CHILD PROTECTION INFORMATION MANAGEMENT SYSTEM+

Primero CPIMS+

Protection-related information management
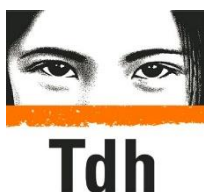
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SUMMARY REPORT: A REVIEW OF THE UTILITY, SYSTEMS-EFFECTIVENESS, AND DEPLOYABILITY OF THE TOOL

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

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ACKNOWLEDGMENTS

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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BACKGROUND & INTRODUCTION

The Child Protection Information Management System+ (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.[1] The CPIMS+ is the module that supports child protection case management (CM) programs. 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.[2] 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.[3]

While the UNICEF Primero Project Team coordinates the overall Primero project, develops the database software and provides Information Technology (IT) support; the CPIMS+ Steering Committee (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 fourteen countries. Since its development in 2014, the CPIMS+ has been successfully rolled-out in four countries.

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?"

This review summary report presents the main successes and challenges as shared by those working – either directly or indirectly – with the CPIMS+, as well as recommendations for improvement. The last section of this summary report presents a roadmap for implementation. For more detailed findings and recommendations of this review, see the full report.

METHODS

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

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 – 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+.

FINDINGS

SUITABILITY TO ENHANCE THE EFFICIENCY AND EFFECTIVENESS OF CASE MANAGEMENT

This review 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 (see table 1 for common responses). This provided the review and the key informants with a benchmark against which the functionalities and features of the CPIMS+ could be compared.

> **"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"**

Table 1. 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

Secondly, the review used a Theory of Change framework developed in a report published in 2016 on Information and Communication Technology (ICT) for CPCME to analyse the added value of introducing and using a sophisticated digitised ICT solution in CPMCPE.[4] The Theory of Change 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 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.

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 1), 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 2).

Table 2. 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

Although key informants in general agreed that the CPIMS+ improved filing, documentation and organisation of the data; 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 and compromises the assumptions put forward in the Theory of Change on the impact of the digitisation of CPCME.[4] Where it was expected by the end-users that the tool would have made the case

> **"We spend more time in the office on our laptops, than in the field with the children."**

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 as developed at the global level, and what is due to the case management process as devised in-country. As for the tool, 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. As for the process, 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.

Recommendations for improvement target both the tool itself, as well as the case management process that feeds into it. Starting with the latter, end-users (case workers and case management supervisors working directly with the CPIMS+) in-country mainly requested to not make the case management process overcomplicated from the 'human-side'. Linked to this, the two main recommendations would therefore be to:

Recommendation 1: 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.

Recommendation 2: 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'.

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 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. The principles of 'data limitation' and 'purposeful selection of fields' in practice 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.[5] The former can be captured through open-ended (i.e. 'free text') questions and the latter can be captured through closed-question fields (i.e. based on pre-selected options, short amounts of text, or numerical options) within the CPIMS+. A better balance between closed-questions and open-ended questions 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.

> "It's quick to find data, but it takes WAY more time to enter data!....There's too much detail." "We are not data collectors! We are social workers."

Regarding the CPIMS+, end-users (case workers and case management supervisors working directly with the CPIMS+) mainly requested to make 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:

Recommendation 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).

Recommendation 4: Identify further opportunities in the CPIMS+ to automate and reduce the time for previously time-consuming administrative processes in the case management process.

"The CPIMS+ is easy to use, but it's not smart."

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'.[4] For the end-users who participated as key informants in the review, recommendations for improvement were mainly based on making the CPIMS+ more 'smart'. Table 3 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.

Table 3. 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 version 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).

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:

Recommendation 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 fire call system to increase the accountability of 'super-users' within the system.

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. It should also be noted that the review was conducted by a child protection specialist and not an IT specialist and that 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 end-users could be accommodated.

DEPLOYABILITY TO HUMANITARIAN CONTEXTS

There are currently four phases defined to roll-out the CPIMS+. These phases and the timeline for each phase are presented in figure 1 below. During the assessment phase, information about the CPIMS+ and the roll-out is communicated to country programs and the case load, case management practices and case management system in-country gets thoroughly assessed. In the planning phase, recommendations flowing out of the assessment phase get implemented in order to build up and strengthen the case management system as a pre-requisite for rolling out the CPIMS+. The implementation phase follows to 'replicate' or configure the case management system (i.e. forms, fields, roles, and users) into the CPIMS+ and to pilot the system. Lastly, in the maintenance phase, the CPIMS+ is 'live' and is scaled-up from the pilot where applicable. Issues get reported for support when needed and an M&E plan is followed.

Figure 1. The Four Phases of CPIMS+ Roll-Outs

| Phase 1: Assessment | Phase 2: Planning | Phase 3: Implementation | Phase 4: Maintenance |
| 1 – 3 months | 1 – 3 months | 1 – 3 months | ongoing |
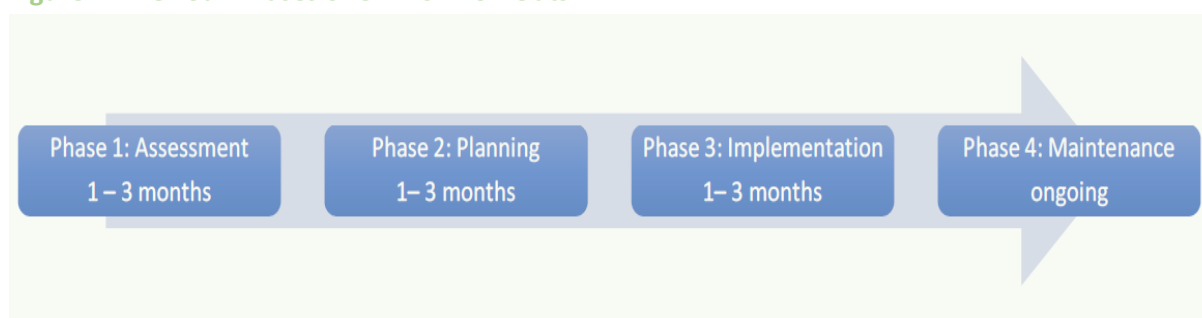
The biggest success of the CPIMS+ most commonly shared between key informants was that the roll-out of the CPIMS+ proved to be a catalyst for enhanced coordination and collaboration between agencies (a benefit of working on an inter-agency IMS in general) and for wider case management systems strengthening at the national-level. 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:

- ➲ 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 case management systems strengthening at the national level;
- ➲ Harmonising and standardising Standard Operating Procedures (SOPs);
- ➲ Harmonising and standardising case management forms;
- ➲ Harmonising and standardising Data Protection Protocols (DPP);
- ➲ Developing and agreeing on an Information Sharing Protocol (ISP);
- ➲ Establish national and sub-national referral pathways;
- ➲ Capacity building of the social workforce.

However, key informants 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. 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.

> **"We could have used the money in a better way for the actual services to children."**
>
> **"I would not recommend the CPIMS+ for an emergency context. I would recommend something more simple and faster to roll-out. This is not so much related to the platform, but more because of the process."**

Minimum Requirements for Roll-Out: Connectivity
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. 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. This review therefore recommends to:

Recommendation 6: 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
Where the assessment and planning phase are communicated to take between 2-6 months (see figure 1), in practice key informants communicated that this took around one year and sometimes even beyond. 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 inconsistent and mixed, not matching realities, confusing and unclear. 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, and roles and

> **"We have been told that the system could do this and that, but then in practice, we were told that it is still being developed and that you need funding for this. So there's a lot of expectation, hope and promise, but not a reality to match it."**

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. This review therefore recommends to:

Recommendation 7: 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.

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: conducting a desk review of existing CPIMS tools/components; conducting a Data Protection Impact Assessment (DPIA) through a one day workshop; contextualising and conducting a detailed CPIMS assessment among key stakeholders and inter-agency coordination mechanisms through CPIMS assessment surveys, bi-lateral interviews and FGDs

"The whole process of initial assessments and DPIA is tedious!!! There are so many forms and questionnaires, you need to get all the actors around the table, there is so much coordination required……it needs to be more simple and light."

with caseworkers; conducting a validation workshop and building consensus on next steps; and writing the assessment report with advice on recommendations. 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:

Recommendation 8: 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.

Recommendation 9: 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 – the predecessor of the CPIMS+ – consisted of *one* document with key questions and bilateral discussions with the IA CPIMS SC[13]), 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.

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 as a prerequisite for the roll-out of 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 were significant. 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

"Now what you see is one-two years discussions, work and trainings….to prove whether they are worthy of the tool."

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. This review therefore makes two recommendations:

Recommendation 10: 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+.

The standardised package should provide country programs with an agile and immediately deployable global inter-agency vetted baseline for IM4CM encompassing the core elements and standards relevant to all contexts. This would reduce the time and effort needed to do this in-country as a pre-requisite to rolling-out the CPIMS+. The package should include a standard instance deployment model of the CPIMS+. 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. The standard instance deployment model should ensure fields are locked for all contexts which cannot 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 4 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 4. 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 in the CPIMS+ 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.*

Recommendation 11: 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).

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. The roll-out of the CPIMS+ should be 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 2 below and builds on the minimum requirements of 4Cs: **c**ase management, **c**onnectivity, **c**apacity and **c**oordination.

Figure 2. Initial Draft Phased-Model Approach to Introducing the CPIMS+

MINIMUM REQUIREMENT	CPIMS+ IN ONSET EMERGENCY	DEPENDENT ON
1. Case Management	*Interim Excel Database?*	- 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

(Left margin label spanning the table: From an IM tool to a CM tool)

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

Where the implementation phase is communicated to take between 1-3 months (see figure 1), 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. 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. 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. 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, de-facto it was perceived that there were limited options for software company support available, 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 and the costs associated with it 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.

> *"Configuration is a tiring process…..back-up, configure, test on a different platform, it can take almost a month just to do a simple configuration. It's tiresome and tedious. And because how it has been built, if you touch something wrong, it could break. At the same time, the field is changing and is dynamic, as the context changes we need to be able to make changes in the system. How flexible is the system? Can it support these changes simply and cost-effectively?"*

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 the contracting of this software company 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+)[3]. However, in practice, contracts for the support of a software company from the country programs ranged between 184.500 USD and 569.993 USD[1]. It should be noted that not all countries engaged a software company for support and that these contracts also included development costs for features and functionalities needed by the country programs and which were to benefit other countries. Nevertheless, 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 constraint. This review therefore recommends to:

Recommendation 12: Phase-out the dependency on external software companies to do the configuration and technical analysis support to country programs.

Recommendation 13: 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 developing the CPIMS+ software to be easier and quicker to configure with in-country capacity. 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.

THE CPIMS+ IN RELATION TO OTHER 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, CommCare[6], Microsoft Excel, KoBo[7], UNHCR's proGres[8], Primero[1], and ICRC's 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

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[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.

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. This review therefore recommends to:

Recommendation 14: 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).

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 collaboration with the other 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 on proGres V4 and the CPIMS+ which was mainly characterised through the work of the Primero-proGres interoperability working group. This review did not manage to speak to key informants from ICRC on Prot6. 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 is significant coordination required between CP and GBV actors on adolescent and child survivors of GBV, during the time of review there were no countries where both modules had been rolled-out jointly or countries where both modules were 'live'. This review therefore provides several recommendations to guide decision-making the inter-relationship between the CPIMS+ and other systems:

Recommendation 15: Prioritise interoperability between Primero modules and in particular strengthen linkages between the CPIMS+ and GBVIMS+.

In order In order to establish Primero as wider protection software platform with interoperable modules, this reviews recommends to prioritise the following key aspects of interoperability between the CPIMS+ and GBVIMS+:
- ➲ 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.

Recommendation 16: Ensure interoperability on key child protection and case management functions with proGres v4.

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.

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.

Roles and Responsibilities

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 (despite the existence of a Terms of Reference for the CPIMS+ 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. 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. Simultaneously, 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

> **"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."**

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. Questions have been shared by key informants on decision-making authority towards 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. There also seemed to be a lack of clarity about roles and responsibilities of the CPIMS+ SC vis-à-vis the global CMTF. This review therefore recommends to:

Recommendation 17: 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 in figure 3).

Recommendation 18: 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 in figure 3).

Figure 3. Suggested CPIMS+ Governance Model
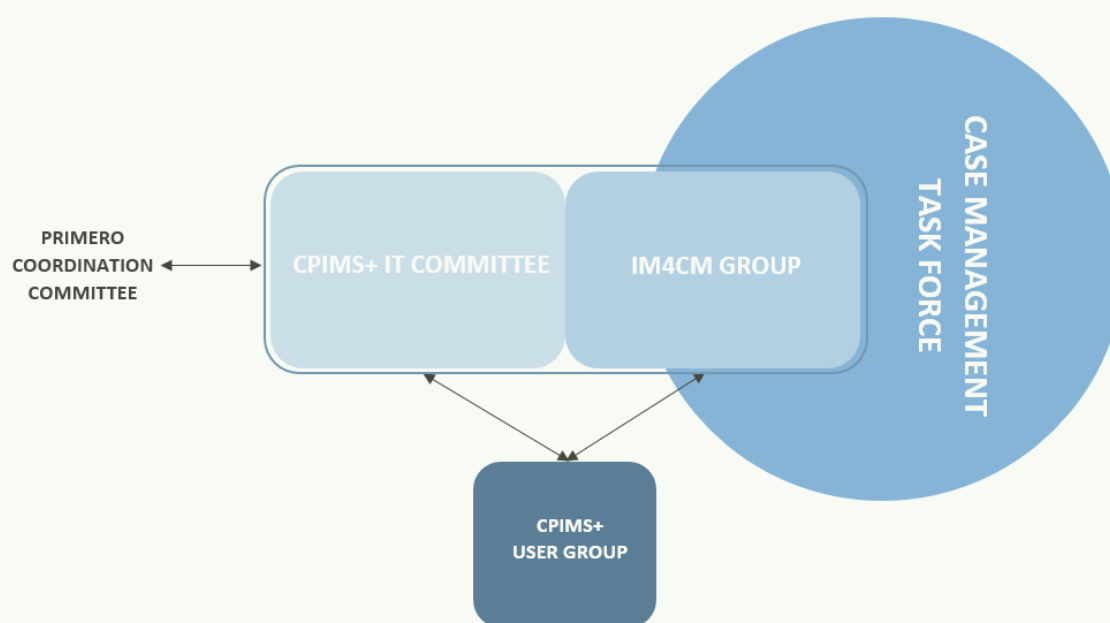
The below presents an overview for each of the newly introduced structures of the CPIMS+ project. Although the below is not meant to be a comprehensive Terms of Reference for each structure, it makes some key suggestions of who would sit in these structures and what some of its main responsibilities would be.

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 Development[9]) by giving end-users (i.e. representatives of this group) a platform and strategic structure to do so.
- ➲ **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+[3], 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 (as per the existing criteria used to prioritise support to countries), 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. 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.

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+.**

Depending on whether the suggested governance model above would be adopted and while not yet the case, this review would recommend to at least:

Recommendation 19: 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:

Recommendation 20: 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.

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.

At the global level and in line with the recommendation to phase-out the dependency on external software companies, the Primero Project Team and the CPIMS+ SC should consider 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 (see figure 3). In line with this, the review recommends to:

Recommendation 21: 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 regional level and in order to increase the pool of resources to support roll-outs of the CPIMS+ (including in-country configurations), the CPIMS+ SC should consider to decentralise technical support staff and integrate this into the responsibilities (which could be at a percentage basis) of existing global and regional staff (comprising 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. In line with this, the review recommends to:

Recommendation 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.

At the country level, going through the existing child protection/case management coordination mechanisms when rolling-out the CPIMS+ has been shown to encourage good communication and collaboration between agencies, including in different geographic areas.[10] 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 of the CPIMS+ (the Systems Admin). This review therefore recommends to:

Recommendation 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+.**

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 USD. While the fact that country programs could contribute to the development of the CPIMS+ was seen as a strong suit of the project, this also lead to a proliferation of different non-compatible versions of the CPIMS+. With each version being tailor-made designed and configured for a specific context. Upgrading from one version to another version is costly (around 10.000 USD per upgrade) and complex.

The main question raised by key informants 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. Building on recommendation 20 '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.', this review recommends to:

> **"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."**

Recommendation 24: **Develop a matching, appropriate and sustainable business support model (see suggested model below) to the longer-term and forward-looking vision for the CPIMS+.**

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 3). 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. 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[2,11] 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

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. 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:

Recommendation 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.

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 review therefore recommends to:

Recommendation 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.

Recommendation 27: 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.

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.

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:
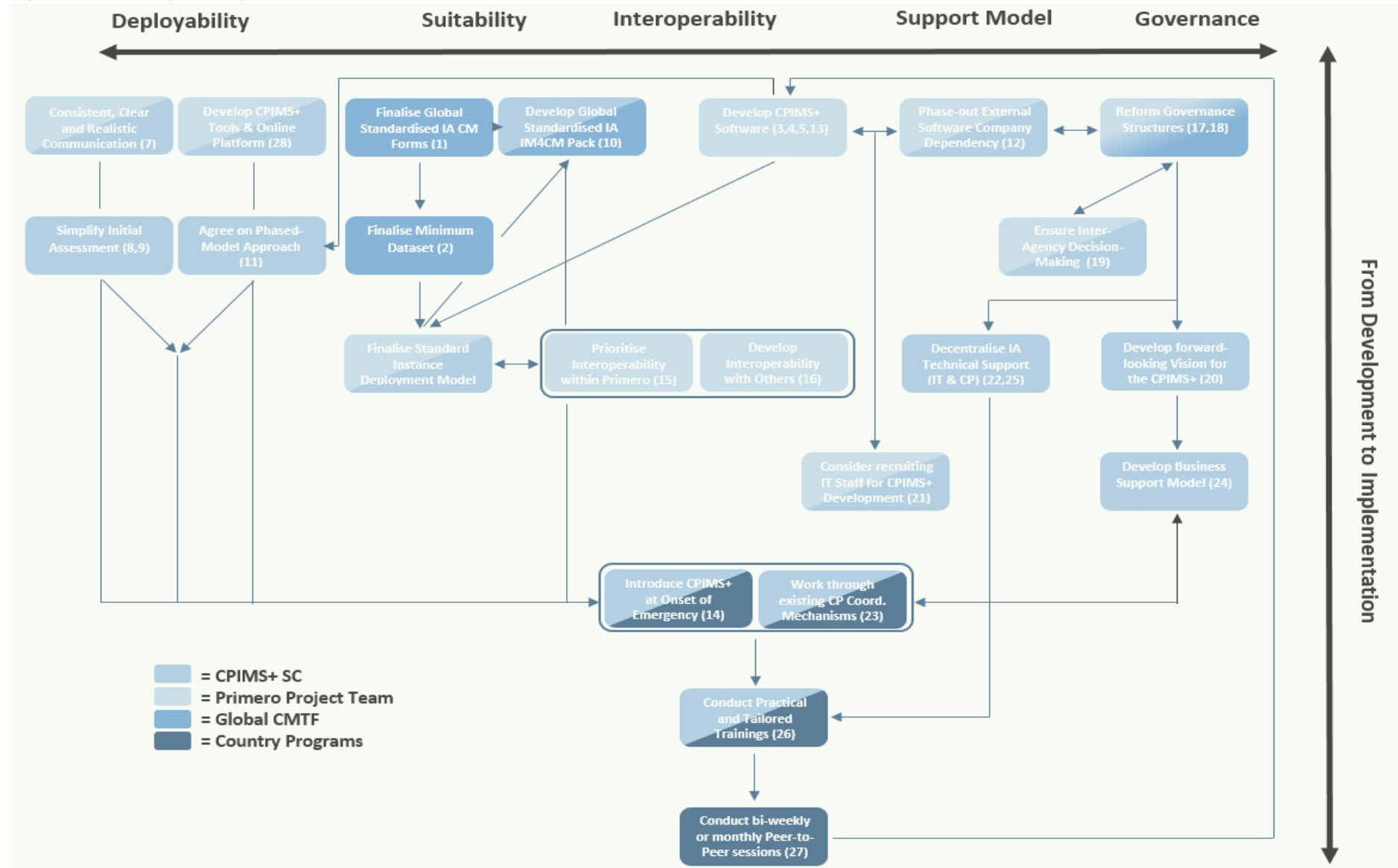
Recommendation 28: Develop user-friendly and tailored offline tools (e.g. for case workers, case management supervisors, IT staff, systems admin, coordinators), as well as an online platform which would include CPIMS+ updates (e.g. messages from the CPIMS+ User Group, IM4CM Group, CPIMS+ IT Committee), 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.[12]

ROADMAP FOR IMPLEMENTATION

Figure 4 below presents a roadmap for implementation in making the CPIMS+ 'fit-for-purpose' in supporting CPCME in humanitarian contexts. It presents the different recommendations (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. It also outlines the suggested responsible body for implementing each recommendation.

Figure 4. Roadmap for Implementation

Case ID #343d2ca

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RESOURCES AND REFERENCES

1. https://www.primero.org/

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