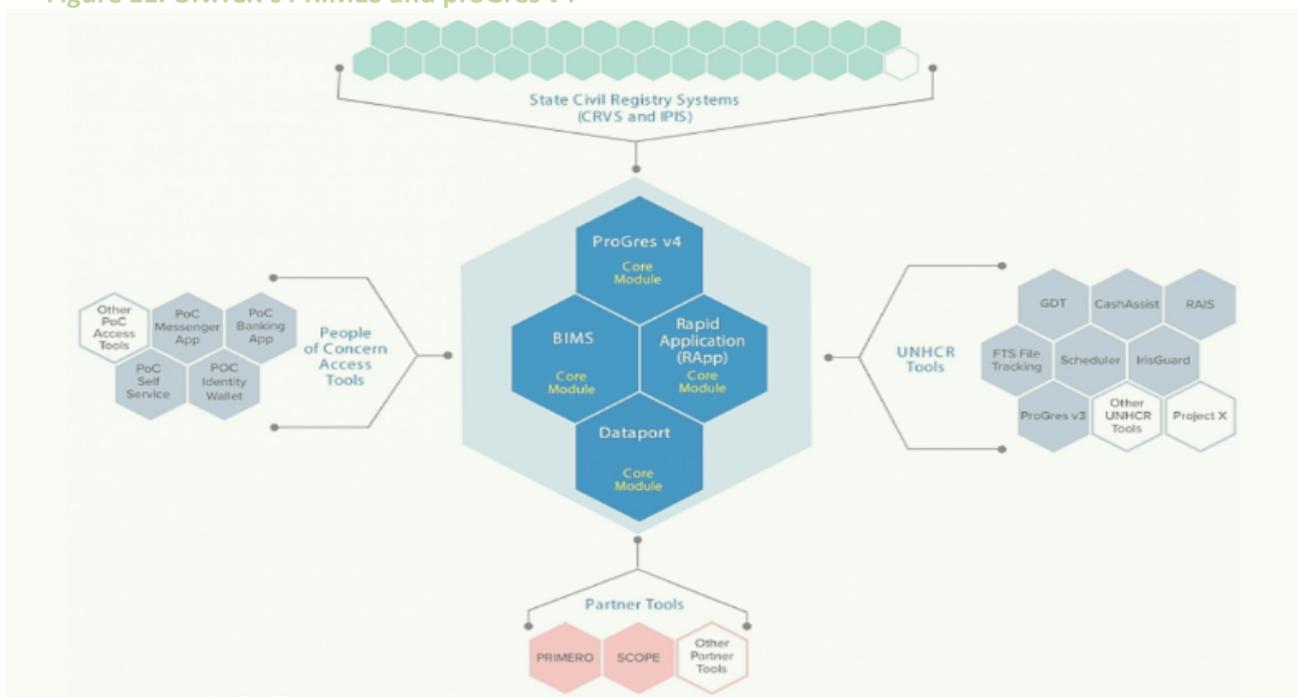
PRIMES therefore consist of a centralised repository of all relevant identity data, visible and editable – by UNHCR staff and UNHCR partners with appropriate access rights – from anywhere (based on a role-based access functionality). It was envisioned that PRIMES will be the single entry-point for all digital interaction between UNHCR and partners with the individuals who are registered.⁴ Taking this into account and as shared by key informants, it is therefore understandable that proGres v4 is more of an

identity management (i.e. refugee registration) tool than a case management tool. The tool was built around minimum data points and processes and collects these through different other tools. While other tools are developed and introduced (like Primero), it was envisioned by UNHCR that they feed into proGres v4 as a centralised hub in refugee contexts. Nevertheless, proGres v4 does encompass case management modules which can be used either as a data repository/case tracking system or as a full CM tool – including incident reporting and facilitating the UNHCR BID process. Although proGres v4 is also web-based and has role-based access, there are other noteworthy differences with the CPIMS+:

- It is specific to refugee contexts and the tool cannot be customized, the fields and forms are fixed;
- Although other child protection agencies are free to use it, the development of the tool was centralised at UNHCR;
- Data is not hosted on a UN cloud, but on UNHCR servers in Geneva;
- It currently does not have offline functionalities and internationalisation (i.e. use of different languages);
- Access to the system can be controlled both at the form and field level.

Through a fully dedicated and institutionalised technical team and IT staff for support and development, proGres v4 was going through an accelerated roll-out strategy during the review where ownership and responsibility was being decentralised to the regions (where staff would sit for development and support) and country programs.

Figure 11. UNHCR's PRIMES and proGres v4



Successes and Challenges

In regards to collaboration between systems, key informants at the global level mentioned the improved coordination and collaboration between the CPIMS+ and GBVIMS+ Technical Team. This is important as there are clear linkages between the two systems/modules – which fall under the same software platform Primero – and development work on one module could benefit the other module.

Key informants at the global level also mentioned improved understanding of the role and collaboration with UNHCR. This was exemplified by:

- A global LoU template and guidance for UNHCR and UNICEF Country Offices, facilitating and formalising bilateral coordination between UNHCR and UNICEF in assisting populations of concern;

- UNHCR joining the CPIMS+ SC in 2016;
- The CPIMS+ Technical Team developing global guidance for CPIMS+ roll-outs with UNHCR (e.g. the DPIA template and guidance which now an integral part of any CPIMS+ roll-out);
- The establishment of the Primero-proGres interoperability working group.

While these developments at the global level were welcomed positively, key informants in the country programs often conveyed systems working in parallel rather than synergy and complications in regards to partnerships and coordination – leading to duplication of information across agencies, in addition to missed opportunities in the provision of services to children.

Another challenge and expressed need was that, while the CPIMS+ and GBVIMS+ function on the common Primero framework (allowing users to decide which modules they need to use and to what extent they share information between them) and there are potential overlaps in mandates between child protection and gender-based violence service providers, during the time of review there were no countries where both modules had been rolled-out jointly or countries where both modules were ‘live’.

Recommendations

While this review prioritises recommendations for improvement on the CPIMS+ tool, the roll-out process, governance of the tool and the support model, there are several recommendations to guide decision-making regarding use of and inter-relationship between the CPIMS+ and other systems. These recommendations are:

- **In line with the initial draft phased-model approach to introducing the CPIMS+ in humanitarian contexts, as soon as possible start with the introduction of the CPIMS+ at the onset of an emergency (instead of using ‘off-the-shelf’ tools like Excel).**
- **Prioritise interoperability between Primero modules and in particular strengthen linkages between the CPIMS+ and GBVIMS+.**
- **Ensure interoperability on key child protection and case management functions with proGres v4.**

In regards to the first recommendation, this review recommends to – as soon as is possible – start with the introduction of a simple version of the CPIMS+ (i.e. information management tool functioning as a database repository and case tracking system) in onset emergencies, instead of ‘off-the-shelf’ tools like Excel and transitioning at a later stage to the CPIMS+. This is due to the data protection risks, quality of data, inability for these tools to follow the CM process or supporting case workers to do so, and the lack of CM functionalities, make these tools inappropriate for CPCME. This is, however, dependent on the CPIMS+ functioning both online and offline. Without the offline functionalities, the CPIMS+ cannot be introduced to contexts and agencies that don’t have a stable functioning internet connection. In these settings, the CPIMS+ SC could consider the development and introduction of an Excel database as an interim measure until the CPIMS+ can function both offline and online in these contexts.

In regards to the second recommendation, it is recommended to first prioritise key aspects of interoperability between the different Primero modules. This is due to the required coordination between CP and GBV actors on adolescent and child survivors of GBV, and in order to establish Primero as wider protection software platform with interoperable modules. Key aspects may include:

- Developing joint guidance together, e.g. components of the global standardised IM4CM in emergencies support package – including a standard instance deployment model, common KPIs to feed into the standard reports, and interoperability guidance between the CPIMS+ and GBVIMS+;

- Understanding how software development work on one module may benefit the other modules and developing a forward looking joint software development roadmap;
- Considering joint roll-outs and prioritisation of countries;
- Defining a joint fundraising strategy for core funding of the joint software development roadmap.

Lastly, key aspects of interoperability between the CPIMS+ and proGres v4 need to be ensured in order to facilitate efficient and effective collaboration and coordination between UNHCR and UNICEF in assisting populations of concern in refugee settings. The key aspects may include:

- Agreeing on the minimum data points to be shared between the CPIMS+ and proGres v4 in refugee settings on a need-to-know basis;
- Ensuring the matching of fields within the common data sets identified, based on the revised and approved global inter-agency standardised CPCME forms (as a basis for interoperability);
- Avoiding double entry of data and duplication of services in refugee contexts;
- Integrating functions into the CPIMS+ to facilitate the UNHCR BID process;
- Allowing referrals between the two systems;
- Creating understanding and agreements on data hosting of shared information.

There also seem to be (informal) openings for improved collaboration with ICRC on Prot6.¹⁷

It is important to note that any joint work and agreements at the global level, trickle down to the regional and country levels in order to ensure understanding and facilitate coordination, collaboration and partnerships within the countries between the systems and its agencies.

GOVERNANCE AND SUPPORT MODEL

While the CPIMS+ is in development, ongoing improvements to the tool are made, and more and more countries are gradually rolling-out and requesting to roll-out the CPIMS+ (i.e. currently four countries have successfully operationalised and rolled-out the CPIMS+ in their country, ten more countries are expected to go 'live' within the coming year), robust inter-agency governance is required with a clearly defined and agreed upon vision and framework for roles and responsibilities. In addition and linked to the governance of the CPIMS+, there needs to be a support model ensuring sustainability, scalability and support for roll-outs. This section tries to shed some light on successes and challenges shared by key informants in these regards, as well as puts forward recommendations for consideration by the CPIMS+ SC.

The CPIMS+ Steering Committee is currently the global inter-agency governance structure for the CPIMS+. The below are relevant sections of the Terms of Reference for the CPIMS+ SC (see Annex D) which provide information on the roles and responsibilities of the CPIMS+ SC, how countries are prioritised for support, and what support can be expected from the SC. According to its Terms of Reference, the CPIMS+ SC:

- Sets the strategic vision for the CPIMS+;
- Defines best practice (as it relates to the CPIMS+);
- Promotes the use of the CPIMS+ in emergency, early recovery and development settings;
- Oversees the development of technical guidance on the use of the CPIMS+;
- Reviews and approves the deployment of the CPIMS+ in the field;
- Provides technical assistance and guidance setting on the CPIMS+;
- Secures funding to maintain and broaden CPIMS+ implementation and to invest in the technical development of the CPIMS+;
- Strives to coordinate and create synergies with other IMSs;
- Ensures active presence on the Primero Coordination Committee (a forum for coordination and consensus building in order to promote the effective and responsible use of the Primero platform and in which the CPIMS+ SC, GBVIMS+ SC, MRMIMS WG are represented);
- Broadens networking and interagency collaboration.

The following criteria are used by the CPIMS+ Steering Committee to prioritise support to countries requesting the roll out of the CPIMS+:

- Current IA CPIMS using countries;
- Emergency contexts;
- Case management program already in place;
- Functional CP coordination body and human resource available to support the coordination of the assessment, the preparatory phase to roll-out (such as development/consolidation of harmonised forms, Information Sharing Protocols, etc.) and the roll out of the CPIMS+ itself;
- Agencies and CP coordination body show motivation and engagement to strengthening child protection information management practices for case management, ideally the request for CPIMS+ should come through the CP coordination body;
- Vision to ensure the sustainability of the CPIMS+;
- Existing and tested IA case management forms in place or steps taken for development;
- Existing, CM SOPs and Information Sharing and Data Protection Protocol in place or steps taken for development.

To roll out the CPIMS+ in a refugee context, close coordination with the UNHCR country office is needed. Based on the Terms of Reference, the relevance of the use of the CPIMS+ in a refugee setting depends on:

- Existing systems for refugee case management;
- If the case management system extends beyond the refugee context;
- Which information management system is supported by case management actors;
- Other factors, as assessed and analysed by all stakeholders.

In case country programs decide to roll-out CPIMS+ and are prioritised for support, the CPIMS+ Steering Committee commits to:

- Help conduct an information management assessment for child protection case management to evaluate appropriateness and next steps;
- Support the planning and implementation phase of the roll-out;
- Conduct in-country trainings and mentoring of end-users and the system administrator;
- Act as global-level system administrator to maintain the platform and liaise with the software company for Help Desk support.

Successes

Key informants at the global level shared the uniqueness and opportunities it brings for country programs to have inter-agency consultation, collaboration and coordination on the development, governance and roll-out of a specific CPCME Informational Management tool at the global level. As an example, in one of the latest developments, complications found with the roll-out of the CPIMS+ at the country-level proved to be the catalyst for inter-agency discussions about bringing the global CPIMS+ Steering Committee and Case Management Task

Force closer together in order to reflect the need for greater proximity between case management and information management and to promote streamlined technical advice and support to country programs. Findings presented that there were implications for the principle of 'do no harm' stemming from a tendency for information management to be treated separately from and prioritised over case management practice. It was therefore concluded that transitioning to the CPIMS+ without more holistic support had the potential to draw attention and resources away from strengthening the quality of case management services to children and families. The rationale for bringing information management for case management and substantive case management closer together included more

“Bringing together leading CP agencies at the global level around the CPIMS+ provides huge opportunities which in the end should trickle down to the actual efficiency and effectiveness of the tool to support CM in countries across the globe.”

efficient inter-agency coordination, streamlined messaging to country offices, and encouraging a shift away from the observed trend of focus on registration and database usage at the expense of services to children.¹³

Key informants also shared that CPIMS+ Steering Committee members had so far all ‘invested’ in the CPIMS+ project in different ways. While it was agreed that UNICEF had driven the project mostly forward through its dedicated staff, being the primary funder of the project through funding at the global and country levels, its contract(s) with software companies to develop the tool and support the roll-outs of the CPIMS+ in countries, and the provision of hosting data through the UNICEF Azure Cloud; other members contributed to the project with the time of staff (of which one dedicated for one year) to support work at the global level and to support roll-outs in the countries, funding opportunities (although this was not used in the end), recruitment and contracting of a dedicated deployment specialist, and support for the IA CPIMS Help Desk.

Key informants at the country level shared that any country program could contribute to the development of the CPIMS+ therefore ensuring that the system is designed on end-user feedback. Development contributions from country programs would then be available to benefit end-users in other country programs using the same version of the CPIMS+. It had also been reported that close to a 100% of the issues reported by end-users had been successfully addressed by the global Help Desk.

“We benefited from arrangements on developments [on the CPIMS+] in other countries, if that wouldn’t be the case, it would have been more costly for us.”

Challenges

Key informants at the global level commonly shared that the main challenges of governance were with the lack of clarity on roles and responsibilities for the CPIMS+ SC, and therefore subsequent authority on decision-making and commitment and engagement on shared workload and costs. In regards to a sustainable and scalable support model linked to the governance of the CPIMS+ SC, key informants identified challenges within the areas of: technical support for roll-outs, funding, training, and available tools and resources.

Roles and Responsibilities

Based on the responses from key informants at the global level and despite the existence of a Terms of Reference for the CPIMS+ SC, there seems to be a lack of clarity about the de-facto roles and responsibilities of the SC. This lack of clarity pertains to both the division of roles and responsibilities within the CPIMS+ project, as well as externally to both country programs and other coordination mechanisms at the global level.

Within the CPIMS+ project at the global level, a divide is observed between the child protection and IT sides of the project exemplified by a perceived lack of communication and understanding within each towards the other and on both these integral elements linked to the project. While UNICEF is the prime funder of the Primero-CPIMS+ project, is seen as the main driver behind the project, holds the contracts with the software company responsible for development of the tool, provides the cloud for data hosting, and currently houses all of the dedicated staff on the project (noting that one staff performs an inter-agency function); the CPIMS+ is marked as a global inter-agency tool with a global inter-agency steering committee which is responsible for aspects such as setting the strategic vision, overseeing the development of technical guidance on the use of the tool, and reviewing and approving the deployment of the tool in the field. Although UNICEF does have a seat in the SC, the main staff responsible for developing the CPIMS+ and holding the budget for the project, do not sit in the SC. This by itself creates questions, lack of clarity and a vacuum with the potential to be filled by misunderstanding on decision-making authority on the one hand, and a shared commitment and engagement on the workload and costs on the other hand. Simultaneous, the CPIMS+ SC comprises

solely of child protection professionals, while all the IT knowledge and capacity linked to the project sit on the side of UNICEF and the software company contracted through the agency. The previous IA CPIMS governance structure had two groups: one inter-agency technical child protection group and one inter-agency IT committee. A key informant had shared the desire for a similar construction to foster inter-agency communication, collaboration and coordination on both the child protection and IT side of the project.

Externally, there seemed to be a lack of clarity about roles and responsibilities of the CPIMS+ SC vis-à-vis the global CMTF and towards country programs on aspects such as gatekeeping of country programs/agencies wanting to roll-out the CPIMS+, supporting roll-outs in the countries by a technical team, and the development of guidance for this. It should be noted that a potential merger of the CPIMS+ SC and the CMTF is a recent development and discussion in progress. Nevertheless, questions have been shared by key informants on decision-making authority towards country programs/agencies in general, a clear-cut division of roles and responsibilities, and challenges related to a potential gap in governance of non-humanitarian settings and governing specific projects such as the CPIMS+ within the wider CMTF.

“We need organisations to also have their own Technology for Development focal points. These individuals would need to be engaged in global coordination meetings on the project. If we want this to be global and inter-agency, they need to be engaged and invested on that end as well. Whenever we talk in meetings....as long as it's about social work it's fine...but as soon as we talk about servers and the IT related components to the CPIMS+....people zoom out....there is a lack of understanding and we need to fill that gap.”

Technical Support

Key informants questioned the scalability and sustainability of the CPIMS+ project due to the technical support needs linked to the CPIMS+ roll-outs and the availability of staff to provide technical support at the global, regional and country levels. As presented earlier (see section on ‘Deployability to Humanitarian Contexts’), on the side of IT technical support, challenges were shared and concerns raised on the limited number of IT support options available, the fact that this support is mainly externally contracted, and the perceived dependency and costs associated with this. On the side of CPCME, the main challenges were on the limited amount of dedicated staff who could provide support for roll-outs (i.e. currently there is one fully dedicated inter-agency staff member for this who is hired on a consultancy contract and is therefore required to go on a break in service after every 11 months of consecutive service) and the fact that this capacity was centralised at the global level only.

During the time of the previous IA CPIMS, attempts had been made by the Steering Committee to establish a group of key resource persons at global and regional levels. These would include child protection staff trained in the introduction and management of the IA CPIMS. Such persons would be equipped to provide training and support to other user-agencies in the region. It was the intent that they could provide support to other countries and contexts when required. While training of these persons started in late 2009, this plan was not moved forward due to competing priorities.¹

Funding

Over the course of four years, a little over 2.8 million USD has been invested in the development of the CPIMS+. Almost 50 percent of this amount was sourced from country programs through contracts with a software company of amounts between 184.500 USD and 569.993 USD¹. While the fact that

¹ It should be noted that no analysis has been done of what percentage this reflects of the funding allocated to child protection case management programming in each of the contexts where the CPIMS+ has been deployed. A more appropriate assessment would need to include a reflection of how much was spent on child protection case management in country as compared to the CPIMS+ specifically.

country programs could contribute to the development of the CPIMS+ was seen as a strong suit of the project, this also led to a proliferation of different non-compatible versions of the CPIMS+. With each version being tailor-made designed and configured for a specific context. Version 1.1 was developed for the Ebola response, version 1.2 was developed for the Jordan response (inter-agency for humanitarian purposes), version 1.3 was for the development of the mobile application currently used in Kenya (Kakuma camp), version 1.4 was developed for Jordan (semi-government agency for development purposes), version 1.5 was developed for Lebanon, and version 1.6 for Somalia. Each version comes with different functionalities and features (e.g. version 1.3. supports the mobile application but does not support internationalisation, whereas version 1.4. supports internationalisation but does not support the mobile application). Upgrading from one version to another version is costly (around 10.000 USD per upgrade) and complex.

The main question raised was where the funding to support the CPIMS+ project would need to come from to sustain the CPIMS+ over time – would this need to be funded by country programs or would this need to come from global and centralised funding? Defining a business support model is closely linked to the overall question of what the longer-term vision is for the tool. A common question posed by key informants was whether the CPIMS+ would be a public global good, or whether it should be governed through a centralised global gatekeeper. It should be noted here that with the previous IA CPIMS, the purposes of the Steering Committee (at the time: IRC, Save the Children and UNICEF) was to provide technical support and guidance, to promote the use of the IA CPIMS within their organisations at global and country levels, and to provide vision for the future use and direction of the IMS. Its role was not to manage and police the use of the IA CPIMS (although there was a recognition that it could do more to ensure that it was being used appropriately). Despite the advisory role of the Project Coordinator and Steering Committee, neither had management control of the IA CPIMS and no rules or regulations for its use had been developed (though a password was needed and guidelines were available and provided to prospective users). Similarly, country programmes that used the IA CPIMS were not obliged to provide information to the SC or Project Coordinator on how it was used at country level, or on the level of its successful use.¹

“I don’t think there should be a gate-keeping mechanism, it should be a public good. We need to contribute to global goods, not control it. We kick something of and then pass it on to a larger group.”

Training

Key informants at the global and regional level mentioned the desire for staff at these levels to get trained on how to configure the CPIMS+ so that support could be provided from there to the country programs. However, to date, these trainings had not yet been conducted (although general CPIMS+ orientation trainings have been conducted at the global level).

At the country level, end users and other key informants had shared the desire for more continuous capacity building support (also due to the high staff turnover in humanitarian contexts) and more technical and practical trainings tailored to the specific functions of case workers (e.g. how to use the CPIMS+ to support their day-to-day case management work), supervisors (e.g. how to use the CPIMS+ to supervise/manage case workers, perform quality assurance, and run trend analysis and reports), IT staff and systems admin (e.g. how to configure the system and perform troubleshooting support). This is confirmed by the results of the questionnaires where it shows that just over one third of the respondents felt that the training on the CPIMS+ was sufficient and adequate (see figure 12 below).

Figure 12. Questionnaire Results on the CPIMS+ Training



Tools and Resources

Key informants commonly mentioned that the CPIMS+ lacked simple, accessible and user-friendly tools and resources to support users in their daily work with the tool. This is confirmed by the results of the questionnaires where it shows that just over one third of the respondents felt that they had sufficient and adequate tools and guidance to their disposal on the CPIMS+ (see figure 13 below).

Figure 13. Questionnaire Results on the CPIMS+ Tools and Resources



Recommendations

Robust inter-agency governance is required with a clearly defined and agreed upon vision and framework for roles and responsibilities. In addition and linked to the governance of the CPIMS+, there needs to be a support model ensuring sustainability, scalability and support for roll-outs. This section puts forward recommendations for consideration by the CPIMS+ SC for each of the challenges identified in relation to roles and responsibilities (and decision-making), technical support, funding, training and tools and resources.

Roles and Responsibilities

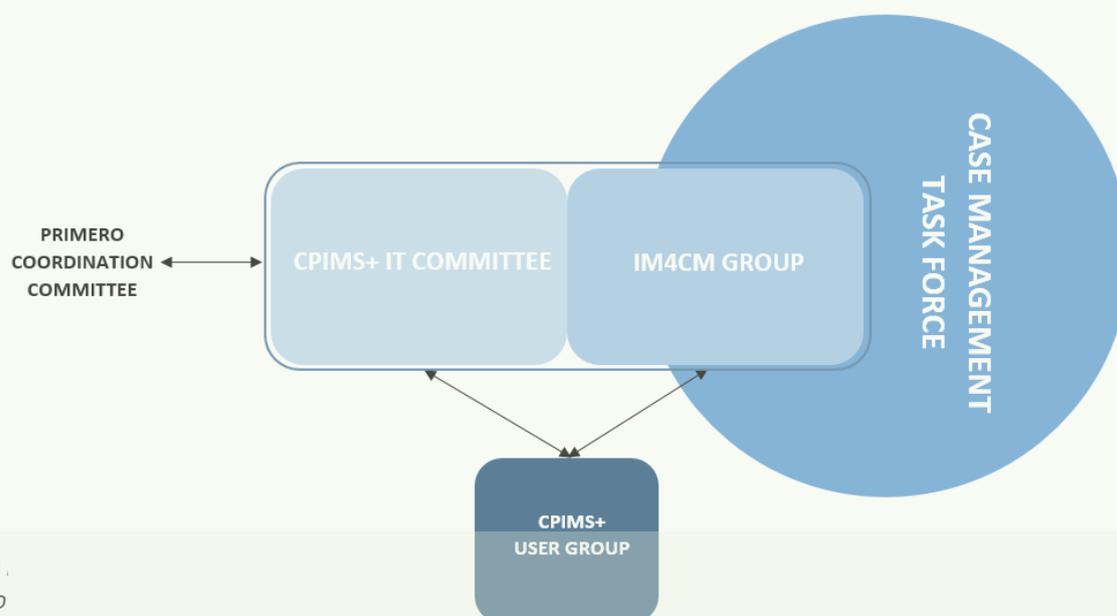
When talking about governance of IT projects, the concept of IT governance comes into play. IT governance is a formal framework to ensure IT investments support business needs (in the case of the CPIMS+, the needs of CPCME). Apart from governance aspects like developing strategies, providing guidance and steering, focusing on priorities and policies, and assessing and mitigating risks, IT governance (in ensuring IT investments support business needs) is usually driven by a steering or governance committee consisting of both business stakeholders (in the case of the CPIMS+, CPCME stakeholders) and IT representatives. It therefore usually consists of a mix of technical and non-technical IT individuals.^{14, 15} Based on this and following the challenges observed, this review recommends to:

- **Bridge the divide between the child protection and IT sides of the project by bringing both these integral elements linked to the project closer together and having this reflected in the governance structure (see suggested CPIMS+ Governance Model).**

- **Strengthen the linkage between CPIMS+, IM4CM and CMTF by formally recognising the CPIMS+ UG and the establishment of the IM4CM group under the CMTF, and ensure clear cut boundaries between roles and responsibilities in order to ensure streamlined technical advice and support to countries (see suggested CPIMS+ Governance Model).**

Taking note of the fact that the previous IA CPIMS governance structure had two groups: one inter-agency technical child protection group and one inter-agency IT committee (the latter group stopped functioning due to the fact that IT staff could no longer commit time to this group), this review makes a suggestion to reconsider the establishment of such a group in which Technology for Development focal points of each current SC member agency would be engaged in global coordination meetings for the project. The CPIMS+ User Group and the Global Inter-Agency CPIMS+ Coordinator would be the link between the inter-agency technical child protection group (i.e. IM4CM group) and the inter-agency CPIMS+ IT committee in order to prevent disconnect. Figure 14 below provides a structural overview of this suggestion.

Figure 14. Suggested CPIMS+ Governance Model



The below of who would sit in these structures and what some of its main responsibilities would be. the tions

The CPIMS+ User Group would consist of:

- The Global Inter-Agency CPIMS+ Coordinator
- Decentralised technical support staff (i.e. IT and CP staff – at the global and regional level – supporting the roll-outs of the CPIMS+ in country programs, see the section on ‘technical support’ below)
- Representatives of end-users in different countries where the CPIMS+ is ‘live’.

The main role of the CPIMS+ User Group would be to:

- **Identify glitches in the system and prioritise features and functionalities for software development through a pre-defined software development roadmap.** It would therefore ensure that on one hand such a pre-defined software development roadmap is based on end-user feedback from all implementations and not be initiated by a separate country program without discussion and consensus within the wider group of users. New iterations of the CPIMS+ should be progressive with all users running the same version of the CPIMS+ and with global updates/patches to a newer version. On the other hand, it would ensure that the CPIMS+ is fully designed on end-user feedback (following the 9 principles for Digital Development⁸ as presented earlier) by giving end-users (i.e. representatives of this group) a platform and strategic structure to do so. The report published in 2016 on ICT for CPCME⁶ presented that engaging end-users in the development of the ICT platform, would ensure more

receptive use and ensure that technology would more naturally be integrated into the business and workflow process of CPCME.

- **Support roll-outs of the CPIMS+ – including in-country configurations.** Country program roll-outs would be mainly supported by decentralised technical support staff. These should be both IT and CP staff and could potentially sit at the regional level (see the section on ‘technical support’ below). While decision-making on case management programming is made in-country rather than at the global level (either by individual agencies or existing coordination mechanisms), the allocation of inter-agency roll-out support would need to be prioritised within the parameters of available resources. This could be done based on the current existing criteria used to prioritise support to countries requesting the roll-out of the CPIMS+, and would be further dependent on available resources and where support is actually needed. The latter would mean that current CPIMS+ SC member agencies could be identified as agencies not in need of external support and could therefore be marked as ‘pre-vetted’ agencies able to use the CPIMS+ as an individual agency within a country program (although ensuring that both other member agencies within the governance structure and other relevant agencies within the country are informed through the appropriate channels). Lastly, this would also mean that humanitarian contexts would still be prioritised, while individual agencies could decide to roll-out the CPIMS+ in development settings when this would not compete with the available resources of support for emergencies.

In the suggested governance model, the CPIMS+ User Group would sit outside of the Global CMTF due to the composition of its members and in order to maintain coverage for both humanitarian and early recovery. However, it would link to the IM4CM Group (which would sit under the Global CMTF) in order to ensure that the CPIMS+ adheres to the principles and standards established for IM4CM (including ensuring that information management would not be treated separately from and prioritised over case management practice through the phased-model approach of introducing the CPIMS+ and the global IA standardised IM4CM in emergencies support package). It would also link to the inter-agency CPIMS+ IT committee in order to ensure feasibility of prioritised features and functionalities from the IT side.

The IM4CM Group would sit within the Global CMTF and would consist of current SC member agencies’ child protection professionals in a position of organisational seniority. The criteria currently defined for member agency representatives to the CPIMS+ SC could be used for this (see Annex D).

The IM4CM group would be a strategic oversight group which would be responsible for:

- **Standard setting and guidance development for IM4CM as situated within the wider case management systems strengthening approach.** This would include the development and approval of the global inter-agency standardised package for IM4CM in emergencies support (see section on ‘Deployability to Humanitarian Contexts’).
- **Ensuring that features and functionalities prioritised by the CPIMS+ User Group (and therefore the CPIMS+ in its entirety) adhere to the principles and standards established for IM4CM.** For this, close connection and a strong linkage with the inter-agency CPIMS+ IT committee would be needed.

The inter-agency CPIMS+ IT committee would sit outside of the global CMTF as it would directly link to the CPIMS+ project. It would consist of Technology for Development focal points of each current SC member agency.

The main role of the inter-agency CPIMS+ IT committee would be to:

- **Ensure feasibility of prioritised features and functionalities by the CPIMS+ User Group from the IT side.**
- **Lead the CPIMS+ software development.**
- **Provide/manage the global Help Desk support for the CPIMS+.**

Whether the CPIMS+ Governance Model suggested would be approved and adopted or not, the main recommendations made above would remain valid and could be implemented through a different CPIMS+ Governance Model proposed. Similarly, whether or not decision-making authority would lie with the structures suggested in the CPIMS+ Governance Model above, this review would recommend to at least:

- **Ensure that, while the CPIMS+ is still in development, decisions are made at the inter-agency level in the relevant CPIMS+ governance structure(s) on: I) prioritising features and functionalities for software development through a pre-defined and centralised software development roadmap, and II) prioritising allocation of global inter-agency support for roll-outs based on the existing criteria and depending on where support is needed (i.e. excluding pre-vetted agencies) and the available resources for support.**

For the longer-term and for the future in which the CPIMS+ would be stabilised and fit-for-purpose in humanitarian contexts, this review recommends to:

- **Develop a forward looking vision for the CPIMS+ in which it should be clarified whether the CPIMS+ will be a public global good, or whether it will remain to be governed through a centralised global gatekeeper.**

“The CPIMS+ should be a public global good, they should be able to take it, own it and use it. With a manual everybody needs to be able to use it. I don’t believe a public global good needs a governance body. While it is being developed and tested, yes, but afterwards there doesn’t need to be a governance structure. So the structure needs to be time-bound, it needs to only exist until a defined point.”

“I think the SC will always have a role to play, because IT systems always need updating and support.”

Technical Support

As long as the in-country configuration of the CPIMS+ is complex (i.e. not user-friendly), subject to critical human error, and dependent on external support, it is important that the right level of human resources is established and maintained at the global, regional and country level. Simultaneously and as presented previously (see the section on ‘Deployability to Humanitarian Contexts’), the dependency on external software companies to the configuration and technical analysis support to country programs is recommended to be phased-out. Also, it is recommended for the configuration process to be made more user-friendly and manageable with in-country capacity. This will reduce the time and cost of deploying the CPIMS+. The CPIMS+ needs to transition from what is now external and centralised, to internal and decentralised.

- **Consider recruiting IT staff within one of the agencies to further develop Primero/the CPIMS+ and provide Help Desk support to country programs.**

At the global level, the suggested CPIMS+ Governance Model (see figure 14) could be considered. In addition and linked to the recommendation of phasing-out the dependency on external software companies, it could be considered to commit, engage and embed the positions of (at minimum) a project lead, software developer and software tester into one of the agencies to further develop Primero/the CPIMS+ and provide (free and accessible) Help Desk support to country programs. This team would then also sit on the inter-agency CPIMS+ IT committee.

In order to increase the pool of resources to support roll-outs of the CPIMS+ (including in-country configurations), this review recommends to:

- **Decentralise inter-agency technical support for roll-outs of the CPIMS+ to existing global and regional IT and CP staff within CPIMS+ SC member agencies.**

This would move forward a similar plan initiated by the SC during the IA CPIMS in 2009 (i.e. to establish a group of key resource persons at global and regional levels), but which was never pushed through. Decentralised technical support staff should be integrated into the responsibilities (which could be at a percentage basis) of existing global and regional staff and comprise of both IT and child protection staff – with always both sides working in tandem when providing support to country programs. Support should always be inter-agency focused and not solely focused on their own agencies' programs.

At the country level, this review recommends to:

- **Ensure that existing child protection/case management coordination mechanisms at the national level act as the central point of contact for support for rolling-out the CPIMS+.**

This has been shown to encourage good communication and collaboration between agencies, including in different geographic areas.¹³ It also has the advantage of potentially including local actors and the government, and trend analysis and information at the aggregate level to inform programming and advocacy at the higher levels. Going through the existing child protection/case management coordination mechanisms would not exclude these mechanisms from identifying one child protection person to be responsible for the inter-agency roll-out (the National Inter-Agency CPIMS+ Coordinator) and one IT/IM person responsible for the systems administration (the Systems Admin).

Funding

In order to ensure sustainability and scalability of the CPIMS+ project, this review recommends to:

- **Develop a matching, appropriate and sustainable business support model (see suggested model) to the longer-term and forward-looking vision for the CPIMS+.**

The longer-term forward-looking vision should define whether the CPIMS+ will be a public global good, or whether it will remain to be governed through a centralised global gatekeeper. A workshop could be conducted by the current CPIMS+ SC members to discuss this fundamental question and to discuss a matching business support model to the longer-term vision agreed upon. The below presents a suggested business support model for the more immediate future.

A suggested business support model for the more immediate future could be a combination of:

- Subscription costs paid by country program/agencies for ongoing usage costs.
- Core centralised and strategic funding through joint funding proposals and donor education.

Subscription costs would be a contribution to global level costs like: cloud hosting, Help Desk support, and a fixed percentage for inter-agency support staff. Subscription costs would provide for a rationalised, multi-source funding mechanism, resulting in more reliable and sustainable funding with lower implementation costs for country programs.

Core centralised and strategic funding should cover software development identified as needed through the CPIMS+ User Group (see figure 14). Software development would therefore not be initiated (and funded) by a separate country program without discussion and consensus within the wider group of users. Software development would be based on a pre-defined software development roadmap based on end-user feedback from all implementations. The development roadmap would provide the opportunity for joint (i.e. inter-agency) funding proposals (although joint funding proposals had been the modus operandi within the SC, at the time of review, this was not conducted for several years even though the intent was there). This would be important as the project should not rely exclusively on funding from UNICEF, and as it might prove difficult for INGO agencies to fund this individually. It remains challenging to convince donors to invest in overhead costs due to the limited reach of case management programming in comparison to other interventions. Therefore, it would be important to develop and provide joint guidance with the CMTF to donors on what constitutes quality case management (something which at the time of review was under development). This should be based on the inter-agency standards for CM^{3,18} and should include when case management programs are needed, the core components of a quality case management program, the stages of establishing a case management program (and the role of

capacity building, supervision and coaching), the corresponding reach, common challenges to implementing case management programs, and its sustainability. Additional understanding and/or a clear, concise and convincing explanation of the role and added value of the CPIMS+ within case management would also be necessary.

Training

The inability to train decentralised technical support staff on the roll-out (including configuration) of the CPIMS+ inherently limits 'in-house' capacity to provide support to country programs rolling-out the CPIMS+ and therefore increases reliance on external software companies and short-term consultants. This review therefore recommends to:

- **Train decentralised inter-agency technical support staff (IT and CP) within the CPIMS+ SC member agencies on roll-outs of the CPIMS+ (including configuration) on an annual basis.**

At the country level, end users and other key informants had shared the desire for more continuous capacity building support (also due to the high staff turnover in humanitarian contexts) and more technical and practical trainings tailored to the specific functions of case workers. This review therefore recommends to:

- **Develop practical and tailored trainings at the country level for: I) case workers, II) case management supervisors, and III) IT staff and the systems admin.**
- **Ensure bi-weekly or monthly peer-to-peer sessions on the CPIMS+ are encouraged and conducted with end-users in the first phase of its use.**

Practical and tailored trainings could focus on how to use the CPIMS+ to support the day-to-day case management work (for case workers); how to use the CPIMS+ to supervise/manage case workers, perform quality assurance, and run trend analysis and reports (for case management supervisors); and how to configure the system and perform troubleshooting support (for IT staff and the systems admin).

Bi-weekly feedback sessions on the CPIMS+ in the first phase is considered good practice which would allow for regular and continued capacity building, course correction and technical system support. Bi-weekly or at least monthly feedback sessions on the CPIMS+ should be paired with intensive mentoring and coaching by the child protection supervisors, national inter-agency CPIMS+ coordinator, and/or the systems admin – this is critical to ensure that end-users are comfortable with the process.

Tools and Resources

Key informants commonly mentioned that the CPIMS+ lacked simple, accessible and user-friendly tools and resources to support users in their daily work with the tool. This review therefore recommends to:

- **Develop user-friendly and tailored offline tools (e.g. for case workers, case management supervisors, IT staff, systems admin, coordinators), as well as an online platform which would include CPIMS+ updates (e.g. messages from the CPIMS+ User Group, IM4CM Group, CPIMS+ IT Committee), tools and guidance materials, 'how to' videos, troubleshooting platform, end-users interactive Q&A platform, demo environment of the different CPIMS+ versions, and e-learning materials.**

Such an online platform should reduce the dependency on external support and increase autonomy in-country. Development for such an online platform has started and is ongoing.¹⁶



Protection-related information management



Contact & Help



CASES

TRACING REQUESTS

INCIDENTS

MATCHES



SEARCH



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Approved by Manager

No

Date

Manager Comments

Approval Status

What is the reason for closing the child's file?

If other, please specify

Date of Closure

LIST OF RECOMMENDATIONS AND ROADMAP

Table 10 below presents an overview of the main recommendations made in this review per focus area. It outlines the suggested responsible body for implementing each recommendation and ranks recommendations by their priority level (i.e. high, medium and low). The recommendations and their context are further described in the relevant sections of the review report which are referenced with the corresponding page number of this review report. Figure 15 below presents a roadmap for implementation in making the CPIMS+ ‘fit-for-purpose’ in supporting CPCME in humanitarian contexts. It presents the different recommendations (of which the respective recommendation numbers can be found in each box between brackets) and their interrelationships along the continuum of the four different focus areas and from development to implementation.

Table 10. List of Recommendations

FOCUS AREA	#	RECOMMENDATION	RESPONSIBLE	PAGE #	PRIORITY	ACHIEVED
Enhancing the efficiency and effectiveness of CPCME	1	Ensure that there are approved global standardised inter-agency CPCME forms include fewer questions in general with corresponding guidance/key words to take into account.	Global CMTF	18	H	<input type="checkbox"/>
	2	Ensure that the minimum dataset linked to the approved global standardised inter-agency CPCME forms adhere to the principles of ‘data limitation’ and ‘purposeful selection of fields’.	Global CMTF	18	H	<input type="checkbox"/>
	3	Ensure that the CPIMS+ functions both online and offline (i.e. by having the mobile application which facilitates offline data entry to be available with every version of the CPIMS+ introduced into a country program) noting that mobile device use involves security, cost and time implications, and will likely involve contracting third party services.	Primero Project Team	19	H	<input type="checkbox"/>
	4	Identify further opportunities in the CPIMS+ to automate and reduce the time for previously time-consuming administrative processes in the case management process.	Primero Project Team	19	M	<input type="checkbox"/>
	5	Further strengthen data protection and confidentiality through the CPIMS+ by allowing configuration of user permissions and exports to be done both at the form- and field-level, notifying/alerting case workers conducting a referral in case any specific wishes of the case relating to data sharing have been recorded, and developing audit trail logs and a	Primero Project Team	21	L	<input type="checkbox"/>

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		fire call system to increase the accountability of ‘super-users’ within the system.				
Deployability to Humanitarian Contexts	6	Ensure that the UNICEF Primero project team and the CPIMS+ SC jointly provide consistent, clear and realistic information about the CPIMS+ project, the CPIMS+ tool, and the CPIMS+ roll-out; through a defined process for communication and information dissemination.	CPIMS+ SC & Primero Project Team	30	H	<input type="checkbox"/>
	7	Simplify the initial assessment requirements and corresponding documentation, making it lighter and fit-for-purpose by linking it to core ‘need-to-know’ information relating to the phased-model minimum requirements of: case management, connectivity, capacity and coordination.	CPIMS+ SC	30	M	<input type="checkbox"/>
	8	Integrate the initial assessment over time into the global CM Quality Assessment Framework.	CPIMS+ SC & Global CMTF	30	L	<input type="checkbox"/>
	9	Be strategic and propositional in determining the content of the CPIMS+ and the IM4CM components by developing a global IA standardised package for IM4CM in emergencies support to country programs – including a standard instance deployment model of the CPIMS+.	CPIMS+ SC & Global CMTF & Primero Project Team	31	H	<input type="checkbox"/>
	10	Agree on a phased-model approach to introducing the CPIMS+ in humanitarian contexts linked to revised minimum requirements for roll-out of: case management, connectivity, capacity and coordination (see suggested phased-model approach).	CPIMS+ SC	31	H	<input type="checkbox"/>
	11	Phase-out the dependency on external software companies to do the configuration and technical analysis support to country programs – and consider phasing-out the reliance on external software companies in its entirety.	CPIMS+ SC & Primero Project Team	34	H	<input type="checkbox"/>
	12	Develop the CPIMS+ software in order to make the configuration process more user-friendly and manageable with in-country capacity.	Primero Project Team	34	H	<input type="checkbox"/>
	13	In line with the initial draft phased-model approach to introducing the CPIMS+ in humanitarian contexts, as soon as possible start with the	CPIMS+ SC &	37	L	<input type="checkbox"/>

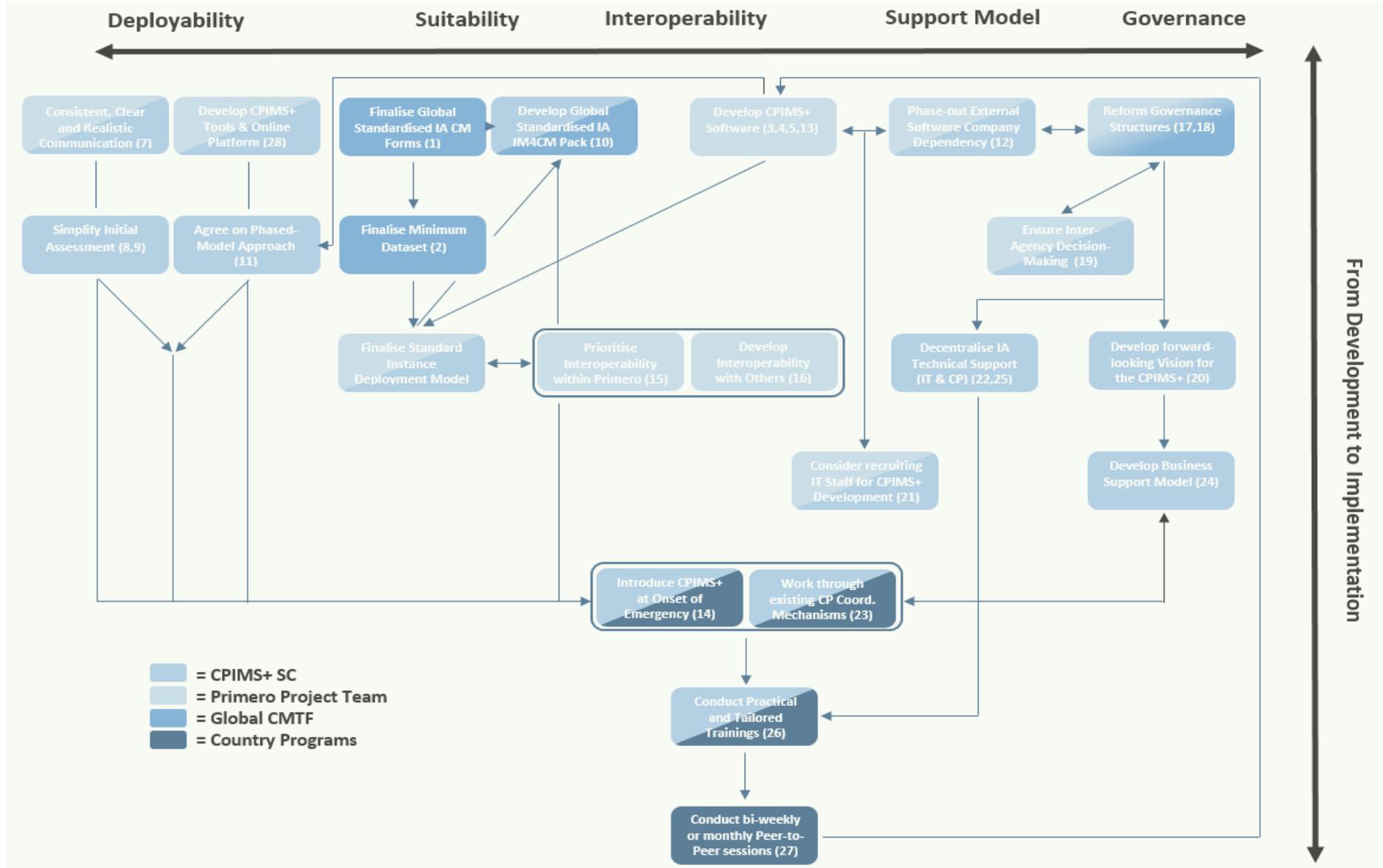
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The CPIMS+ in Relation to Other Systems		introduction of the CPIMS+ at the onset of an emergency (instead of using 'off-the-shelf' tools like Excel).	Country Programs			
	14	Prioritise interoperability between Primero modules and in particular strengthen linkages between the CPIMS+ and GBVIMS+.	Primero Project Team	37	H	<input type="checkbox"/>
	15	Ensure interoperability on key child protection and case management functions with proGres v4.	Primero Project Team	37	M	<input type="checkbox"/>
Governance and Support Model	16	Bridge the divide between the child protection and IT sides of the project by bringing both these integral elements linked to the project closer together and having this reflected in the governance structure (see suggested CPIMS+ Governance Model).	CPIMS+ SC & Primero Project Team	44	H	<input type="checkbox"/>
	17	Strengthen the linkage between CPIMS+, IM4CM and CMTF by formally recognising the CPIMS+ UG and the establishment of the IM4CM group under the CMTF, and ensure clear cut boundaries between roles and responsibilities in order to ensure streamlined technical advice and support to countries (see suggested CPIMS+ Governance Model).	CPIMS+ SC & Global CMTF	44	H	<input type="checkbox"/>
	18	Ensure that, while the CPIMS+ is still in development, decisions are made at the inter-agency level in the relevant CPIMS+ governance structure(s) on: I) prioritising features and functionalities for software development through a pre-defined and centralised software development roadmap, and II) prioritising allocation of global inter-agency support for roll-outs based on the existing criteria and depending on where support is needed (i.e. excluding pre-vetted agencies) and the available resources for support.	CPIMS+ SC & Primero Project Team	46	H	<input type="checkbox"/>
	19	Develop a forward-looking vision for the CPIMS+ in which it should be clarified whether the CPIMS+ will be a public global good, or whether it will remain to be governed through a centralised global gatekeeper.	CPIMS+ SC	46	M	<input type="checkbox"/>
	21	Consider recruiting IT staff within one of the agencies to further develop Primero/the CPIMS+ and provide Help Desk support to country programs.	CPIMS+ SC & Primero Project Team	46	M	<input type="checkbox"/>

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22	Decentralise inter-agency technical support for roll-outs of the CPIMS+ to existing global and regional IT and CP staff within CPIMS+ SC member agencies.	CPIMS+ SC	47	M	<input type="checkbox"/>
23	Ensure that existing child protection/case management coordination mechanisms at the national level act as the central point of contact for support for rolling-out the CPIMS+ for interagency use.	CPIMS+ SC & Country Programs	47	M	<input type="checkbox"/>
24	Develop a matching, appropriate and sustainable business support model (see suggested model) to the longer-term and forward-looking vision for the CPIMS+.	CPIMS+ SC	47	M	<input type="checkbox"/>
25	Train decentralised inter-agency technical support staff (IT and CP) within the CPIMS+ SC member agencies on roll-outs of the CPIMS+ (including configuration) on an annual basis.	CPIMS+ SC & Primero Project Team	48	H	<input type="checkbox"/>
26	Develop practical and tailored trainings at the country level for: I) case workers, II) case management supervisors, and III) IT staff and the systems admin.	CPIMS+ SC & Country Programs	48	H	<input type="checkbox"/>
27	Promote bi-weekly or monthly peer-to-peer sessions on the CPIMS+ are encouraged and conducted with end-users in the first phase of its use.	Country Programs	48	L	<input type="checkbox"/>
28	Develop user-friendly and tailored offline tools (e.g. for case workers, case management supervisors, IT staff, systems admin, coordination structures), as well as an online platform which would include CPIMS+ updates (e.g. messages from the CPIMS+ User Group, IM4CM Group, CPIMS+ IT Committee), tools and guidance materials, 'how to' videos, troubleshooting platform, end-users interactive Q&A platform, demo environment of the different CPIMS+ versions, and e-learning materials.	CPIMS+ SC & Primero Project Team	49	H	<input type="checkbox"/>

Figure 15. Roadmap for Implementation



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ANNEX A. TERMS OF REFERENCE OF THE CPIMS+ REVIEW

Term of Reference

Review of the Inter-agency child protection information management system

Background

In 2005, Save the Children, the International Rescue Committee (IRC) and UNICEF came together and developed a standardized database designed to support family tracing and reunification. The database was called the Inter-Agency Child Protection Information Management System (IA CPIMS) and the three partner organizations set up a steering committee in 2005 to oversee and manage the use of the system at global level. The original system was developed on Excel and then moved quickly to an Access database with the support of an Information Technology company in 2008. In 2009, the software and supporting tools were redesigned and enhanced to support any thematic area of child protection case management – itself a shift in Child Protection programming. In 2012, the development of a new version of IA CPIMS began, called the CPIMS+.

The new CPIMS+ is a module of the Primero software platform that supports child protection case management programs. The other modules are the MRMIMS and the GBVIMS+. The key elements of the Information Management for Case Management are: standard forms, information sharing and data protection protocols, relevant sections of the Case Management Standard Operating Procedures and the CP IMS+ database software. In addition to an upgrade in the software itself, the roll out process has also been adapted to strengthen the information management system to include assessment, planning, implementation and maintenance, with specific tasks for each phase.

The CPIMS+ has been piloted in Kenya, Jordan, Nepal, and Sierra Leone. In each of these countries, important investments were made to make the software appropriate to that context and to support the roll out of the CPIMS+. The Steering committee targeted 3 countries in 2017 (Nigeria, Iraq and Syria), however none of these have to date rolled out the CP IMS+ and to date only two (Kenya and Jordan) of the 13 countries that were using the IA CP IMS have transitioned to the CPIMS+.

The CPIMS+ Steering Committee is comprised of IRC, Save the Children, UNICEF and, since the end of 2016, Terre des Hommes- Lausanne and UNHCR. The vision of the Steering Committee is to promote and sustain the integration of the CPIMS+ database and tools as part of child protection case management program strengthening. The objective of the Steering Committee is to oversee the effective deployment of the CPIMS+ database and tools in support of child protection case management programming in humanitarian contexts. To this end, the Steering Committee identifies countries with IMS needs, supports the customisation and refinement of data collection and reporting tools, including software specifications to suit programme needs in each context. Three experts form the CPIMS Technical Team and directly support the roll-out of the CPIMS+. The CPIMS SC works closely with the global Case Management Task Force of the Alliance for Child Protection in Humanitarian Action to develop resources and standard practices related to information management for case management.

The Steering Committee is seeking a thorough understanding of the utility and systems effectiveness of the CPIMS+ to support child protection data management, including its successes and challenges of the roll out process, and actionable recommendations for the CP IMS+ to be rolled out more quickly, simply and cost effectively in humanitarian contexts.

Objective

This review is commissioned by the CPIMS+ Steering Committee. The objective of the review is to answer the question “how can we ensure that the CPIMS+ and associated tools that support information management for case management are effective in supporting child protection case management in humanitarian contexts?” This should consider the CPIMS+ database software, including the consideration of user friendly interface for case workers, IMS tools, human resources, financial resources, institutional engagement of the Steering Committee to the system as well as the governance structure of the Steering Committee, and its role. The emphasis of the review should be on how effectively, timely and appropriately the CP IMS+ can be implemented in humanitarian settings. In addition, lessons learned should be gathered from recent, current and planned deployments of the CPIMS+ and transitions from IA CPIMS to CPIMS+.

Deliverables

Final deliverable:

Review report that identifies lessons learnt, recommendations and a proposed road-map for implementation, ensuring that CPIMS+ is fit for purpose in humanitarian contexts. The report should draw on learning from the deployment of CPIMS+ and planned transition from IA CPIMS in a range of contexts. It should focus on:

- Review of database software functionality, its suitability to support case management, and identification and prioritization of functionality gaps;
- Availability and readiness of a deployable data system to support CP humanitarian response
- Situating CPIMS+ within the roll out/strengthening of case management systems and providing recommendations for when and how to introduce the CP IMS+;
- Situating CPIMS+ vis-à-vis other CP registration, tracking and case management systems and making recommendations to guide decision-making regarding use of and inter-relationship between these systems;
- Defining external dependencies such as implementation support, technical analysis and CPIMS/Case Management surge capacity; developing recommendations for how these should be organized and reduced where possible;
- Recommendations for simplifying and streamlining the process for transition to and deployment of CPIMS+;
- Recommendations on how to clarify and strengthen the governance structure for CPIMS+ Steering Committee as it aligns with the Case Management Task Force in working on IM4CM.

Other deliverables include:

- Detailed description of methodology for implementation of the review process, including associated tools;
- Presentation of key findings to CPIMS+ Steering Committee members for discussion and consensus building on recommendations;
- Draft review report for review and feedback;
- Final review report

Methodology

The consultant will develop the methodology for the review, which may include:

- A desk review of key documents, TOR, project proposals, lessons learnt documents and reports;
- Stakeholder interviews with CPIMS SC members and the UNICEF Primero Project team;
- Stakeholder interviews with key focal points from country programs. These focal points include staff members involved in the roll out of the CPIMS+ and end-users – supervisors, caseworkers and higher management. An appropriate selection of countries in different situations or phases of CPIMS+ roll out and use to be agreed by the Steering Committee.

- Visit to one country program where the CP IMS+ is rolled out or roll out has been planned to meet with all relevant staff and partners involved.

The following documents will be made available:

- The initial CPIMS+ requirements
- A CPIMS+ demo site
- All current relevant CPIMS+ documentation, including ToRs and documents related to the use of the CPIMS+ and roll-out process
- List of key contacts at country and global level for the evaluation
- Existing MEAL documents
- IA CP IMS documentation

Requirements

The review will be conducted by an external consultant hired by the IRC on behalf of the CP IMS+ Steering Committee who is specialized in case management and information management. The consultant should have:

- Technical expertise in child protection case management systems and practice in humanitarian settings
- Expertise on child protection information management for case management
- Experience conducting program evaluations and strategic reviews
- Excellent writing and analytical skills

Desirable skills/experience include:

- Expertise in child protection systems building or strengthening
- Knowledge of and practical experience in using the CP IMS+ and/or the IA CP IMS

Time Frame

The consultancy should start no later than the beginning of April 2018 and the final deliverable is expected no later than the end of May 2018, with approximately 30 days of full time working within that time frame. A country visit of approximately 10-days will be conducted sometime in April 2018.

ANNEX B. DATA COLLECTION TOOLS

KEY INFORMANT INTERVIEW

[Introduce myself]

Thank you for participating in this interview, which is part of the Child Protection Information Management System+ (CP IMS+) Review.

The CPIMS+ is the module of the Primero software platform that supports child protection case management programs. The database is an enhancement of the current Inter-agency Child Protection Information Management (IA CPIMS) database. The CPIMS+ comes not only with the database, but also the assessment and creation of tools for data protection and information sharing, such as interagency case management SOPs, harmonised inter-agency forms and information sharing and data protection protocols.

The purpose of the CP IMS+ Review is to answer the question “how can we ensure that the CPIMS+ and associated tools that support information management for case management are effective in supporting child protection case management in humanitarian contexts?” Through the review, the Global CP IMS+ Steering Committee is seeking a thorough understanding of the utility and systems effectiveness of the CP IMS+ to support information management for case management, including its successes and challenges of the roll out process, and actionable recommendations for the CP IMS+ to be rolled out more quickly, simply and cost effectively in humanitarian contexts.

This interview is part of the CP IMS+ Review. It is not an evaluation of the programmes and organisations using the CP IMS+. This interview is also being conducted with others that are working on the CP IMS+. Different people in different countries are working on the CP IMS+, from field-based case workers to case management supervisors and from heads of the child protection department to the National CP IMS+ coordinator and systems admin. Therefore, it is important that these people are given the opportunity to share their experiences, challenges, lessons learned, vision on the future of the CP IMS+, and give as much information as possible so that this will benefit future work on the CP IMS+ and those that will use it.

The interview should take no more than 1.5-2 hours. Please answer the questions honestly and note that there are no right or wrong answers to any of the questions. The information you provide through this interview will be used in a final review report on the CP IMS+. However, any responses provided by you through this interview will not be linked to you in the final report, nor will any responses provided by you be shared in an identifiable way with colleagues from your own or other organisations. Therefore, it is important that you feel free to speak openly about your experiences and opinions and that you may give constructive criticism and positive feedback where you desire.

Before we start, do you have any questions for me?

Are you willing to participate in the interview and do you agree to your responses being used in the final report in a non-identifiable way?

On behalf of the CP IMS+ Steering Committee, many thanks in advance for your time and contribution.

1. **Questions for them to introduce themselves**
2. **From the perspective of your current role and stepping away from the current CPIMS+, what should a CPIMS case management tool be able to do when thinking about the case management needs in humanitarian contexts?**
 - *Case Work and Supervision: supervision, quality assurance, organizing work, reducing workload, reducing time for different elements, increasing time with cases, quality assurance*
 - *Monitoring and Reporting*
 - *Confidentiality and Data Protection: consent/assent, sharing data, access to data by case*
 - *Inter-Agency Collaboration and Coordination: standardization, referrals, transfers, avoiding duplication*
 - a. Which of these does the current CPIMS+ do well and how?
 - b. Which of these does the current CPIMS+ not do well and why?
 - c. Which of these would you consider highly critical and would you like to recommend developers of the CPIMS+ to focus on as a matter of urgency?
3. **[ONLY FOR CASE WORKERS, CM SUPERVISORS, AND NATIONAL-LEVEL STAKEHOLDERS] How does the CPIMS+ either *support or hinder* in making the case management process more efficient and effective (supervision, quality assurance, organizing work, reducing workload, reducing time for different elements, increasing time with cases)?**
 - a. How should this be improved?
4. **[ONLY FOR CM SUPERVISORS] How does the CPIMS+ either *support or hinder* you in supervising your case workers and the quality of their case work (organizing work, reducing workload, reducing time for different elements, quality assurance)?**
 - a. How should this be improved?
5. **[ONLY FOR CM SUPERVISORS AND NATIONAL-LEVEL STAKEHOLDERS] How does the CPIMS+ either *support or hinder* you in making real-time monitoring, quality assurance, reporting and advocacy more efficient and effective?**
 - a. How should this be improved?
6. **[ONLY FOR CASE WORKERS, CM SUPERVISORS, AND NATIONAL-LEVEL STAKEHOLDERS] How does the CPIMS+ affect confidentiality and data protection in your country (consent/assent, sharing data, access to data by case)?**
 - a. How should this be improved?
7. **[ONLY FOR CASE WORKERS, CM SUPERVISORS, AND NATIONAL-LEVEL STAKEHOLDERS] How does the CPIMS+ affect harmonization, collaboration and coordination between agencies in your country (standardization, referrals, transfers, avoiding duplication)?**
 - a. How should this be improved?
8. **How would you rate the user-friendliness of the CPIMS+ and why (connectivity, structure, forms, fields, language, functionalities)?**
 - a. How could this be improved?
9. **What system (e.g. paper forms and Excel/Access, the CPIMS+, another CPCM tool) would you currently prefer to use to support case management in a humanitarian context and why?**
 - a. If not the CPIMS+, what should be improved on the CPIMS+ to change this?

- 10. [ONLY FOR CPIMS+ SC MEMBERS AND OTHER GLOBAL-LEVEL STAKEHOLDERS] How could interoperability between the CPIMS+ and other systems (e.g. proGres) be ensured (aggregate reporting, sharing data, avoiding duplicates)?**
- 11. [ONLY FOR CASE WORKERS, CM SUPERVISORS, AND NATIONAL-LEVEL STAKEHOLDERS] How does the CPIMS+ currently work together with other systems (e.g. proGres) in-country (aggregate reporting, sharing data, avoiding duplicates)?**
- What are the main challenges?
 - How should this be improved?
- 12. When and for which contexts would you recommend the CPIMS+ to be used (emergency vs development, type of emergency, security context, type of CP issues)?**
- What are the minimum conditions that would need to be in place for this (and in a humanitarian context) (case management foundation, caseload size, available resources, inter-agency coordination, Govt involvement, presence of other CPIMS)?
 - How should such a roll-out look like?
 - How do you see the role of the Government in such a roll-out?
 - What improvements are needed to the CPIMS+ and the roll-out process in order to make it more suitable to humanitarian contexts?
- 13. What were/are the main challenges and successes in deploying *and/or* transitioning to the CPIMS+ in a timely, simple and cost-effective manner?**
- In a timely manner?
 - Which specific aspects took a long time (e.g. assessment, resource mobilization, configuration, data migration, hosting set-up, training, testing/piloting)
 - In a simple manner?
 - In regards to dependencies (IT, technical, human, financial)?
 - In a cost-effective manner?
 - Which specific aspects costed the most resources? (e.g. assessment, configuration, data migration, hosting set-up, training, testing/piloting)
 - Were resource implications and requirements for the deployment *and/or* transition to the CPIMS+ clearly communicated from the beginning?
 - How was funding acquired?
 - Was/is funding short- or long-term funding?
 - Could this be done at scale?
 - How should this be improved?
- 14. What external supports (human, financial, material, technical, IT) are countries/agencies currently dependent on in order to roll-out and operationalize the CPIMS+ / what do they need which isn't usually there before in order to roll-out *and/or* transition to and operationalize the CPIMS+ in their country?**
- How could training/capacity-building on the CPIMS+ be improved (timeliness, usefulness, missing elements, sustainability, improvements)?
 - How could the tools and guidance on the CPIMS+ at the disposal to stakeholders in-country be improved (continues access, content, format)?
 - How could support through the Primero Help Desk be improved (availability, timeliness, quality)?
 - Should these external support dependencies be reduced and why?
 - How could this be reduced?
 - What external support should be provided?

15. *[ONLY FOR CASE WORKERS, CM SUPERVISORS, AND NATIONAL-LEVEL STAKEHOLDERS]* **How could training/capacity-building on the CPIMS+ be improved (timeliness, usefulness, missing elements, sustainability, improvements)?**
16. *[ONLY FOR CASE WORKERS, CM SUPERVISORS, AND NATIONAL-LEVEL STAKEHOLDERS]* **How could the tools and guidance on the CPIMS+ at the disposal to stakeholders in-country be improved (continues access, content, format)?**
17. *[ONLY FOR CASE WORKERS, CM SUPERVISORS, AND NATIONAL-LEVEL STAKEHOLDERS]* **How could support through the Help Desk be improved (availability, timeliness, quality)?**
18. *[ONLY FOR CPIMS+ SC MEMBERS, OTHER GLOBAL-LEVEL STAKEHOLDERS, CM SUPERVISORS, AND NATIONAL-LEVEL STAKEHOLDERS]* **What is your feedback on the cost vs. impact ratio of deploying *and/or* transitioning to the CPIMS+ in a humanitarian context?**
 - a. In regards to potentially taking resources away from case management services to children?
 - b. How could the roll-out of *and/or* transition to the CPIMS+ be done in a ‘phased approach’ in contexts where we’re starting case management programs?
 - c. How should this be improved?
19. *[ONLY FOR CPIMS+ SC MEMBERS, OTHER GLOBAL-LEVEL STAKEHOLDERS AND NATIONAL-LEVEL STAKEHOLDERS]* **How can the CPIMS+ SC measure the impact of the CPIMS+ on case management in humanitarian contexts on a continues/regular basis?**
20. *[ONLY FOR CPIMS+ SC MEMBERS AND OTHER GLOBAL-LEVEL STAKEHOLDERS]* **What are the main successes and challenges within the CPIMS+ SC?**
 - a. What is the current scope of technical support and guidance provided by the CPIMS+ SC/UG remotely and in-country?
 - i. How could/should this be changed/improved - also in relation to the CMTF (e.g. where deployable staff sit and focus on, prioritization of countries when many meet the minimum criteria, initial CM/CPIMS assessment, CM/CPIMS strengthening, advising on databases, CPIMS+ roll-out support)?
 - b. Why was there not chosen for an IT SC and Technical SC like with the IA CPIMS?
 - c. Governance: How and on what (e.g. review and approval of CPIMS+ use) are decisions currently made by the CPIMS+ SC/UG?
 - i. How could/should this be changed/improved - also in relation to the CMTF?
 - d. How has (sustainable) funding been acquired for the CPIMS+?
 - i. How could/should this be changed/improved - also in relation to the CMTF?
 - e. How can the SC/UG better fulfil its role in the future?
21. **What would you advise another country program/agency wanting to set-up the CPIMS+ in their context?**
22. **Do you have any other suggestions that could help the future direction, design, structure, transition/roll-out, implementation, governance of the CPIMS+ to benefit child protection case management in emergency situations?**

FOCUS GROUP DISCUSSION

[Introduce myself]

Thank you for participating in this FGD, which is part of the Child Protection Information Management System+ (CP IMS+) Review.

The CPIMS+ is the module of the Primero software platform that supports child protection case management programs. The database is an enhancement of the current Inter-agency Child Protection Information Management (IA CPIMS) database. The CPIMS+ comes not only with the database, but also the assessment and creation of tools for data protection and information sharing, such as interagency case management SOPs, harmonised inter-agency forms and information sharing and data protection protocols.

The purpose of the CP IMS+ Review is to answer the question “how can we ensure that the CPIMS+ and associated tools that support information management for case management are effective in supporting child protection case management in humanitarian contexts?” Through the review, the Global CP IMS+ Steering Committee is seeking a thorough understanding of the utility and systems effectiveness of the CP IMS+ to support information management for case management, including its successes and challenges of the roll out process, and actionable recommendations for the CP IMS+ to be rolled out more quickly, simply and cost effectively in humanitarian contexts.

This FGD is part of the CP IMS+ Review. It is not an evaluation of the programmes and organisations using the CP IMS+. This FGD is also being conducted with case workers in Jordan who are using the CPIMS+. In addition, questionnaires have been shared and interviews have been conducted with different users in different countries. Different people in different countries are working on the CP IMS+, from field-based case workers to case management supervisors and from heads of the child protection department to the National CP IMS+ coordinator and systems admin. Therefore, it is important that these people are given the opportunity to share their experiences, challenges, lessons learned, vision on the future of the CP IMS+, and give as much information as possible so that this will benefit future work on the CP IMS+ and those that will use it.

The FGD should take no more than 3 hours. Please answer the questions honestly and note that there are no right or wrong answers to any of the questions. The information you provide through this interview will be used in a final review report on the CP IMS+. However, any responses provided by you through this interview will not be linked to you in the final report, nor will any responses provided by you be shared in an identifiable way with colleagues from your own or other organisations. Therefore, it is important that you feel free to speak openly about your experiences and opinions and that you may give constructive criticism and positive feedback where you desire.

Before we start, do you have any questions for me?

Are you willing to participate in the FGD and do you agree to your responses being used in the final report in a non-identifiable way?

On behalf of the CP IMS+ Steering Committee, many thanks in advance for your time and contribution.

1. **Round of introductions**
2. **From the perspective of your current role and stepping away from the current CPIMS+, what should a CPIMS case management tool be able to do when thinking about the case management needs in humanitarian contexts?**
 - a. In regards to the case work (including FTR and work on alternative care arrangements)?
 - b. In regards to the supervision of case workers?
 - c. In regards to the real-time monitoring, quality assurance, reporting and advocacy?
 - d. In regards to confidentiality and data protection?
 - e. In regards to collaboration and coordination between case management actors?
 - f. How would this support you in making the case management process more efficient and effective?
 - g. *Which of these does the current CPIMS+ do well and how?*
 - h. *Which of these does the current CPIMS+ not do well and why?*
 - i. *Which of these would you consider highly critical and would you like to recommend developers of the CPIMS+ to focus on as a matter of urgency?*
3. **How does the CPIMS+ support or hinder you in making the case management process more efficient and effective (organizing work, reducing workload, reducing time for different elements, increasing time with cases, quality assurance)?**
 - a. In prioritizing/planning tasks?
 - b. In getting a quick overview of a case when needed?
 - c. In reducing the time to enter data?
 - d. In reducing the time to share data (during referrals and transfers)?
 - e. In reducing the time to process a case through the different case management steps (and thereby being able to get to the stage where children are supported to access needed services earlier)?
 - f. In reducing the time to close a case?
 - g. In increasing the time to see, interact with and follow-up on cases?
 - h. In reducing the workload?
 - i. In improving record keeping?
 - j. In increasing the amount of registered cases per year?
 - k. How does the CPIMS+ affect confidentiality and data protection in your country?
 - i. In processing data with the assent/consent of the case?
 - ii. In sharing data only on a 'need-to-know' basis?
 - iii. In sharing only the minimum amount of data needed?
 - iv. In ensuring the case has access to their stored information?
 - v. How should this be improved?
 - l. How does the CPIMS+ affect harmonization, collaboration and coordination between agencies in your country?
 - i. In regards to harmonization of case management forms?
 - ii. In regards to the use of a common database?
 - iii. In regards to SOPs for case management?
 - iv. In regards to a shared ISP?
 - v. In regards to a standardized DPP?
 - vi. In regards to avoiding duplicate cases?
 - vii. How should this be improved?
 - m. How should this be improved?

4. **[ONLY FOR CM SUPERVISORS] How does the CPIMS+ support or hinder you in supervising your case workers and the quality of their case work (organizing work, reducing workload, reducing time for different elements, quality assurance)?**
 - a. In prioritizing/planning tasks?
 - b. In assigning cases?
 - c. In getting a quick overview of a case when needed?
 - d. In approving BIAs, case plans and case closures?
 - e. In reviewing the cases:social workers ratio?
 - f. In reviewing the quality and timeliness of the case work?
 - g. In improving record keeping?
 - h. In reducing the workload?
 - i. In increasing the amount of registered cases per year?
 - j. How should this be improved?

5. **[ONLY FOR CM SUPERVISORS] How does the CPIMS+ support or hinder you in making real-time monitoring, quality assurance, reporting and advocacy more efficient and effective?**
 - a. How has the quality of data changed with the CPIMS+?
 - b. What type of reports do you often generate through the CPIMS+?
 - c. How useful are these reports?
 - d. How should this be improved?

6. **How user-friendly is the CPIMS+?**
 - a. The connectivity?
 - b. The structure?
 - c. The forms?
 - d. The fields/questions?
 - e. The language?
 - f. The functionalities?

7. **What system (e.g. paper forms and Excel/Access, the CPIMS+, another CPCM tool) would you currently prefer to use to support case management in a humanitarian context?**
 - a. Why?
 - b. How do you compare the benefits and disadvantages between them?
 - c. Under which circumstances would it be better to use one or the other?
 - d. On which system do you rely on more in your current operation?
 - e. If not the CPIMS+, what should be improved on the CPIMS+ to change this?

8. **How does the CPIMS+ currently work together with other systems (e.g. proGres) in-country?**
 - a. In regards to aggregate reporting at national-level?
 - b. In regards to sharing data (e.g. during referrals and transfers)?
 - c. In regards to avoiding duplicate cases?
 - d. What are the main challenges?
 - e. How should this be improved?

9. **[ONLY FOR CM SUPERVISORS] For which contexts would you recommend the CPIMS+ to be used?**
 - a. When would it be appropriate to transition to/deploy the CPIMS+ (emergency vs development, type of emergency, security context, type of CP issues)?
 - b. What are the minimum conditions that would need to be in place for this (and in a humanitarian context)?
 - i. In regards to presence of case management foundations?

- ii. In regards to the size of the open/active case load (within an agency or at the national-level)?
- iii. In regards to the available resources (human, financial, material, and IT infrastructure)?
- iv. In regards to inter-agency coordination?
- v. In regards to the involvement of the Government?
- vi. In regards to the presence of other child protection information management systems?
- c. How should such a roll-out look like?
- d. How do you see the role of the Government in such a roll-out?
- e. What improvements are needed to the CPIMS+ and the roll-out process in order to make it more suitable to humanitarian contexts?

10. [ONLY FOR CM SUPERVISORS] What were the main challenges and successes in deploying and/or transitioning to the CPIMS+ in your country?

- a. In a timely manner?
 - i. Which specific aspects took a long time (e.g. assessment, resource mobilization, configuration, data migration, hosting set-up, training, testing/piloting)
- b. In a simple manner?
 - i. In regards to dependencies (IT, technical, human, financial)?
- c. In a cost-effective manner?
 - i. Which specific aspects costed the most resources? (e.g. assessment, configuration, data migration, hosting set-up, training, testing/piloting)
 - ii. Were resource implications and requirements for the deployment *and/or* transition to the CPIMS+ clearly communicated from the beginning?
 - iii. How was funding acquired?
 - iv. Was/is funding short- or long-term funding?
- d. Could this be done at scale?
- e. How should this be improved?

11. On what type of external support were you dependent in order to roll-out and operationalize the CPIMS+ in your country / what did you need which wasn't there before in order to roll-out and operationalize the CPIMS+ in your country?

- a. In regards to human capital (e.g. [dedicated] staffing, surge staff)?
- b. In regards to financial capital?
- c. In regards to material resources?
- d. In regards to technical capacities (e.g. training)?
 - i. Were you trained on the CPIMS+ and could you share any feedback on the training/capacity building efforts (timeliness, usefulness, missing elements, sustainability, improvements)?
- e. In regards to the IT infrastructure/environment?
- f. How could the tools and guidance on the CPIMS+ at the disposal to stakeholders in-country be improved?
 - i. In regards to continuous access?
 - ii. In regards to content?
 - iii. In regards to the format?
- g. Please share some feedback on the support through Help Desk?
 - i. In regards to availability?
 - ii. In regards to timeliness of response?
 - iii. In regards to quality of the response?
 - iv. How could this be improved?

- h. Do you have any feedback on the support received (challenges and recommendations)?
- i. Should these external support dependencies be reduced and why?
- j. How could this be reduced?
- k. What external support should be provided?

12. [ONLY FOR CM SUPERVISORS] What is your feedback on the cost vs. impact ratio of deploying/transitioning to the CPIMS+ in a humanitarian context?

- a. In regards to potentially taking resources away from case management services to children?
- b. How should this be improved?

13. What would you advise another country program/agency wanting to set-up the CPIMS+ in their context?

14. Do you have any other suggestions that could help the future direction, design, structure, transition/roll-out, and implementation of the CPIMS+ to benefit child protection case management in emergency situations?

QUESTIONNAIRE

Thank you for answering this questionnaire, which is part of the Child Protection Information Management System+ (CP IMS+) Review.

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This questionnaire is part of the CP IMS+ Review. It is not an evaluation of the programmes and organisations using the CP IMS+. This questionnaire is also being sent to other organisations and users that use the CP IMS+. Different people in different countries are working on the CP IMS+, from field-based case workers to case management supervisors and from heads of the child protection department to the National CP IMS+ coordinator and systems admin. Therefore, it is important that these people are given the opportunity to share their experiences, challenges, lessons learned, vision on the future of the CP IMS+, and give as much information as possible so that this will benefit future work on the CP IMS+ and those that will use it.

The questionnaire should take no more than 30 mins and should be completed by **26 June 2018 latest**. Please answer the questions honestly and note that there are no right or wrong answers to any of the questions. The information you provide through this questionnaire will be used in a final review report on the CP IMS+. However, any responses provided by you through this questionnaire will not be linked to you in the final report, nor will any responses provided by you be shared in an identifiable way with colleagues from your own or other organisations. Therefore, it is important that you feel free to answer the questions honestly and that you may give constructive criticism and positive feedback through the responses where you desire.

On behalf of the CP IMS+ Steering Committee, many thanks in advance for your time and contribution.

1. In which country do you work?
 - a. Jordan
 - b. Kenya
 - c. Iraq
 - d. Tanzania
 - e. Lebanon
 - f. Nepal
 - g. Sierra Leone
 - h. Bangladesh
 - i. Syria
 - j. Other

2. For what type of agency/institution do you work?
 - a. Government
 - b. UN/IGO
 - c. International NGO
 - d. National NGO
 - e. Inter-Agency
 - f. Other

3. What is your current role (multi-select)?
 - a. National CPIMS+ Coordinator / National CPIMS+ Focal Point
 - b. CPIMS+ Systems Admin
 - c. Child Protection Program Manager / Coordinator / Technical Advisor
 - d. Case Management Supervisor
 - e. Case Worker / Social Worker
 - f. Other

4. How long have you been working with the IA CPIMS (the version used before the CPIMS+)?
 - a. I have never worked with the IA CPIMS
 - b. 0-1 year
 - c. 1-3 years
 - d. More than 3 years

5. How long have you been working with the CPIMS+ (the successor of the IA CPIMS under Primero)?
 - a. I have never worked with the CPIMS+
 - b. 0-3 months
 - c. 3-6 months
 - d. 6-9 months
 - e. 9-12 months
 - f. More than 12 months

6. Did your agency/institution transition from the older IA CPIMS to the new CPIMS+ in your country or did you directly start with the CPIMS+?
 - a. We transitioned from the older IA CPIMS to the new CPIMS+
 - b. We directly started with the CPIMS+
 - c. I don't know

Please explain (optional):

7. The CPIMS+ in my country is/will be **mainly** used as a.....?
- Information management tool (i.e. only for the management of data, monitoring and reporting)?
 - Case management tool (i.e. to support supervisors and case workers in applying the case management approach and for monitoring and reporting)?
 - FTR tool (i.e. to support family tracing and reunification and for monitoring and reporting)
 - I have not yet used the CPIMS+
 - Other

Please explain (optional):

8. Does your agency use parallel child protection information management systems (e.g. paper forms, Excel, another database software) or is your agency fully reliant on the CPIMS+?
- We use parallel systems next to the CPIMS+
 - We are fully reliant on the CPIMS+
 - I don't know

Please explain (optional):

9. Does your agency use parallel case management processes (e.g. telephone calls and/or emails for referrals and transfers) or is your agency fully reliant on the CPIMS+ (e.g. only conducting referrals and transfers through the referral and transfer functionality in the CPIMS+)?
- We use parallel case management processes next to those supported in the CPIMS+
 - We are fully reliant on the functionalities in the CPIMS+ for our case management processes
 - We do not yet use functionalities within the CPIMS+ that support these case management processes
 - I don't know

Please explain (optional):

10. The CPIMS+ makes the case work more efficient and effective
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I have not yet used the CPIMS+ for case management

Please explain (optional):

11. *[ONLY FOR CM SUPERVISORS]* The CPIMS+ supports me to better supervise my case workers and the quality of their case work
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I have not yet used the CPIMS+ for this

Please explain (optional):

12. [ONLY FOR CM SUPERVISORS] The CPIMS+ makes real-time monitoring, quality assurance, reporting and advocacy more efficient and effective
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I have not yet used the CPIMS+ for this

Please explain (optional):

13. The CPIMS+ improves confidentiality and data protection in my country
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I don't know

Please explain (optional):

14. The CPIMS+ has enhanced harmonization, collaboration and coordination between agencies in my country
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I don't know

Please explain (optional):

15. The CPIMS+ is a user-friendly tool
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I have not yet used the CPIMS+

Please explain (optional):

16. [ONLY FOR CM SUPERVISORS] Based on my experience, the CPIMS+ can be deployed *and/or* transitioned to in a **simple** manner during humanitarian emergencies
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree

Please explain (optional):

17. [ONLY FOR CM SUPERVISORS] Based on my experience, the CPIMS+ can be deployed *and/or* transitioned to in a **timely** manner during humanitarian emergencies
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree

Please explain (optional):

18. [ONLY FOR CM SUPERVISORS] From the start of the assessment for the CPIMS+ roll-out, how long did it take before the CPIMS+ was set-up and operational in your country
- 0-3 months
 - 3-6 months
 - 6-9 months
 - 9-12 months
 - More than 12 months
 - I don't know

Please explain (optional):

19. [ONLY FOR CM SUPERVISORS] Based on my experience, the CPIMS+ can be deployed *and/or* transitioned to **cost-effectively** during humanitarian emergencies
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree

Please explain (optional):

20. [ONLY FOR CM SUPERVISORS] How much funding did your agency have to invest (approximately for e.g. dedicated staff, materials – e.g. tablets and laptops, IT infrastructure – e.g. cloud hosting and internet, training, mission support from the Global CPIMS+ Steering Committee, Help Desk support, configuration and testing, development costs) in getting the CPIMS+ set-up and operational?
- \$0,-
 - More than \$0,- but less than \$50.000,-
 - More than \$50.000,- but less than \$100.000,-
 - More than \$100.000,- but less than \$250.000,-
 - More than \$250.000,- but less than \$500.000,-
 - More than \$500.000,- but less than \$1.000.000,-
 - More than \$1.000.000,-
 - I don't know

Please explain (optional):

21. [ONLY FOR CM SUPERVISORS] The resource implications and requirements for deploying *and/or* transitioning to the CPIMS+ were clearly communicated from the beginning
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree

Please explain (optional):

22. [ONLY FOR CM SUPERVISORS] Based on my experience, the cost vs. impact ratio of deploying *and/or* transitioning to the CPIMS+ to a humanitarian context is acceptable
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree

Please explain (optional):

23. The support received during the roll-out of *and/or* transition to and operationalization of the CPIMS+ is/was sufficient and adequate
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree

Please explain (optional):

24. The training on the CPIMS+ was sufficient and adequate
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I have not yet been trained

Please explain (optional):

25. The tools and guidance on the CPIMS+ to my disposal is sufficient and adequate?
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I have not yet received these

Please explain (optional):

26. I am satisfied with the Primero Help Desk support to resolve issues?
- Agree
 - Slightly agree
 - Neutral
 - Slight disagree
 - Disagree
 - I have not yet used this

Please explain (optional):

27. In an emergency context, I would prefer to use the following to support child protection case management (multi-select):
- Paper forms
 - Excel/Access
 - The CPIMS+
 - Another child protection case management tool
 - I don't know

Please explain (optional):

28. [ONLY FOR CM SUPERVISORS] Would you rate the CPIMS+ more appropriate as a humanitarian tool to be deployed quickly, simply and cost-efficiently to humanitarian contexts, or as a development tool (e.g. as the primary tool of the national case management system or to support systems-wide strengthening of the national case management system)?
- The CPIMS+ is more appropriate as a humanitarian tool
 - The CPIMS+ is more appropriate as a development tool
 - The CPIMS+ is appropriate as both a humanitarian and development tool
 - The CPIMS+ is not appropriate for either

Please explain (optional):

END OF QUESTIONNAIRE – THANK YOU FOR YOUR TIME AND CONTRIBUTION

ANNEX C. LIST OF KEY INFORMANTS

CPIMS+
A REVIEW ON THE UTILITY, SYSTEMS-EFFECTIVENESS AND DEPLOYABILITY OF THE TOOL

NAME	ORGANISATION	ROLE
Abeer Jawad	TDH Italy – Lebanon	Case Management Supervisor
Amer Mherat	NCFA – Jordan	Senior Information Systems Specialist
Annalisa Brusati	IRC	Senior Technical Advisor Child Protection
Audrey Bollier	Save the Children / Alliance for CP in Humanitarian Action	Coordinator Alliance for CP in Humanitarian Action (Save the Children)
Bernard Kiura	UNICEF – Kenya	Child Protection Specialist
Brigid Kennedy	UNICEF – Iraq	Chief of Child Protection
Brown Kanyangi	UNICEF – Lebanon	Child Protection Specialist
Catherine Byrne	Save the Children – Rohingya Response	CPiE Technical Advisor
Celine Calve	UNHCR	SGBV & CP Information Management Specialist
Colleen Fitzgerald	IRC / Global CMTF	CP Case Management Specialist and CMTF Coordinator
Daniel Coughlin	IRC	Dep. Director Technology for Programs
Diana Abo Nakkoul	TDH Italy – Lebanon	Child Protection Specialist
Eunpurity Wangeci	LWF – Kenya	Social Worker
Fatimah ElHajj	Tdh Lausanne – Lebanon	Technical Case Management Officer
Gatienne Jobit	Tdh Lausanne	Case Management Advisor
Hani Mansourian	UNICEF / Alliance for CP in Humanitarian Action	Coordinator Alliance for CP in Humanitarian Action (UNICEF)
Ibrahim Sesay	UNICEF	Senior Child Protection Specialist
Isaiah Osotsi	LWF – Kenya	Data Management Officer
Janis Ridsel	UNHCR	Protection Officer (SGBV/Child)
Kapis Okeja	LWF – Kenya	Child Protection Officer
Katharine Williamson	Save the Children	Senior Humanitarian Child Protection Advisor
Kristy Crabtree	IRC	GBV Information Management Specialist
Lauren Bienkowski	UNICEF	CP AoR Help Desk
Lucy Cracknell	IMC – Jordan	Protection Advisor
Makiba Yamano	UNICEF – Iraq	Child Protection Sub-Cluster Coordinator
Mariam ElQuasem	UNICEF – Jordan	CP Officer – Case Management / UASC
Michael Copland	UNICEF / CP AoR	CP AoR Coordinator
Mohamed Reda Mousa	Tdh Lausanne – Lebanon	Case Worker
Moses Rono	UNICEF – Kenya	ICT Officer
Noha Mokhtar	IRC – Jordan	Child Protection Senior Program Manager
Paola Franchi	Save the Children - Iraq	Child Protection Sub-Cluster Coordinator
Rawia Abadi	Tdh Lausanne – Lebanon	MEAL Manager
Rita Flora Kevorkian	UNHCR – Lebanon	Associate Protection Officer
Robert MacTavish	UNICEF	Primero Project Lead
Sandra Maignant	IRC	Child Protection Technical Advisor
Sharron Kagweyi	LWF – Kenya	GBV Officer
Simon Nehme	UNICEF – Lebanon	Child Protection Officer
Tasha Gill	UNICEF	Senior Child Protection in Emergencies Advisor
Tessa Marks	UNICEF	Global Inter-Agency CPIMS+ Coordinator
Yazan Abu Sameed	IMC – Jordan	Information Manager
Yvonne Agengo	IRC	Child Protection Technical Advisor

ANNEX D. CPIMS+ STEERING COMMITTEE TERMS OF REFERENCE

TERMS OF REFERENCE

CPIMS Steering Committee

I. Introduction

The IRC, Save the Children and UNICEF have been working together since 2005 to support the Inter-Agency Child Protection Information Management System (IA CPIMS). The system enhances child protection programs by facilitating case management and data analysis and is comprised of database software and accompanying tools such as paper forms, data protection protocols and guiding principles for implementation. It was launched to promote the use of one standard inter-agency information management system for the child protection sector to support effective case management. In 2015, the **CPIMS+/Primero**, an enhanced version of the IA CPIMS, was introduced¹.

II. CPIMS Steering Committee (SC) Composition

IRC – Child Protection Technical Advisor

UNICEF – Child Protection Specialist

Save the Children – Senior Humanitarian Child Protection Advisor

The CPIMS SC is supported by:

Inter-Agency Global CPIMS Coordinator

Inter-Agency Deployment Specialist

III. CPIMS Mission Statement, Roles and Responsibilities, Objectives and Functions, and Decision Making Process

CPIMS Steering Committee Mission Statement

The CPIMS Steering Committee sets the strategic vision for the CPIMS (+). It defines best practice (as it relates to the CPIMS) and promotes the use of the CPIMS (+) in emergency, early recovery and development settings. The CPIMS Steering Committee does this with the explicit aim of improving the humanitarian and development community's management of reported child protection data to help inform child protection prevention and response programming. The Steering Committee oversees the development of technical guidance on the use of the CPIMS, and reviews and approves the deployment of the CPIMS in the field.

CPIMS SC Roles and Responsibilities

The CPIMS Project Steering Committee

The Steering Committee provides overall guidance, support and decision making authority (see below for specific members' responsibilities). The CPIMS Steering Committee is the key strategic governance structure which is responsible for the business issues associated with the CPIMS. It oversees all that is essential to ensuring the appropriate use, management and sustainability of the CPIMS. This includes approving the budgetary strategy, defining and realising outcomes, monitoring risks, quality and

¹ The CPIMS+ has become one module of the **Primero** software platform. Primero (the Protection Related Information Management System) is an open source, browser-based application that supports protection programs by providing secure case management, family tracing and incident monitoring capabilities. This software platform supports several independent modules: the CPIMS+, the GBVIMS+ (Gender Based Violence IMS) and the MRMIMS+ (Monitoring and Reporting Mechanism IMS). Primero functions as a group of modules on a common framework, allowing users to decide which modules they need to use and to what extent they share information between them.

timelines, making policy and resourcing decisions, and assessing requests from countries that propose for the deployment and use of the CPIMS. This is explained in further detail below.

Objectives and Functions of the SC

Advocacy and Fundraising

- Define, document and disseminate information on the CPIMS+, including how the system demonstrates best practices in child protection data management;
- Advocate, both internally and externally for implementation of the CPIMS+, when appropriate to context. Seek and promote broader endorsement of the CPIMS+ and raise awareness on the project with the wider humanitarian and development community;
- Secure funding to maintain and broaden CPIMS+ implementation and to invest in the technical development of the CPIMS+.

Technical Assistance and Guidance Setting

- Ensure that quality and timely technical support is available to all CPIMS users, both at coordination and service provider level;
- Take measures to ensure the integrity of the CPIMS (+) is upheld (meaning, the service providers understand and implement the CPIMS (+) as intended);
- Monitor and evaluate the effectiveness of the CPIMS+ and promote innovation and improvement as necessary.

Coordination

- Strive to coordinate and create synergies with other IMSs, ensure active presence on the Primero Coordination Committee (PCC)² and broaden networking and interagency collaboration;
- Set annual strategic targets and approve the CPIMS annual action plan.

Promote accountability and transparency

- Promote safe and ethical standards for the collection, management, sharing and ownership of child protection data at all levels;
- Broaden networking and interagency collaboration and promote accountability and transparency.

Steering Committee Decision Making Process

In matters of common interest and for decision making purposes, all efforts will be made to reach consensus without resorting to voting. In the event that consensus cannot be reached without a vote, each member of the Steering Committee will count on one vote. A majority of votes will lead to the adoption of the pertinent resolution or decision.

The Inter-Agency Global Coordinator provides support to the steering committee. Responsibilities include –

- Maintain the secretariat of the CPIMS
- Support the set up and implementation of the CPIMS+;
- Promote effective, vigorous monitoring of data protection and information sharing protocols;

² The **Primero Coordination Committee (PCC)** provides a forum for coordination and consensus building in order to promote the effective and responsible use of the Primero platform. The CPIMS SC, the GBVIMS SC as well as the MRMIMS Working Group are represented on the PCC.

- Oversee, in close coordination with the Primero Project Lead, the development of the CPIMS+;
- Support the adaptation of the CPIMS+ to a range of environments, and flag necessary updates;
- Manage the transition from the CPIMS to the CPIMS+ and seek to expand its usage and utility in a range of environments;
- Oversee/support any evaluations of the system;
- Provide technical support and trouble-shooting for users (for roll out and maintenance) and inputs on the development and upgrading of the system.

Steering Committee CPIMS Communication Lines with the Inter-Agency Global CPIMS Coordinator

IA Global CPIMS Coordinator with the Steering Committee:

The Inter-Agency Global CPIMS Coordinator will keep the SC in copy of relevant messages, share monthly activity reports and work plans, convene bi-monthly and ad hoc SC meetings and share minutes and priorities for agreement.

The Steering Committee with the Inter-Agency Global CPIMS Coordinator:

The Steering Committee members will ensure that CPIMS activities occurring within their own agency are shared with the Inter-Agency Global CPIMS Coordinator in a timely manner (including information on new roll-outs, request for roll-outs at both agency and inter-agency levels, and policy or external communication efforts) , they will keep the IA Global Coordinator in copy of relevant messages, feed in to work-plan activities and approve CPIMS+ tools and guidance created by the IA Global CPIMS Coordinator.

The Inter-Agency deployment officer is responsible for the development of technical tools and providing technical support to users globally.

IV. Membership of the CPIMS Steering Committee

Organisational Member Criteria (Institution)

- The organisation's interest in and commitment to supporting and contributing to the CPIMS project;
 - Involvement in past/current activities around child protection;
 - Commitment to promote and utilise lessons learned, best practices, tools, etc. with regard to the role of CPIMS(+) in supporting child protection activities within their organisations, to partners and networks;
 - Willingness to share expertise, technical materials and work in a collaborative manner on behalf of CPIMS(+);
 - Commitment to and ensuring the integration of the CPIMS+ into child protection case management programming, as a tool to support child protection activities on the ground.
- Background and experience relevant to the objectives of the CPIMS, namely institutional expertise in child protection in emergencies and/or early recovery and development setting.
- Commitment of Resources – human and financial;
 - Selection of minimum 1, maximum 2 dedicated global focal points (see below) to represent the organisation on the CPIMS Steering Committee;
 - Assume the costs to participate in CPIMS activities, including travel/hotel/per diem costs for attendance at CPIMS+ meetings as well as time away from regular work;
 - Assistance with CPIMS+ fundraising efforts;
 - Other voluntary contributions, such as support to research, resource/tool/report development, printing, translation and distribution and promotion of materials;

- Organisations must commit to membership for a period of two years.

Organisational Representative Criteria (Person)

- Organisational seniority in order to ensure institutional buy-in, bringing others on board and influencing decision makers and donors;
- Professional child protection background;
- Direct experience in protection programmes particularly in situations of emergency, and/or early recovery and development;
- Special skills, such as development of advocacy, strategy and policy; planning and administration of programmes and policies; carrying out evidence-based research; program implementation, assessment, monitoring and evaluation; effective writing and fundraising abilities;

Organisational Representative Responsibilities (Person) (see also Objectives and functions of the SC)

The estimation of the time commitment towards the below mentioned responsibilities is approximately two days per month, but can vary according to need. This time commitment and work should be written into the Organisational Representative’s job description.

Steering Committee Organization:

- Attend bi-monthly and ad-hoc CPIMS SC calls and follow-up in a timely manner to the requests sent by the Inter-Agency Global Coordinator (including feedback on key documents, emails, requests for deployment etc., whilst making every effort to respect the agreed deadlines);
- Attend CPIMS face to face meetings, such as the annual planning meeting. Time is required for conference calls and e-mail correspondence. CPIMS Steering Committee members make a commitment to keep in touch and respond to communications and meeting deadlines, even when travelling on other program business. Guidance and support to the Inter-Agency Global CPIMS Coordinator, including priority setting and performance review.

Technical Guidance:

- Support development of tools for rolling out and supporting the implementation of the CPIMS+;
- Provide guidance on country specific issues or global level issues relating to the use of the CPIMS or future direction of the project, (put to the CPIMS Steering Committee by the Inter-Agency Global CPIMS Coordinator or by users themselves);
- Consider requests to prioritise and validate the set up the CPIMS+ in new contexts / by new agencies.
- Play a gate-keeping role to ensure appropriate use of the system and ensure a sufficient case management and support structure is in place to accommodate the number of agencies using the system.

Policy formulation and Advocacy

- Develop and review policies on the role of the CPIMS+ that will inform planning, design, investment and coordination;
- Promote use of CPIMS+ across CP actors (own and other agencies) and the wider humanitarian and development setting, when appropriate to context. Advocate and fundraise for increased investment in CPIMS+ by both donors and CP programmes.

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