

POLICY AND PROGRAMMING RESOURCE GUIDE FOR CHILD PROTECTION SYSTEMS STRENGTHENING IN SUB- SAHARAN AFRICA



RESOURCE GUIDE



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TABLE OF CONTENTS

Acknowledgements	2
Relevant Acronyms	3
Introduction and Purpose	4
Target Audience...Who Could Benefit From Using This Guide?.....	5
Organization of This Guide.....	5
Format of This Guide.....	7
Criteria for Tools Selection.....	7
Limitations of the Guide.....	8
Description of the Four Categories in the Action Cycle.....	8
Introductory Page to Mapping and Assessing the System	10
Matrix: Mapping and Assessing the System	12
Additional Relevant Resources on Mapping and Assessing the System.....	26
Introduction to Planning for Systems Strengthening	27
Matrix: Planning for Systems Strengthening	28
Additional Relevant Resources on Planning for Systems Strengthening.....	36
Introduction to Implementing Plans, Programs and Policies	37
Matrix: Implementing Plans, Programs and Policies.....	39
Additional Relevant Resources on Implementing Plans, Programs and Policies.....	49
Introduction to Monitoring and Evaluating for System Performance.....	50
Matrix: Monitoring and Evaluating for System Performance	52
Additional Relevant Resources on Monitoring and Evaluating for Systems Performance.....	61
Other Relevant Resources on Strengthening Child Protection Systems	62
Key Websites for Additional Information on Strengthening Child Protection Systems	63
Key Organizations that can provide additional support: a note.....	64
Glossary of Relevant Terms	65
Sources for Glossary of Relevant Terms	68

ACKNOWLEDGEMENTS

This Toolkit was prepared by Training Resources Group on behalf of the interagency working group on child protection systems in Sub-Saharan Africa, including UNICEF, Save the Children International, World Vision International and Plan International. Many individuals and agencies have been involved in the development of the Policy and Programming Resource Guide for Child Protection Systems Strengthening in Sub-Saharan Africa, which is the product of consultation with experts at different levels. We would like especially to thank members of the Technical Reference Group representing a broad range of agencies and organizations from governments, civil society, funding agencies and the UN, who have been involved in the entire process and put considerable time and thought into reviewing, commenting on and editing parts of this Resource Guide.

While it is not possible to name everyone who contributed to the development of this document, the following individuals made noteworthy contributions:

Technical Reference Group: Catherine Barnett (UNICEF); Laetitia Bazzi (UNICEF Ivory Coast); Andrew Brooks (UNICEF); Alessandro Conticini (Play Therapy Africa); Lydia Germain (Child Protection Consultant); Philip Goldman (Maestral International); Kendra Gregson (UNICEF HQ); Millicent Kamara (World Vision Sierra Leone); Ghazal Keshavarian (Better Care Network); Alexander Kreuger (Child Frontiers); Patricia Lim Ah Ken (UNICEF HQ); Helen Macha (Government of Tanzania); Djanabou Mahonde (UNICEF Niger); David Mugawe (African Child Policy Forum); Joyce Mwangi (Save the Children Kenya); Monika Nylund (UNHCR); Clare O'Brien (Oxford Policy Management); Tamara Tutnjevic (World Vision Asia Pacific Region); David Webb (UNICEF); Michael Wessels (Columbia Group); John Williamson (MindSpring); Rachel Yates (UNICEF HQ)

Interagency Regional Working Group: Karine Buisset (Save the Children Finland); Brigitte Delay (UNICEF WCARO); Paul Fagnon (Plan International); Clare Feinstein (Save the Children International); Bill Forbes (World Vision International); Enyo Gbedemah (Save the children Sweden); Michael Gibbons (Wellspring); Nankali Maksud (UNICEF ESARO); Stella Nkrumah-Ababio (World Vision International); Joachim Theis (UNICEF, WCARO)

Training Resources Group Consultants (authors): Stephanie Asare Nti, James McCaffery, Rebecca Davis, and Laura Guyer.

We would also like to acknowledge Amy Bess (NASW) and Maury Mendenhall (USAID) for their valuable input and contribution of tools for the Resource Guide.

RELEVANT ACRONYMS

CABA – Children Affected By AIDS

CBO – Community-based Organization

CPC – Child Protection in Crisis Network

CPiE – Child Protection in Emergencies

CRA – Child Rights Act

CRC – Convention on the Rights of the Child

CRS – Catholic Relief Services

FBO – Faith-based Organization

FHI – Family Health International

HIV/AIDS – Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome

MDGs – Millennium Development Goals

M&E – Monitoring and Evaluation

NGO – Non-governmental Organization

NPA – National Plan of Action

OVC – Orphans and Vulnerable Children

PEFA – Public Expenditure and Financial Accountability

PEMFAR – Public Expenditure Management and Financial Accountability Review

PEPFAR – United States President’s Emergency Plan for AIDS Relief

PER – Public Expenditure Review

PETS – Public Expenditure Tracking Survey

UNDP – United Nations Development Programme

UNHCR – United Nations High Commission for Refugees

UNICEF – United Nations Children’s Fund

UNIFEM – United Nations Development Fund for Women

USAID – United States Agency for International Development

POLICY AND PROGRAMMING RESOURCE GUIDE FOR CHILD PROTECTION SYSTEMS STRENGTHENING IN SUB-SAHARAN AFRICA

INTRODUCTION AND PURPOSE

Protecting children against abuse, violence, neglect and exploitation is an obligation shared by many different actors, involving different elements of government as well as a broad array of civil society agencies and communities. A number of countries in Sub-Saharan Africa are now actively promoting systems strengthening as a means to achieve more effective and efficient child protection responses. A systems approach places emphasis on the use of a holistic strategy and strategic partnerships to increase protection for all children, and moves away from backing small scale, vertical projects that only target high visibility, at-risk categories of children. A “child protection system”, then, can be defined as a comprehensive and sustainable approach to preventing and responding to child protection issues, comprising the set of laws, policies, regulations and services required across all social sectors – especially social welfare, education, health, security and justice – to respond to and prevent protection-related risks.*

The systems approach works to optimize efficiency and effectiveness through building new alliances, supporting rationalized approaches and encouraging multi-sectoral collaboration at all levels. Overall, functional child protection systems strive to improve the protective environment of children by simultaneously addressing underlying vulnerabilities of children as well as specific needs of at risk children and child victims.

The new focus on strengthening child protection systems represents a major paradigm shift within the protection field and requires new partnerships, programming approaches and policies. Many country actors engaged in such efforts have called for clearer guidance and tools to support their system strengthening efforts. The Policy and Programming Resource Guide for Child Protection Systems Strengthening in Sub-Saharan Africa has been developed to provide policy makers and programmers alike with a menu of tools and resources designed to assess systems, plan for strengthening interventions, implement activities and monitor and evaluate for success. And, although these tools are intended to guide and support the strengthening of child protection systems, it is only through their strategic skillful and appropriate deployment that sustainable change will happen.

* Kilbane, Therese. “Juvenile Justice and Street Children.” UNICEF, page 2.
http://www.juvenilejusticepanel.org/resource/items/K/i/Kilbane-UNICEFStreetChildrenAndJuvenileJustice11_EN.pdf

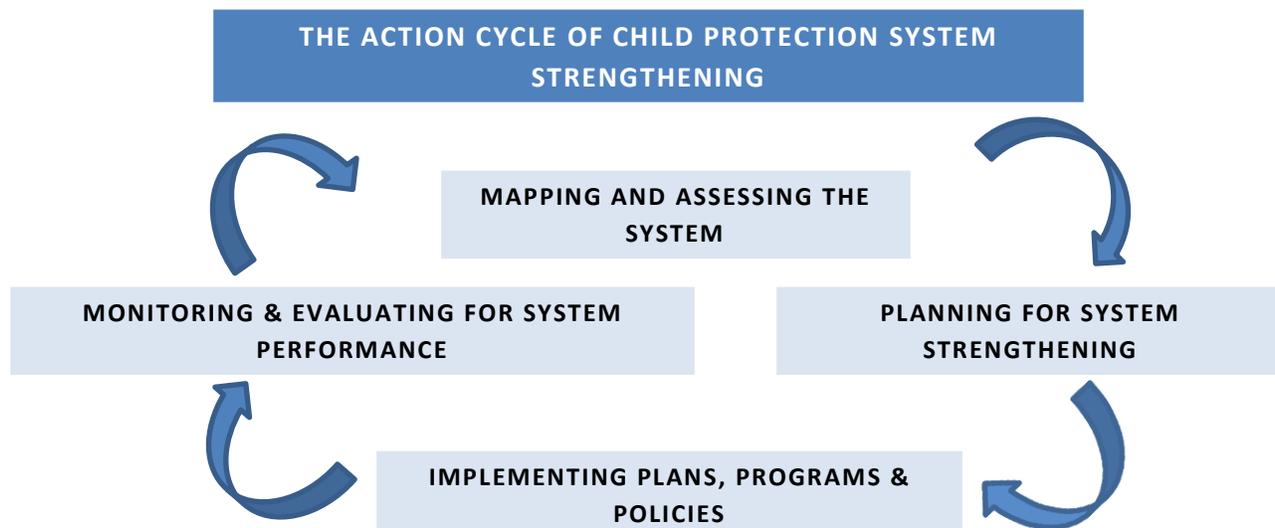
TARGET AUDIENCE...WHO COULD BENEFIT FROM USING THIS GUIDE?

This Resource Guide is intended to provide practical tools and resources for two related groups of stakeholder users: (a) country level policy and decision makers who are in a position to oversee or contribute to system building efforts (including those technical experts who would make use of the resources and tools to develop the data and decision points to inform policy and decisions) and (b) international and country level partners who are providing technical assistance and/or funding aimed at system strengthening. The guide includes programming and policy tools and resources designed to improve the national protection response at both the central and decentralized level, but focuses primarily on upstream interventions. For a more exhaustive list of community level programming tools targeting frontline workers, please visit the Community Child Protection Exchange Forum (<http://www.childprotectionforum.org>).

ORGANIZATION OF THIS GUIDE

This Resource Guide aims to be a user-friendly and manageable document designed to provide an overview of the current system strengthening approaches, along with a series of resources and tools available to support systems strengthening in child protection. The Guide is available in two formats, a hard copy (a PDF file) and a web-based version available at http://www.unicef.org/wcaro/overview_6415.html (currently under construction).

The resource guide is organized around a matrix with four main sections, hereby known as the Action Cycle.



1. **Mapping and Assessing the System:** This section contains tools that offer general systems mapping, as well as more specific assessment tools such as service mapping, financial mapping, functional reviews, and more. For example, a general mapping and analysis tool can provide an overall snapshot of the

systems and help identify key priority gaps or areas for follow-up and focused activity. More specialized assessments can then be supported to identify specific interventions required and appropriate programming strategies and plans of action.

2. **Planning for System Strengthening:** Tools found in this section target strategic or program planning; guidance to assist national policy makers to set national standards and develop new policies; and promising approaches to address key systems issues or gaps identified in assessments. Examples of planning tools include Human Resource Development planning guide and guidance on how to build coalitions with diverse and non-traditional child protection actors.
3. **Implementing Plans, Programs, and Policies:** This category contains tools that help the user operationalize and execute key elements of strategic plans and programs; put new policies, procedures and standards into practice; and strengthen coordination at the national and sub-national level to ensure comprehensive approaches to plan implementation. Specific examples of tools include service standards methodologies around general and specific protection concerns, coordination models at the national and sub-national level, and case management tools.
4. **Monitoring and Evaluation for System Performance:** These tools include recommended M&E frameworks that assure both quality and impact. For example, metrics and indicators as well as evaluation methodologies. This section includes both general M&E tools and resources, as well as specific M&E tool kits (i.e. Justice, alternative care)

The proposed Action Cycle reflects one approach to organizing tools and resources around systems strengthening and demonstrates how activities might flow from one stage to the next (i.e., moving from mapping and assessing to provide the data for effective planning, to implementation based on solid plans, and so on). It also aims to link system components that often function in isolation around the broad common goal of child protection. One principle of systems thinking is that multiple lenses help reveal and clarify the complexity inherent in large systems and identify new opportunities for synergies and partnerships.

Using the lens of the Action Cycle means actions can be planned with different phases and sub-systems in mind, while considering a range of factors. With this optic, interventions and activities undertaken in coordinated 'bundles' are more likely to result in desired impact that is sustainable, rather than be one-off initiatives that fail because other supporting actions were not taken or fully considered. For example, during the planning stage, if program leaders intend to change the training approach and curriculum to produce workers with different competencies, parallel work will need to be done to make certain that regulations and policies are changed appropriately to ensure these newly skilled workers can be licensed (if appropriate) and employed. From the beginning these linked changes will need to be implemented with some level of coordination, and a monitoring and evaluation system will need to account for both.

Though the cycle implies a linear flow, system strengthening is generally not a linear process; some actions may happen simultaneously or take on a more organic, dynamic nature. Specific programming interventions may contribute to or inform more strategic, higher level thinking and planning, as well as provide new evidence for national reflection and action. Investment in one system component can also create demand for change and investment in another component, reinforcing the overall national response and minimizing potential bottlenecks. System strengthening relies on strong national leadership, vision and political will and requires a

wide range of actors to think and analyze change across several system components, levels of intervention and multiple sectors. Each of the listed resources can assist national actors in adopting a systems approach to child protection and managing the change process, but leadership is still required to link the different actions and interventions – and to build national buy-in and commitment over the long term.

Some of the tools and resources can be listed in more than one section of the Action Cycle, however for the purposes of this guide; tools are listed in the most relevant category. “User Tips” indicate when the tool has potential application at other sections of the Action Cycle.

FORMAT OF THIS GUIDE

The format of the Guide includes a short introductory page for each of the four categories in the Action Cycle. It includes a brief description of the tools included, key considerations on how and when to use the tools, and select case studies on how the resource has been used in a country setting in sub-Saharan Africa and its contribution to systems strengthening for that country. This is followed by a matrix with three columns listing the actual tools and resources, and other pertinent information. More specifically, the first column lists each tool and resource (including author, year of publication, and brief summary description), the second column provides key information & user tips (including the web link to the full electronic document or name and email of contact person, if available), and lastly, a third column listing country applications.

The guide focuses on materials mostly in English. Where resources are available in French, this is duly noted and the French title and a web link to the French source is provided when available.

In addition to the four sections, the resource guide provides a short glossary of functional definitions relevant to child protection systems work, a user-friendly directory of a few key resources with links to websites that support systems strengthening efforts in child protection, and a list of organizations and individuals with technical expertise in systems strengthening.

CRITERIA FOR TOOLS SELECTION

This Resource Guide is not designed to provide an exhaustive list of all child protection resources. Rather, it aims to provide a representative sample of notable child protection system strengthening tools and resources currently available. Three key criteria were used to narrow the extensive list of child protection resources: 1) With a few exceptions, only tools and resources related to broader components of strengthening national child protection systems are listed^{*}; for example, tools that illuminate effective practices in system assessment, budgeting and costing, standard setting, or setting up inclusive M&E; 2) A second criteria for selection included identifying tools that have been – or are being – used in the Sub-Saharan African context or tools from other regions that can be adapted to this context ; and 3) selected tools and resources that provide a user friendly set

^{*} Some exceptions to these criteria include tools and resources designed to strengthen specific system components or thematic responses, but that offer an example of new, emerging areas for system strengthening. The few sub-thematic tools included in this compendium were deemed of importance because they offer emerging examples of key system investments and/or can be potentially adapted, expanded and deployed to broader systems work.

of clear steps, instructions, guidance or protocol designed to carry out a particular function (e.g., mapping a system or developing a process for strategic planning).

To ensure a rich selection of tools, a broad range of systems strengthening experts with substantial experience in developing tools/methodologies and resources for systems (inside and outside the child protection field) were consulted.

LIMITATIONS OF THE GUIDE

This resource guide was compiled in response to a growing need expressed by child protection advocates to identify and organize current and available tools, approaches, methodologies and guidance for systems strengthening in a development context. It is not intended to map or include all child protection tools and resources or to duplicate other interagency efforts focused on strengthening specific system components or thematic areas. For example, the guide does not include a complete list of tools and resources used to strengthen child protection systems in emergencies (<http://onerresponse.info/GlobalClusters/Protection/CP/Pages/default.aspx>), care (<http://www.bettercarenetwork.org>) or community level protection responses (<http://www.childprotectionforum.org>). The Guide does, however, link readers with these on-line resources in an effort to ensure complementarity and linkages across the wide range of interventions required for more effective national protection responses.

The guide also limits the inclusion of reports, studies, or discussion papers, as these do not fit the “Action” criteria for this Guide because they are more descriptive or conceptual in nature. However, a small selection of additional resources, studies, and concept papers is listed at the end of each of the four Action Cycle sections, as well as at the end of the Guide. These additions offer a variety of other potentially useful frameworks and approaches.

Finally, it is important to note that the process of developing the Guide highlighted gaps in tools and resources needed for child protection systems strengthening and identified areas for future development of key systems strengthening interventions. Whereas authors observed a sufficient number of resources dedicated to mapping and assessments, a limited number of child protection-specific resources are available for planning, implementation and M&E. For example, more tools and resources are needed for planning (particularly methodologies to assist decision-makers prioritize and sequence systems interventions), coordination (including model standard operation procedures and referral protocols) and setting up broad based national M&E systems.

The Resource Guide is available in hard copy and on the web (see UNICEF WCARO website (http://www.unicef.org/wcaro/overview_6415.html)). It is designed as a living document, and is intended to be a substantial start rather than a completely finished product. It is intended that the guide be updated periodically as significant additions and changes occur in the field.

DESCRIPTION OF THE FOUR CATEGORIES IN THE ACTION CYCLE

This section of the Resource Guide provides a brief one page introduction for the four sections in the Action Cycle: 1) Mapping and Assessing the System; 2) Planning; 3) Implementing Plans, Programs and Policies; and 4) Monitoring and Evaluating the System.

Each section will describe what the category is and what types of tools are listed in each, including a brief rationale about why the tools are selected and how they contribute to systems building. The sequencing of tools in each of the categories moves from more general tools to specific tools, and similar tools are grouped together for easier identification. Where possible, strengths and limitations for each resource will be discussed.

Some country case studies are also included in the introduction of each section to provide select examples of how child protection actors are using these tools to promote more efficient, effective and sustainable child protection system responses. Where possible, the impact the tool application made at the country and/or community level has also been included in the matrix.

INTRODUCTORY PAGE TO MAPPING AND ASSESSING THE SYSTEM

This section contains tools, approaches, methodologies and guidance to support general systems assessments and mapping, as well as more specific assessment tools as a means to achieve more effective and efficient child protection responses. The matrix begins with a selection of several general mapping tools designed to provide a snapshot of the overall national child protection system. General mapping tools are then followed in the matrix by a selection of more specific assessment tools that can be used to support more detailed mapping and assessments of specific system components. This grouping includes policy and functional reviews, service mapping and community protection assessments tools or methods, human and financial gap capacity assessments, and budget, financing and costing tools. Finally, age- appropriate participatory mapping tools and ethical guidelines for working with children are included in the Guide to support children’s participation in systems strengthening work. A small selection of tools from the health, and social protection sectors are also included to provide positive examples of resources that can potentially be adapted to the child protection context.

System mapping and assessments play a critical role in introducing and promoting a systems approach at the national level and supporting the shift away from the traditional approach that resulted in siloed responses and project like activities. Mapping and analysis tools are designed to provide a new type of evidence base that focuses on specific protection interventions, but also documents and analyzes linkages and inter-relationships across different system components, sectors and tiers of government (including community work). When participatory and highly consultative methodologies are used, system mapping can also be instrumental in building new alliances, coalitions and partnerships that support more holistic child protection responses at both the formal and informal level.

A particular strength of this category is that it offers a more extensive array of tools than any of the other categories, indicating that there is growing demand in this area. Tools include resources developed at the global, regional and country level. A number of countries in Sub-Saharan Africa have completed mapping processes or are actively documenting their progress.

However, there are still gaps in child protection specific tools and resources, including the following: government performance reviews; policy, legislative and customary law reviews; and human and financial resource capacity assessments.

Below are two country case studies designed to serve as examples of how different kinds of mapping and assessment tools have been used and how its impact has contributed to systems strengthening. The first is an example of how a general mapping tool was used to map and assess Child Protection Systems in Kenya. The second highlights the critical need to include community actors in systems strengthening efforts and provides one example of how ethnographic research is being used to identify potential linkages between formal and informal actors in Sierra Leone.

Kenya Case Study

Kenya was an initial pilot country for the development and launch of the tool entitled “Child Protection Systems: Mapping and Assessment Toolkit”. Work began in late 2009, and involved a broad array of stakeholders at the national, subnational and community level, including consultations with children. The work was managed by a task force convened by the National Council of Children’s Services (NCCS) that was chaired by the African Network for Prevention and Protection Against Child Abuse and Neglect (ANPPCAN).

Kenya’s system, as described in the mapping and assessment, includes roles and responsibilities, structures and functions, risks children face, the continuum of care, the information needs of the system and using data to make better decisions, and the roles of civil society and communities. A key element of the system is the respective roles of prevention and response, and how the different sectoral actors in Kenya engage in the continuum of care.

As a result of the mapping exercise, a strategy has been developed to strengthen the system, and it has been costed in a manner consistent with Kenya’s Medium Term Expenditure Framework. The costing was participatory, and highlights gaps for donor consideration.

Donors were consulted in early 2011 on the strategy and interest is extremely high.

Reference from matrix: “Child Protection Systems: Mapping and Assessment Toolkit”, Maestral International, 2010.

Sierra Leone Case Study: Community Mechanisms and Linkages in Sierra Leone

Community mechanisms are key elements of national child protection systems, which cannot be effective if they do not reach into communities or if community people do not use them. In 2011, an inter-agency learning initiative coordinated by Save the Children and on which the Columbia Group for Children in Adversity is the technical lead, conducted action research in Sierra Leone on strengthening community-based child protection mechanisms through community guided interventions to build more effective linkages with the national child protection system.

The essential first step of the research was to learn about the functioning of existing community mechanisms, indigenous or externally facilitated, for supporting vulnerable children. Rapid ethnographic methods such as participant observation and in-depth interviews were used together with timelines, group discussions, and other tools to learn how community people in two districts (Moyamba and Bombali) viewed children, childhood, and risks to children and how they responded to those risks. Particular emphasis was placed on mapping pathways of response, that is, on what happened when a particular risk arose.

This functional analysis at grassroots level offered a bottom up approach to mapping the actual functioning of the system. An important finding was that a significant disconnect existed between most communities and the wider child protection system. Overwhelmingly, people used family and traditional chiefdom supports and made little, if any, use of state mechanisms such as police even when use of the latter mechanisms was mandated by law. A key priority, then, in developing the national system is to build appropriate, effective linkages between community-based mechanisms and the wider, national system. Also, efforts to map national systems should give high priority to communities.

Reference from matrix: “Ethnographic Research tools: Key Tools, Ethnographic Phase”, Mike Wessells, January, 201

MAPPING AND ASSESSING THE SYSTEM

General systems mapping as well as specific assessment tools (e.g., service mapping, finance/budget reviews, functional reviews, determining human resource needs and resource allocation), and other related assessment resources (ethical guidance)

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Research Manual: Child Protection Systems Mapping and Analysis in West and Central Africa Phase II</i></p> <p><i>Manual de recherche: Cartographie et analyse des systèmes de protection de l'enfance en Afrique de l'Ouest et Centrale</i></p> <p>Author: Child Frontiers</p> <p>Year Published: August 2010</p> <p>Brief Summary Description: This Research Manual provides broad tools to carry out child protection systems mapping and analysis in West and Central Africa using a qualitative research approach.</p>	<ul style="list-style-type: none"> • This manual outlines a research methodology and provides tools to carry out a comprehensive system assessment. This research manual has been designed to support comparisons across national settings while at the same time remaining flexible enough to allow for context-specific realities. • Useful in assessing the congruence between formal and non-formal mechanisms, including understanding local definitions of child protection, local protection strategies and local perceptions about the formal system. • Individual tools can be excerpted or adapted by users for more specific data gathering or programmatic purposes. • Methodologies include Key Expert Interviews, semi-structured interviews, structured interviews, group discussions, case stories, and surveys. • Overall methodology and analysis requires extensive expertise in social welfare and child justice systems, as well as expertise in managing participatory research processes and working with local research organizations. • Available in French. <p>Web link: http://www.unicef.org/wcaro/overview_6415.html (currently under construction). This link also posts national child protection mapping reports produced by participating countries</p> <p>Français: https://childfrontiers.box.net/shared/eflucvug469qqmheoge</p>	<p>Has been applied in Senegal, Sierra Leone, Ivory Coast, Niger and Ghana. Currently being rolled out in Benin and other countries in West and Central Africa.</p> <p>The following links post national child protection mapping reports produced by participating countries.</p> <p>Ghana: https://childfrontiers.box.net/shared/px4gr9qf9a</p> <p>Ivory Coast (Français): https://childfrontiers.box.net/shared/4fk9gyzmmu2m0diyppd</p> <p>Niger (Français): https://childfrontiers.box.net/shared/mf7z4dzd69zsdckb96u</p> <p>Senegal (Français): https://childfrontiers.box.net/shared/ud2x8lcsqj</p> <p>Sierra Leone: https://childfrontiers.box.net/shared/n5z0xrscmpj1euyzr718</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Child Protection Systems: Mapping and Assessment Toolkit</i></p> <p>Author: Maestral International</p> <p>Year Published: May 2010</p> <p>Brief Summary Description: This Mapping and Assessment Toolkit is intended to provide a practical and user-friendly method to gathering relevant and statistical data on a country's child protection system, its child protection risks, and examines the scope and capacity of the existing child protection system.</p>	<ul style="list-style-type: none"> • This Toolkit lays out key questions, benchmarks and standards for assessing child protection systems in any country, and offers a user-friendly, Excel-based spread sheet format. • Includes two versions of the Toolkit, which gives countries an option of how to proceed with a mapping and assessment. • Comprehensive Toolkit allows countries to undertake a thorough mapping of their child protection systems, including strengths and gaps. Likely to require robust human and financial capacity to carry out, as well as some degree of expertise in systems thinking and different kinds of data gathering methods. • Core Toolkit provides for a more concise mapping and assessment of a country, focusing on key elements of the system and is particularly appropriate for countries with very limited capacity or difficult emergency contexts. • Helpful resource section for countries seeking additional global and national reports and studies on child protection and related areas, and other relevant toolkits • The methodologies include questionnaires, checklists, examples of promising practices and lessons learned. <p>Web link: http://www.unicef.org/protection/index_54229.html</p>	<p>Has been applied in Angola, Botswana, Burundi, Ethiopia, Kenya, Malawi, Rwanda, Somaliland, Zambia and is rolling out in Botswana, Eritrea, Mozambique, South Sudan, Swaziland and Zimbabwe. Also modified to look at justice in DRC.</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>A Multisectoral and Multilayer Response to Protection Concerns: A practical framework to review and plan for child protection system development.</i></p> <p>Author: Dr. Alessandro Conticini PTA www.ptafrica.org</p> <p>Year Published: January 2010</p> <p>Brief Summary Description: This simple framework helps policy makers and development professionals assess how current interventions contribute to system development, and to plan future interventions according to priorities for system development</p>	<ul style="list-style-type: none"> • This framework can be used as both an assessment and planning tool. It helps professionals to review how current interventions in child protection and related fields can contribute to system development, and it helps professionals to plan interventions according to development priorities. • May be useful for those who intend to embark on initial negotiations and discussions regarding 'what to do' for child protection system development, and how to do it. • It is a tool ideal for those with limited resources, and can be added to a range of complementary tools for system development. • Available in French. <p>contact : ptafrica@hotmail.com</p>	<p>Has been applied in Senegal, Mauritania, Ethiopia and Guinea Conakry</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Tools and Guidance Notes For Desert Soul Study Team Interviewers and Facilitators Namibia: Assessment of woman and child protection services in five regions to inform development of an integrated system (First Draft)</i></p> <p>Author: UNICEF, UNFPA and UNDP</p> <p>Year Published: First Draft June 2011</p> <p>Brief Summary Description: This document provides 9 key tools and guides that are designed to gather rich data on specific populations including children and child protection issues.</p>	<ul style="list-style-type: none"> • This tool – in draft form – is an example of an accessible hybrid mapping and assessment tool that will be applied to assess and strengthen Namibian Systems and Services_focusing on child protection and gender based violence. • It is described as a hybrid because it includes lists of topics and questions from Child Frontiers and Maestral International that address the Relations and Linkages Across Formal and Non-Formal Institutions and Services and provides sample questionnaires for interviews and guidance on focus group discussions as a means of gathering data. • Also includes a strong focus on services, efficiency, effectiveness and access as a core analytical focus. • In addition, the Study Tools and Guides will be field tested in the pilot region and adapted or modified as necessary, to allow for easier adaption to other local context. • The study methodologies used are consultations with experts, semi-structured interviews, focus group discussions, and case histories with WACPU clients. <p>Contact: Connie Botma: Cbotma@unicef.org</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Determining the Structure and Functions of Government : Program and Functional Reviews</i></p> <p>Author: Nick Manning and Neil Parison, Moscow World Bank</p> <p>Year Published: 2004</p> <p>Brief Summary Description: This background paper presents an assessment of international approaches to and experiences of undertaking program and functional reviews as part of an administrative reform program.</p>	<ul style="list-style-type: none"> • The paper examines program and functional reviews drawn from twenty-five examples from fourteen different countries (examined in detail in Appendix 1). • This document is included because it contains a tool that is a generic template for an administrative processes review that could be tailored for application in strengthening child protection systems. • The methodologies for functional reviews included are Mainstream Ministry/agency-level functional reviews and links with performance based budgeting and public expenditure reviews. <p>Web link: http://www1.worldbank.org/publicsector/civilservice/ACSRCourse2007/Session%208/DeterminingStructureFunctions.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: Community Level Child Protection System Mapping Tool (Draft 3)</p> <p>Author: World Vision Asia and Pacific Region</p> <p>Year Published: 2011</p> <p>Brief Summary Description: This tool is designed to help national offices in the Asia and Pacific Region identify key child concerns, as well as to assess and analyze functioning of child protection systems at the community level.</p>	<ul style="list-style-type: none"> • Although the tool was designed to help national offices in the Asia and Pacific Region, the tool may be adapted to other local settings as part of conducting child protection systems strengthening assessments. • Emphasis is on gathering information from the informal and formal sectors at the district, community and national level, and provides sample interview questions for Community Leaders/Local Government Authorities, Police, key informants, teachers, health workers and other service providers. • Each of the steps and elements of the tool are explained in detail, including purpose, process and time required for implementation. • Tools may be used for planning and designing a variety of child protection projects and programmes including community based child protection, special projects addressing specific child protection concerns, advocacy, as well as mainstreaming of child protection. • Methodology includes secondary data collection, interviews with the key informants, interactive workshops at the ADP level, and/or focus group discussions with children and community members. <p>Contact: Bill Forbes (World Vision International), bill_forbes@wvi.org</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: Model for Assessing Social Care Services</p> <p>Author: Clare O'Brien, Oxford Policy Management</p> <p>Year Published: April 2009</p> <p>Brief Summary Description: The model provides a framework for carrying out a comprehensive review of the range of social care services available for children without parental care, or at risk of being without parental care. The model has two dimensions: the categorization of social care services, and the assessment of how far policies governing each service have been designed and implemented.</p>	<ul style="list-style-type: none"> • This tool provides straightforward guidance to categorize services into the groups listed in the first dimension. • One important consideration for using this tool in the Sub-Saharan African context is how you deal with informal care aspects. In some countries a high proportion of children are sent to live with their extended families while they go to school. In your analysis you may have to decide whether this counts as a 'service'. • To identify the social problems, it is recommended that the user refer to analytical studies which may include the results of large-scale household surveys, government administrative data or smaller studies. • In reviewing policy implementation, it is recommended to assess supply-side issues (financing, staffing, training) and demand-side issues (access to services, knowledge and understanding of the service, user costs). <p>Web link: http://www.opml.co.uk/sites/opml/files/bn2009-04_0.pdf</p>	<p>Indicates model has been applied in Liberia (2010), Georgia and Moldova (2009), Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan (2007–08).</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Ethnographic Research Tools: Key Tools, Ethnographic Phase</i></p> <p>Author: Columbia Group For Children in Adversity</p> <p>Year Published: January 2011</p> <p>Brief Summary Description: These tools enable learning about local views of childhood, risks to children, and existing community-based mechanisms of child protection and support for children in Sierra Leone and Kenya by using rapid ethnographic methods. The ethnographic work is part of an action research approach in which communities decide and develop means of strengthening the linkages between existing community-based mechanisms and those of the wider national system of child protection.</p>	<ul style="list-style-type: none"> • This tool is intended to assess and map how well communities are connected with the national child protection system, as a way to forge stronger collaboration between the formal and informal sector to strengthen child protection systems. • This tool also focuses on strengthening traditional community protection responses and civil society as part of a systems approach - including effective strategies to link community mechanisms with formal systems. • Methodologies include in-depth interviews; participant observation; timelines that enable learning about children and child development; key informant interview questions with the chief, community social worker, NGO child protection worker; and a tool on note taking and a tool on body mapping that is useful in learning the views of young children. <p>Contact: Mike Wessells, mikewessells@gmail.com</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>How Much Does My Service Cost: A Guide to Unit Costing</i></p> <p>Author: Peter Gross, EU Child Welfare Reform Project Georgia</p> <p>Year Published: May 2009</p> <p>Brief Summary Description: This workbook aims to introduce service managers and accountants to the ideas, concepts and methodologies of unit costing, to help them establish a price for their service per child and per unit of time (e.g. per day.)</p>	<ul style="list-style-type: none"> • This costing tool may be helpful in establishing a price for service costs, which is an essential part of legislative reform and other policy and programming decisions in systems strengthening • Its use has been much more tested for the specific unit in the government that <i>oversees</i> services, as distinct from a direct service manager or a manager of a specific facility. • This workbook can be used both as part of a training course or as self-instruction material and provides a number of worked examples, and exercises to complete with answers provided in Annex E. • Methodologies include a number of worked examples, and exercises to complete – it is only by working his or her way through the exercises that the user will understand how unit costing works. <p>Web link: http://www.bettercarenetwork.org/bcn/details.asp?id=24933&themeID=1001&topicID=1008</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Public Expenditure and Financial Accountability (PEFA) Reports</i></p> <p>Author: The World Bank</p> <p>Year Published: 2005</p> <p>Brief Summary Description: The goals of the Public Expenditure and Financial Accountability (PEFA) Program are to strengthen the ability of partner countries and donor agencies to:</p> <p style="padding-left: 40px;">(i) assess the condition of country public expenditure, procurement and financial accountability systems, and</p> <p style="padding-left: 40px;">(ii) develop a practical sequence of reform and capacity-building actions.</p> <p>Public Expenditure Reviews (PERs) can often be a vital tool at an early stage of systems strengthening to understand how the budget cycle works, what resources are available for services, and what opportunities there are for changing the composition of resources.</p>	<ul style="list-style-type: none"> • Includes a number of resources for methodological approaches to PER, PEMFAR, and PETS and offers information about public financial management tools. • Countries are organized by region and the status of the Public Expenditure and Financial Accountability (PEFA) assessment. • The date in the matrix reflects the most recent report date or fiscal year when the assessment is planned to be conducted, and donors involved in the assessment are listed as well. <p>Web link: http://web.worldbank.org/WBSITE/EXTERNAL/PEFA/0,,contentMDK:22687152~menuPK:7313203~pagePK:7313176~piPK:7327442~theSitePK:7327438,00.html</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Survey Tools for Assessing Performance in Service Delivery</i></p> <p>Author: Jan Dehn, Ritva Reinikka, and Jakob Svensson, The Worldbank Group</p> <p>Year Published: 2003</p> <p>Brief Summary Description: This document provides examples of microeconomic-level survey tools such as The Public Expenditure Tracking Survey (PETS) and Quantitative Service Delivery Survey (QSDS) to assess the efficiency of public spending and the quality and quantity of services at the service provider level.</p>	<ul style="list-style-type: none"> • PETS and QSDS require careful design and implementation, requiring at least some members of the study team to have prior experience with surveys. • Repeat PETSs or QSDSs can be used as tools to evaluate the impact of policy changes. • The tool provides steps involved in successful design and implementation of PETS and QSDS in light of experience to-date (see pages 196-200). • Information on survey design, sampling, implementation, and costs as well as sample questionnaires are available at www.publicspending.org. <p>Web link: http://www1.worldbank.org/publicsector/pe/PETS1.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>UNDP Capacity Assessment Methodology: User's Guide</i></p> <p>Author: UNDP Capacity Development Group</p> <p>Year Published: 2007</p> <p>Brief Summary Description: The Capacity Assessment Methodology User's Guide provides UNDP and other development practitioners with an overview of UNDP's approach to Capacity Development and Capacity Assessment and a step-by-step guide to conducting a capacity assessment using UNDP's "default" Capacity Assessment Framework and Supporting Tool.</p>	<ul style="list-style-type: none"> • The Capacity Assessment methodology is a tool that may be adapted, expanded, contracted and/or used as a tool in child protection capacity development and assessments, as well as used in conjunction with other capacity development tools. Guidelines and examples of various adaptations are provided in Section III. The tool consists of quantitative and qualitative questions that may be adapted, added to and/or deleted, to address context-specific needs. • These questions are not intended as an exhaustive set of questions for any capacity assessment, but instead may address a particular aspect of strengthening national child protection systems. <p>Web link: http://europeandcis.undp.org/uploads/public/File/Capacity_Development_Regional_Training/UNDP_Capacity_Assessment_Users_Guide_MAY_2007.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Child Protection Participatory Youth Situation Analysis</i></p> <p>Author: Dr. Alessandro Conticini PTA www.ptafrica.org</p> <p>Year Published: January 2009</p> <p>Brief Summary Description: This is a participatory mapping and advocacy tool to empower youth to do their own situation analysis in the area of child protection which may be adapted to include children in systems mapping work.</p>	<ul style="list-style-type: none"> • The tool allows youth of a given country to undertake their own situation analysis, mapping and advocacy concerning child protection concerns. • The tool has been used in emergency as well as development contexts, and implies that it has been effective in bringing out the voice of children and youth in national discussions. • Indicates that this tool has been presented as a best practice by the CRC in Geneva and proposed to be a complementary document to all transit reports submitted periodically on the advancements of children rights in a given context. • The tool is designed to have broad national representation from children of different socio-economic backgrounds. • Although easy to use, it requires experienced facilitators to train youth researchers on how to use the tool. Part of the tools may be adapted to country settings according to the specific ideas generated by each group of youth researchers. <p>Contact: ptafrica@hotmail.com</p>	<p>Has been applied in Ethiopia, Madagascar, Bangladesh and Central African Republic.</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Ethical Approaches to Gathering Information from Children and Adolescents in International Settings: Guidelines and Resources</i></p> <p>Author: Schenk, Katie and Jan Williamson, Population Council</p> <p>Year Published: 2005</p> <p>Brief Summary Description: This publication is intended to promote ethical practices among investigators who gather information from children and adolescents to develop services meeting their needs.</p>	<ul style="list-style-type: none"> • Provides practical guidance to help program managers and researchers understand and uphold ethical standards when planning and implementing information gathering activities among children and adolescents to prevent unintentional harm. • Includes selective case studies from Ghana, Uganda, Mozambique, sample documents, and an annex with child and adolescent resources, and legal/professional resources. • This is not a methodological handbook describing approaches to working with young people. Although methodological and ethical concerns may often overlap, for example when considering interview techniques suitable for use with children, investigators should refer to other sources for specific methodological guidance (see Annex 1 for additional resources). • The Annex includes professional codes of conduct, country-specific legal codes governing the conduct of research, and sample consent forms. <p>Web link: http://www.popcouncil.org/pdfs/horizons/childrenethics.pdf</p>	

ADDITIONAL RELEVANT RESOURCES ON MAPPING AND ASSESSING THE SYSTEM

- “Children at the Center: A guide to supporting community groups caring for vulnerable children.” Save the Children. 2007. Web. <http://www.crin.org/docs/Children%20At%20the%20Centre%20Text.pdf>
- “Civil Society Organizations Working with Orphans and Vulnerable Children: Capacity Assessment Tool for Quality OVC responses.” Uganda Ministry of Gender Labour and Social Development. 2008. Web. <http://www.ovcsupport.net/s/library.php?id=894>
- “Cost Calculator for Children’s Services.” Centre for Child and Family Research at Loughborough University. 2006-2011. Web. <http://www.ccfcs.org.uk/>
- “Rapid Country Assessment, Analysis, and Action Planning (RAAAP) Initiative On Behalf of Orphans and Other Vulnerable Children in Sub-Saharan Africa.” POLICY Project, Jan. 2005.
- The African Child Policy Forum. A model for conducting legal framework analysis. January 2011.
- UNIFEMs Gender Responsive Budgeting website – <http://www.gender-budgets.org/>
- Wessells, Mike. “What Are We Learning About Protecting Children in the Community? An inter-agency review of the evidence on community-based child protection mechanisms in humanitarian and development settings”. Nov. 2009. Web. http://www.ohchr.org/DOCUMENTS/ISSUES/VIOLENCEAGSTCHILDREN/VACCOMMUNITY_FULLREPORT.PDF

INTRODUCTION TO PLANNING FOR SYSTEMS STRENGTHENING

Planning for system strengthening includes resources designed to assist decision makers in moving from evidence to strategic direction. Tools found in this section are designed to assist child protection actors in developing strategic plans and identifying entry points for systems strengthening; provide guidance to assist national policy makers in developing new policies; and provide tools to help prioritize, plan and budget. For example, building on priority areas identified in the child protection system mapping and assessment analysis, key activities can be budgeted for, human resource strategies formulated, and strategic plans crafted. Examples of the types of tools listed in this category include:

- Strategy Development, including Advocacy Strategies
- Legislative Reform Initiatives
- Human Resource Planning
- Examples of Emerging Core Competencies
- Resources for Building Alliances/Partnerships for Systems Strengthening (including child participation resources)

One major gap in this category is the lack of planning tools in general, methodologies for prioritization and/or the narrow focus of available child protection tools developed to respond to specific groups or children (resulting in vertical programming). There is a need to borrow from other sectors or develop new approaches to planning that take into consideration a systems approach. This situation highlights the gaps in tools and resources currently available and provides a glimpse of areas for future development for systems advocates.

There is no separate planning case study provided as an example at this time. However, the first case listed under the previous section provides an example of how planning and assessments are often linked.

PLANNING FOR SYSTEMS STRENGTHENING

- Strategic or program planning, including defining results, priority setting, and budgeting.
- Guidance to assist national policy makers to identify and lead processes for developing or updating new policies, laws, regulations, procedures and/or standards.
- Tools to help in planning ways to address key systems issues or gaps identified in systems mapping and assessments.

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Better Care Network Toolkit</i></p> <p>Author: Better Care Network</p> <p>Year Published: 2011</p> <p>Brief Summary Description: Contains a selection of guides and manuals to support developing a comprehensive child care and protection system. Includes resources on overarching care principles, monitoring and evaluation of childcare, and broad range of preventative community and family support services.</p>	<ul style="list-style-type: none"> • Contains a selection of practical guides and manuals, chosen as examples of good practices and for their global relevance and adaptability, particularly in low resource settings. • Especially relevant for low resource settings. • Includes resources on overarching care principles, monitoring and evaluation of childcare, and broad range of preventative community and family support services. • Includes guidance on the policies, laws and structures required to effectively care for children, as well as manuals and tools on setting up and delivering quality care placements. • The toolkit does not contain research or theoretical documents on child care as these can be found in the main BCN website: http://www.bettercarenetwork.org. <p>Web link: http://www.bettercarenetwork.org/BCN/Toolkit/Category/index.asp?TKcatID=10</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Supporting the Realization of Children’s Rights Through a Rights-Based Approach to Legislative Reform</i></p> <p>Author: UNICEF</p> <p>Year Published: January 2007</p> <p>Brief Summary Description: This guidance supports UNICEF Country Offices, other partners, and other organizations aiming to harmonize national legislation with child related international human rights instruments.</p>	<ul style="list-style-type: none"> • Includes tools that are designed specifically for practitioners, covering various aspects of legislative reform. • Intended to provide guidelines on how to programme for legislative reform, create the necessary human resource capacity, and direct adequate financial resources towards legislative reform while sharing global experiences. • Includes working papers on socio-economic and legal issues affecting children and women; information on UNICEF’s work on socio-economic disparity analysis, poverty reduction begins with children; Poverty Reduction Strategy Papers; Sector-Wide approaches and how they affect children and women; rights of indigenous and ethnic minority children; and legislative reform. <p>Web link: http://www.unicef.org/policyanalysis/index_51859.html</p> <p>Also available are LRI Thematic papers, Legislative/Policy papers, and Reports: Web link: http://www.unicef.org/policyanalysis/index_51870.html</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Human Resources Development Planning Guide: Orphans and Other Vulnerable Children (OVC) Service Delivery in Uganda</i></p> <p>Author: Ministry of Gender Labor and Social Development</p> <p>Year Published: 2008</p> <p>Brief Summary Description: This guide has been developed to provide an outline for systematic human resources development planning of staff managing and implementing the OVC programme at national and local government levels. The guide is applicable to different cadres of staff and partners managing various OVC interventions.</p>	<ul style="list-style-type: none"> • Serves as a country-specific example of how to effectively plan for human resource development planning for OVC programs; while its focus is OVC, it can be adapted and applied to other service delivery programs for children to strengthen child protection systems. • Provides examples of capacity enhancement measures currently being undertaken by the Ministry of Gender Labor and Social Development Uganda including key procedures to undertake for Human Resource Development Planning. • Includes sample forms that can be used as models to strengthen and develop human resources capacity (i.e. staff development needs assessment form, end-of-training evaluation form.) • Offers an assessment tool to prioritize training needs, as well as an assessment tool to measure individual and departmental/ organizational training needs (see Appendix 3.) <p>Web link: http://www.aidsalliance.org/includes/Publication/HR_Development_Guide_OVC_services.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Addressing the Health Workforce Crisis: A Toolkit for Health Professional Advocates</i></p> <p>Author: Health Workforce Advocacy Initiative</p> <p>Year Published: 2008</p> <p>Brief Summary Description: The purpose of this toolkit is to assist health professionals, health professional associations, and civil society organizations to develop advocacy strategies to address human resource and health financing issues in their countries. It can be adapted to the child protection field.</p>	<ul style="list-style-type: none"> • Although developed for health professionals, the generic steps proposed in this toolkit provide general background information on key considerations that can be applied to developing advocacy strategies to address HR issues and can be adapted to advocacy in promoting child protection systems. • Contains flexible and adaptable tools that coalitions can use to develop their own targeted strategies, and to affect the change most needed in your place of work and your country. • Provides sample worksheets and background documents that can be used by coalitions to support the planning process. <p>Web link: http://www.hrhresourcecenter.org/node/1944</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Resource Guide: CRC General Comment No 12: The Right of the Child to be Heard</i></p> <p>Author: Gerison Lansdown</p> <p>Year Published: 2009</p> <p>Brief Summary Description: This resource guide has been produced to provide governments with more detailed practical guidance on how to implement Article 12 of the CRC on the Rights of the Child which establishes the right of children to be involved in decisions that affect them, both as individuals and as a group.</p>	<ul style="list-style-type: none"> • It provides an opportunity for governments to learn from experiences in implementing Article 12 from other countries and regions in order to explore the potential for building on the experiences of others. • It is aimed, primarily, at governments, national and local government officials, policy makers, and parliamentarians, although it will also be valuable for those advocating with governments. • The guide is not a toolkit on how to engage with children and young people, but rather a broad range of publications which provide detailed guidance on the practicalities of promoting child participation. <p>Web Link: http://www.coe.int/t/dg3/children/participation/CRC-C-GC-12.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Partnering with Religious Communities for Children</i></p> <p>Author: UNICEF</p> <p>Year Published: Draft July 2011 Likely publication the third week of September 2011</p> <p>Brief Summary Description: This guide is primarily intended to be a reference document for UNICEF staff and partners (including other child rights actors) on building effective partnerships with religious communities in strengthening child protection systems.</p>	<ul style="list-style-type: none"> • Serves as an important partnership tool that is valuable in terms of expanding alliances with the religious community in strengthening child protection systems. • Designed to leverage support from the community to stimulate prevention and response actions on behalf of young children. • Provides guidance on advocacy and programming that is relevant and beneficial. • The methodologies include information on frameworks for engagement with religious communities, design, monitoring & evaluation, and a logframe addressing corporal punishment. <p>Contact: Stephen Hanmer: shanmer@unicef.org</p>	<p>Indicates it has been applied in the Democratic Republic of Congo, Ecuador, Dominican Republic, Myanmar, Kenya, Sierra Leone, El Salvador and Egypt.</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Child and Youth Participation Resource Guide</i></p> <p>Author: UNICEF East Asia and the Pacific Regional Office</p> <p>Year Published: June 2006</p> <p>Brief Summary Description: This resource guide has been compiled to organize the large and diverse literature on children’s participation. The guide provides a user-friendly directory of key resources through an extensive annotated bibliography with links to websites, where available.</p>	<ul style="list-style-type: none"> • This document is divided into several sections focusing on different areas in which the participation of children and youth have been prominent. • In each section the author, title and brief summary of the document is included and hyperlinks are given for the full text PDF version for each publication. • Includes a list of key websites on children’s participation, provides a summary of some of the most important portals, networks, list serves, and organizations for child and youth participation. <p>Web link: http://www.unicef.org/adolescence/index_38074.html</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Children’s Right to be Heard and Effective Child Protection: a Guide for Governments and Child Protection Advocates on Involving Children and Young People in Ending All Forms of Violence</i></p> <p>Author: Carloyne Willow, Save the Children, Sweden</p> <p>Year Published: 2010</p> <p>Brief Summary Description: This publication offers guidance and practical examples to show the varied roles children can play in implementing the overarching recommendations of the United Nations Secretary General’s Global Study on Violence against Children.</p>	<ul style="list-style-type: none"> • This publication considers different conceptions and practical approaches to participation, as well as the choices and challenges facing adults engaged in (or preparing to be engaged in) the implementation of children’s rights. • In adopting the broad agenda of the Convention, this publication warns against associating child protection <i>only</i> with interventions that aim to shield children from certain types or levels of violence and mistreatment in particular settings. • Guidance and practical examples are offered throughout this document to show the varied roles children can play in implementing the overarching recommendations of the UN Violence Study. • This book does not directly consider violence between children, which would have distracted from the strong focus on changing adult attitudes and behaviour. <p>Web link: http://resourcecentre.savethechildren.se/content/library/documents/childrens-right-be-heard-and-effective-child-protection-guide-governments-</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: UNICEF Central and Eastern Europe and the Commonwealth of Independent States' (CEE/CIS) <i>ADVOCATE FOR CHILDREN Toolkit</i></p> <p>Author: UNICEF</p> <p>Year Published: 2009</p> <p>Brief Summary Description: The advocacy training module provides UNICEF staff members and their partners with an understanding of advocacy, and increases their ability to utilize effective advocacy strategies in areas where media freedoms may be limited and civil society curtailed.</p>	<ul style="list-style-type: none"> • Provides clear and easy to understand guidance on advocacy strategies that can be used to strengthen child protection systems. • Includes an online toolkit that provides workshop participants, UNICEF staff members and their partners with the opportunity to continue their learning . • The toolkit includes various tools for advocacy of different kinds (i.e. social justice, grassroots constituency, media, coalition, lobbying, budget) <p>Web link: http://www.advocate-for-children.org/</p>	

ADDITIONAL RELEVANT RESOURCES ON PLANNING FOR SYSTEMS STRENGTHENING

- Adamtey, Nicholas et al. Training Manual on Budgets for Youth Groups. Integrated Social Development Center and Plan. 2010. Web. <http://www.isodec.org.gh/>
- “Budgeting for Children in Africa: Rhetoric, Reality and the Scorecard” The African Child Policy Forum. 2011. Web. <http://www.box.net/shared/z4z63vdgqs>

This section is comprised of select tools tailored to implement plans aimed at improving service delivery and strengthening other system components. The section includes key programming tools aimed at standard setting, improving coordination models at the national and sub-national level, and case management. The implementation phase in the Action Cycle should become increasingly important as more mapping, assessment and planning interventions are undertaken. Experience in other sectors (e.g., health) indicates that implementation is more difficult than it might appear, and that – when systems are weak – counterparts can easily become overwhelmed with assessment and plans. The resulting “analysis paralysis” can serve as an obstacle to implementation and action. In addition, often the human and financial resources are not sufficient to move plans forward. Finally, implementation interventions are often not as well recognized and acknowledged as mapping and planning by political, program and community leaders.

The limited resources listed in this section are critical to systems strengthening because they aim to translate ideas and plans into concrete results for children and families. In the future, more tools and resources should become available to support key implementation interventions for stronger national protection responses.

A gap area in this category is the absence of internationally recognized examples of standard operation and referral protocols and procedures, which is essential for a strong functional system. Such protocols and procedures foster collaboration across different sectors and among different actors, reducing duplication and waste.

Similarly, there are limited tools and resources currently available that are designed to improve coordination. There are also few promising models and strategies related to fostering effective, inter-sector collaboration within and across allied systems (i.e. building formal links between the education and social welfare systems around protection goals).

Some tools in this section are ‘borrowed’ from non-child protection tools areas. This situation highlights the gaps in CP tools and resources currently available to support implementation and provides a glimpse of areas for future development for systems advocates.

Below is a country case study to serve as an example of how a Human Resource implementation tool has been used in Tanzania and how its impact has contributed to systems strengthening. It is important to note that, while this case (and the tool) could also be included in the mapping and assessment section, it is included here because the emphasis is on workforce strengthening to implement the NPA. But it is a reminder that, with many of these tools, there are permeable borders and they may have relevance for more than one stage of the action cycle.

Tanzania Case Study

In 2006, Family Health International (FHI) conducted an overarching assessment to look at strengthening the Social Welfare system in Tanzania in order to implement the National Plan of Action. As a result of this initial assessment’s findings, USAID directed the Capacity Project in 2007 to pilot its ‘Assessing the Human Resource Capacity for Implementation of the National Plan of Action for Orphans and Vulnerable Children Process: Description and Tool Library’. The goal of this work was to further identify Human Resource implications of a country’s National Plan of Action from a public sector perspective. The data was used to facilitate the

development of a common HR agenda for strategic action vis-à-vis the NPA implementation. The Tool Kit describes a highly participatory methodology for stakeholder involvement to ensure data is accurate, comprehensive and used to create ownership and buy-in of the national government.

A key recommendation that came from data was the idea of leveraging the limited funding available and resources that already existed in the government, and martial them in a consolidated fashion to create delivery of foundational social welfare services at the village level. Since the Tanzanian government had devolved both a budget and mandate of social service delivery to the district level, a model of stop-gap service provision emerged by linking Social Workers at the District Level with local committees in order to identify and train lay-people in foundational social service skills to reach OVC at the village level.

Building on this model, USAID invited the Capacity Project in 2008 to work in partnership with the American International Health Alliance's (AIHA) Twinning Center, which partnered the Jane Addams College of Social Work (JACSW) with the government-endorsed Tanzanian Institute of Social Work (ISW) to create a beginning curriculum to train Para-professional Social Workers (PSWs) how to identify OVC; make referrals to area NGOs for specific support; and provide basic psycho-social support and case management. As this was a voluntary role, strategic advocacy was undertaken with local government to ensure sensitization to their role in incentivizing PSWs and mobilizing resources to support the delivery of services to OVC.

Another unique feature of the project resulting from the data was the realization that PSWs needed supervision and ongoing training with an eye towards professional development as a possible incentive. While there was no civil service post for Social Welfare at the ward level of government, the Capacity Project and Twinning Center began training PSW Supervisors, while concurrently advocating the Government of Tanzania to create a Scheme of Service and create such a new post. By 2009, the Civil Service Commission authorized the establishment of the new Social Welfare Assistant (SWA) role at the ward level, a role that would have oversight of PSWs at the village level. Furthermore, the Institute for Social Work is currently finalizing the curriculum for an official SWA certification program which will fast-track PSWs and PSW Supervisors already trained, mainstreaming them for future employment with the local government. USAID has authorized a first round of scholarships for promising PSWs to attend the Certification course, with the caveat they will take up posts as the first cohort of Social Welfare Assistants deployed in Tanzania.

Reference from matrix: "Assessing the Human Resource Capacity for Implementation of the National Plan of Action for Orphans and Vulnerable Children: Process Description and Tool Library." Capacity Project, June 2007.

IMPLEMENTING PLANS, PROGRAMS AND POLICIES

- Operationalizing key elements of strategic plans, programs and/or key system strengthening interventions
- Putting new or updated policies, regulations, procedures and standards into practice
- Improving coordination at the national and sub-national level to ensure comprehensive approaches to plan implementation (e.g. family and community service delivery models such as case management and psychosocial support systems; development and adoption of standards and regulatory mechanisms).

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: Applying the Standards: <i>Quality Child Care Provision East and Central Africa</i></p> <p>Author: Save the Children</p> <p>Year Published: 2006</p> <p>Brief Summary Description: The document provides guidance materials and lessons learned from the process of implementing these standards, drawing on the experiences of five agencies in east and central Africa working in a range of care settings (including community based provision, transit centres and institutions).</p>	<ul style="list-style-type: none"> • Discusses the implementation process as well as assessing the standard of care provision. • Provides case studies demonstrating how the standards were applied in Nairobi, Uganda, South Sudan and the Democratic Republic of Congo, and Kenya. • The Appendices include assessment format, role plays, example of a cost analysis comparison, and advocacy building blocks. <p>Web link: http://www.savethechildren.org.uk/en/docs/ApplyingTheStandards.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Raising the Standards: Quality Child Care Provision East and Central Africa</i></p> <p>Author: Save the Children (UK)</p> <p>Year Published: 2004</p> <p>Brief Summary Description: This publication proposes one way forward in raising the standard of childcare through the development of quality childcare standards which can be applied in a range of care settings (including interim institutional care, community-based care, foster care, etc).</p>	<ul style="list-style-type: none"> • These standards are intended to be basic enough to be applied in emergency and conflict settings. • Each standard is helpfully accompanied by indicators, the legal basis for the standard, and the practice implications. • In any country the indicators would need to be further contextualized, baselines established and additional sections added, as considered relevant (eg, on implementation activities and verification). <p>Web link: http://resourcecentre.savethechildren.se/content/library/documents/raising-standards-quality-childcare-provision-east-and-central-africa</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Quality Programs for Orphans and Vulnerable Children: A Facilitator's Guide to Establishing Service Standards</i></p> <p>Author: USAID</p> <p>Year Published: November 2008</p> <p>Brief Summary Description: This guide assists communities, governments, and civil society organizations to apply Quality Improvement (QI) methods to services for orphans and vulnerable children (OVC).</p>	<ul style="list-style-type: none"> • The guide outlines the key steps that organizations can follow to develop evidence-based standards for delivery of OVC core services and improve the quality and impact of OVC programs. • The guide also describes other QI strategies that can support the implementation of standards, such as effective supervision, monitoring, process improvement, and developing networks of providers to facilitate rapid sharing of innovations and improvements. • Appendices include a description of core OVC services, illustrative OVC services standards, the Child Status Index (CSI) tool, materials for organizing a workshop to develop OVC service standards, and a case study for use in training program staff in how to assess OVC services using the CSI. • Available in French. <p>Web link: http://www.google.com/#sclient=psy&hl=en&source=hp&q=Quality+Programs+for+Orphans+and+Vulnerable+Children:++A+Facilitator%E2%80%99s+Guide+to+Establishing+Service+Standards+USAID+November+2008+&aq=f&aqi=&aql=&oq=&pbx=1&bav=on.2,or.r_gc.r_pw.&fp=a73016c6148e60c4&biw=1069&bih=499</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Summary of a Method To Adapt and Implement UNICEF's Guidelines for the Protection of The Rights of Child Victims of Trafficking at National Level in West and Central Africa</i></p> <p>Author: UNICEF</p> <p>Year Published: 2003</p> <p>Brief Summary Description: The Guidelines contain a set of standards and procedures that States should observe when responding to the abuse experienced by children under the age of 18 who have been trafficked or subjected to the various forms of economic and sexual exploitation associated with trafficking.</p>	<ul style="list-style-type: none"> • Although the focus is on victims of trafficking, the methodology used to set standards and procedures may be adaptable and apply to a wide range of children protection services. • Presents helpful ideas on how to find out what the existing procedures and practices in each country are, as well as how to make the changes that might be required during and after the consultation process to implement a new set of standards. • The annexes also include guidelines for officials involved in responding to cases of child trafficking in various ways, such as police who interview children who have been trafficked. • Includes Flow diagram of phases required to develop country-specific Guidelines. • Available in French. <p>Web link: http://www.unicef.org/wcaro/overview_6415.html (currently under construction)</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Inter-Agency Child Protection Information Management System (also known as the Interagency Child Protection Database)</i></p> <p>Author: UNICEF, Save the Children and the International Rescue Committee</p> <p>Year Published: Initiated in 2005 and continues to be updated</p> <p>Brief Summary Description: The interagency Child Protection Database - developed collaboratively by UNICEF, Save the Children and the International Rescue Committee - is a practical, desktop application designed to support effective case management, data analysis and sharing and synchronization of information between child protection agencies. It is comprised of database software and accompanying 'tools', such as templates, paper forms and data protection protocols.</p> <p>The information system was originally developed for child protection in emergency programming, but can be adapted and tailored to post conflict and development situations. It can also act as a starting point for the development of country wide national case management systems.</p>	<ul style="list-style-type: none"> • The new enhanced software and accompanying tools now have the ability to support any thematic area of child protection in both emergency and non-emergency situations, including those supporting child protection systems. • The inter-Agency Database is flexible and can easily be customized to meet countries and programs' specificities, such as incorporating different types of protection concerns vulnerable children are facing or highlighting participation in certain activities. • The information management system is designed to support individual case management for child protection programmes, including searching and sorting of children's records, monitoring the status of cases and flagging cases when action is overdue • It is also useful for data analysis, including producing reports and graphs for reporting and advocacy purposes as well as producing trend analysis over time to inform future programme design, strategy and resource allocation • The database and supporting documents are available in French • On line tutorial available in English and French: http://childprotectionims.org/e-learning/player.html • For more information, contact the Project Coordinator (contact information available on the site listed below) <p>Web link: http://childprotectionims.org/service.php</p>	<p>Chad, North and South Sudan, Kenya, Uganda, CAR, Burundi, Liberia, Ivory Coast, Guinea, Ethiopia, DRC, South Africa</p> <p>Also adapted to inform the development of an inter-agency information management system in Senegal for talibe and street children using innovative technology.</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Guidelines for Forming and Sustaining Human Resources for Health Stakeholder Leadership Groups</i></p> <p>Author: James McCaffery and Wilma Gormley, USAID/Capacity Plus</p> <p>Year Published: April 2011</p> <p>Brief Summary Description: These stakeholder leadership group (SLG) guidelines are intended to provide a practical, clear, and user-friendly set of actions that Human Resources for Health (HRH) leaders at the country level can take to successfully launch and sustain SLGs.</p>	<ul style="list-style-type: none"> • This resource has been carefully selected from the health sector as it is easily adaptable and provides guidelines to improve coordination for stronger systems building. • Provides a strategy about fostering effective, inter-sector collaboration within allied organizations and people as part of systems strengthening • Includes practical steps and recommendations for forming and sustaining an effective stakeholder leadership group arranged into six easy to follow categories in a somewhat linear fashion. Also includes a series of specific steps to strengthen key SLG processes, like running effective cross-sectoral meetings, ensuring transparency, resolving conflict, sustaining the group over time, and establishing benchmarks; includes SLG leadership competencies. • While it is aimed at health workforce system strengthening, it draws from experience and research from several sectors, and the recommended guidance and actions can be readily adapted to fit the Child Protection system strengthening context. <p>Web link: http://www.capacityplus.org/sites/intrah.civicaactions.net/files/resources/Guidelines_HRH_SLG.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Assessing the Human Resource Capacity for Implementation of the National Plan of Action for Orphans and Vulnerable Children: Process Description and Tool Library</i></p> <p>Author: USAID/Capacity Project</p> <p>Year of Publication: June 2007</p> <p>Brief Summary Description: The purpose of this document is to provide coordinators, stakeholders, and implementers with a process methodology and tools for assessing government human resource capacity to lead and manage the effective implementation of the NPA.</p>	<ul style="list-style-type: none"> • The human resource (HR) assessment will take a snapshot look at the numbers, cadres, and types of skills needed at the national, district, and local level government structures or systems to implement the NPA, as well as human resource management (HRM) practices such as communication, coordination, planning, supervision, and monitoring and evaluation • While this document serves as generic guidance, certain tools can be extracted to support the HR gap analysis of a country's NPA and adapted to the specific country's context. • The tool provides steps for conducting an HR assessment and provides sample documents (i.e. pre-assessment questionnaires, agenda for OVC stakeholder meetings, communication mapping exercise.) <p>Web link: http://www.healthworkforce.info/advocacy/HWAI_advocacy_toolkit.pdf</p>	<p>Indicates it has been applied in Namibia and Tanzania.</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>The Way We Care: A Guide for Manager of Programs Serving Vulnerable Children and Youth</i></p> <p>Author: Family Health International</p> <p>Year Published: 2009</p> <p>Brief Summary Description: This tool aims to develop awareness and understanding, build capacity, and reinforce the knowledge of individuals and local organizations who must address the pressing needs and human rights of vulnerable children.</p>	<ul style="list-style-type: none"> • Covers the basic concepts of building resilience among vulnerable children, its information can be used by staff and local volunteers to help children enhance coping skills, increase their access to locally available services, and improve their quality of life. • Addresses critical values related to children’s rights and how to obtain input from children on issues that affect them. • Includes key principles in the design, implementation, monitoring, and quality improvement of care and support programs for vulnerable children. • The Appendices include sample consent forms, Child Status Index, Project Hope’s parenting map, training modules and suggested topics. <p>Web link: http://www.fhi.org/en/HIVAIDS/pub/guide/res_The_Way_We_Care.htm</p>	<p>Indicates in has been applied in Botswana.</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>A Systems Approach to Protecting Children of Concern: A Framework for Child Protection Programming</i></p> <p>Author: UNHCR</p> <p>Year Published: 2011</p> <p>Brief Summary Description: The framework outlined in this handbook helps guide field staff through analyzing their particular context of operation and to develop appropriate child protection programming using a systems approach.</p>	<ul style="list-style-type: none"> • Contains case studies to help illustrate what programming using a systems approach might look like and gives tips on using FOCUS to accurately capture your whole programme in results-based framework reporting. It can also be used to map systems in emergencies. • The guidance provided is intended to ultimately strengthen children in emergency situations, and may be applied to broader aspects of child protection systems. • Methodologies include a Matrix of action sheets, six different action sheets, three case studies, tables and diagrams. <p>Contact: Monika Sandvik-Nylund, Sandvikn@unhcr.org</p>	<p>Indicates it has been applied in Rwanda.</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>UNICEF EAPRO Toolkit Programming</i></p> <p>Author: East Asia and Pacific Regional Office UNICEF</p> <p>Year Published: 2008</p> <p>Brief Summary Description: This is a guide for developing national systems for protecting children from abuse, exploitation, neglect and violence and a compass for implementing the UNICEF child protection programme strategies.</p>	<ul style="list-style-type: none"> • The Toolkit helps understand the systems-building approach, how to apply it within a national context and how to use it with government and civil society counterparts as well as other partners. • Toolkit focuses on building up and strengthening existing systems; identifying gaps in terms of child protection; and selecting approaches and programming. • The technical guides provide expanded operational direction and include tools (such as questionnaires and checklists), promising practices and lessons learned. <p>Web link: www.unicef.org/eapro Email: eapro@unicef.org</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>UNHCR Guidelines on Determining the Best Interests of the Child</i></p> <p>Author: United Nations High Commissioner for Refugees (UNHCR)</p> <p>Publication Year: May 2008</p> <p>Brief Summary Description: Building on the practice of domestic child protection systems, this publication offers guidance on how to apply the best interest's principle in practice. Developed for refugee population – but can be adapted to non-refugee context.</p>	<ul style="list-style-type: none"> • BID guidelines are a critical step in building a responsive CP system by putting in place procedures that allow for systems to take into account individual children's needs and rights • Specifically this tool speaks to the identification of the most appropriate durable solution for unaccompanied and separated refugee children, as well as temporary care decisions for unaccompanied and separated children in certain exceptional circumstances or decisions which may involve the separation of a child from parents against their will. • The involvement of partners is essential when it comes to applying these Guidelines, so as to ensure that determining the child's best interests place as part of a comprehensive child protection system. • While these Guidelines are primarily intended as a tool for UNHCR and its partners in the field, its contents may also be helpful to States when extending their domestic child protection systems to displaced or stateless persons. • Available in French. <p>Web link: http://www.crin.org/docs/UNHCR%20Guidelines.pdf</p>	

ADDITIONAL RELEVANT RESOURCES ON IMPLEMENTING PLANS, PROGRAMS AND POLICIES

- “Strengthening National Child Protection Systems in Emergencies Through Community Based Mechanisms: A Discussion Paper.” Save the Children. 2010. Web.
http://haiti.humanitarianresponse.info/Portals/0/Child%20Protection/other%20guidelines/Strengthening_National_CPS_low_res.pdf

INTRODUCTION TO MONITORING AND EVALUATING FOR SYSTEM PERFORMANCE

These tools look at recommended M&E frameworks that assure both quality and impact. For example, metrics and indicators of success as well as methodologies of evaluation can be used against activities delivered to measure results and impacts. These include General Guidance on Indicators/M&E and specific M&E Tools for sub-components.

In some instances in systems strengthening work, the monitoring and evaluation component is very limited and insufficient. This may be because the M&E process can be expensive, lengthy, and require technical knowledge and skills. However, this category is critical to evaluating impact, and measuring progress and results. This is particularly helpful information for stakeholders, including donors who use this information as benchmarks to assess if a tool or resource has been effective in making a notable impact on systems strengthening.

A limitation of this category is that the tools listed have a heavy OVC HIV/AIDS focus, however, many high prevalence countries understand OVC to be all vulnerable children and do not limit their interventions to children directly affected by HIV/AIDS. In countries that take on a more exclusive HIV/AIDS focus, the scope and process can – and should be expanded to be more inclusive and adapted to broader components of systems evaluation.

The weblink for the Child Protection Monitoring and Evaluation Reference Group is also included in the guide under “additional resources for monitoring and evaluating systems” This web link provides a full mapping report of all the CP M&E tools that was prepared by a team at Columbia, and 39 of the 124 tools that fit the criteria are from Africa. This report contains a complete matrix outlining the use of each of these tools - the mapping report and the annex, which can serve as a rich resource for additional recommended M&E frameworks and guidance.

Below is a country case study developed by partners in Nigeria using the MEASURE M&E System development tool, and it demonstrates how to engage a broad range of stakeholders to contribute to the M&E system development. In addition, it shows how the development and use of the M&E system has resulted in a more coordinated response to OVC work in the country.

Case Study: Development of the National OVC M&E Plan in Nigeria

MEASURE Evaluation provides technical assistance to the Federal Ministry of Women Affairs and Social Development (FMWASD), the government Ministry that coordinates the OVC response in the country. The support includes the development of a functional monitoring and evaluation system for the OVC response. MEASURE Evaluation supported the FMWASD to develop an OVC M&E Plan based on the OVC National Plan of Action. The M&E Plan was developed in a collaborative manner with OVC stakeholders and service providers, including UNICEF, PEPFAR OVC Implementing Partners, Government officers at Federal, State and local levels, led by the M&E Technical Working Group (TWG) of the National Technical Coordinating Group (NTCG) on OVC in Nigeria. There were various consultative and planning meetings with stakeholders. This includes participatory process that ensured harmonization of indicators, data collection and reporting tools, and a reporting schedule. There was also agreement on data flow and roles and responsibilities of all partners in the implementation of the Plan. The M&E Plan highlighted the need for data analysis, outcome evaluation and population based-surveys, and other special studies.

The M&E Plan has led to a more coordinated OVC response in Nigeria. Key national tools such as the Child Status Index, and the OVC Vulnerability Index, have allowed for rapid identification of children in need of urgent care and support, with harmonized monitoring tools allowing for review of outputs toward national and PEPFAR goals. All development partners and implementing organizations in Nigeria implemented the Plan in the recent pilot test phase. The Plan is currently being reviewed, and will be aligned to the new National Plan of Action for OVC (2011-2016). Data will be captured and reported electronically through a new management information system, which will allow improved data use for decision making.

Reference from matrix: "Orphans and Vulnerable Children", USAID: MEASURE Evaluation, 2008.

MONITORING AND EVALUATING FOR SYSTEM PERFORMANCE

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Menu of Outcome Indicators</i></p> <p>Author: Save the Children UK</p> <p>Year Published: 2008</p> <p>Brief Summary Description: Provides guidance on the development of monitoring and evaluation indicators for child protection, education, health and HIV, and hunger programs.</p>	<ul style="list-style-type: none"> • Provides examples of monitoring and evaluation indicators for various child-focused programs. • Useful for those beginning to develop, or in the process of refining, monitoring and evaluation (M&E) plans. It includes an overview of key M&E terms, the importance and purpose of M&E indicators, and the difference between output, outcome and impact indicators. • Assists in deciding upon the type and number of indicators to include in an M&E plan and how to disaggregate the selected indicators. Includes an overview of expected outcomes for each program area, and presents a detailed table of outcome indicators per each outcome. • Provides good practice examples of impact indicators. • Guidelines are intended to complement local context and expertise. <p>Web link: http://www.bettercarenetwork.org/BCN/Toolkit/Document/index.asp?infoID=21655&TKsubcatID=102&TKcatID=10</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Core Indicators for Monitoring Child Well-Being</i></p> <p>Author: Amelia van der Merwe, Andrew Dawes and Rachel Bray, Save the Children</p> <p>Year: 2007</p> <p>Brief Summary Description: This document provides a series of Core Indicator Sets that can be used to monitor child well-being.</p>	<ul style="list-style-type: none"> • Each Core Indicator Set contains a table that provides a suggested policy goal; the type of indicator and reason for its use; and a description of the indicator, which includes its definition, measure, and a source (or recommended source) for obtaining the data. • Information obtained using the Core Indicator Sets may be utilized by decision-makers to influence policy development, resource allocations and services for the improvement of child well-being. • The use of the Core Indicator Set can also raise public awareness of children’s needs and assist in the evaluation of policies, services and programmes for children. <p>Web link: http://www.crin.org/BCN/details.asp?id=13783&themeID=1001&topicID=1008</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Manual for the Measurement of Indicators for Children in Formal Care</i></p> <p>Author: Better Care Network/UNICEF</p> <p>Year Published: 2011</p> <p>Brief Summary Description: The Manual introduces a set of 15 global indicators for children in formal care, explains why this information is valuable, and offers practical guidance on data collection for governments and non-governmental counterparts.</p>	<ul style="list-style-type: none"> • This manual is intended as country-by-country data on the number of children in formal care, why they were placed there, when their case was last reviewed, whether they have a surviving parent, etc. • Each of the 15 indicators is accompanied by a data collection or policy analysis tool and is intended for wider systems M&E. • Lays out techniques for mapping the formal care provision in the country context. • Includes background information about methodology for collecting the information required to measure the indicators. <p>Web link: http://www.bettercarenetwork.org/BCN/FormalCareIndicators.asp</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>The Compendium of Indicators for Child Wellbeing</i></p> <p>Author: World Vision International</p> <p>Year Published: Revised version 2011</p> <p>Brief Summary Description: The Compendium represents a huge collaborative effort to agree on how to measure child well being in the areas of education, health, protection/participation and spiritual nurture.</p>	<p>The benefits of using the Compendium include:</p> <ul style="list-style-type: none"> • Knowing the difference development practitioners are making in the lives of children. • Having a common language of indicators to measure impact of development interventions on the wellbeing of children. • Having access to a resource of quality indicators. • Enabling community of development practitioners to measure our national, regional and global impact on child well-being. <p>Web link: : http://www.tdconference.org/</p>	<p>Indicates tool has been applied across all the continents in over 100 countries including Armenia, USA, Kenya, South Africa and Sierra Leone.</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Participatory Monitoring and Evaluation of Community- and Faith-Based Programs</i> <i>A step-by-step guide for people who want to make HIV and AIDS services and activities more effective in their community</i></p> <p>Author: CORE Initiative</p> <p>Year Published: 2006</p> <p>Brief Summary Description: This manual is about using monitoring and evaluation to improve the impact of community-based HIV/AIDS interventions.</p>	<ul style="list-style-type: none"> • Promotes participatory monitoring and evaluation as an integral part of the participatory project design and implementation process. • Provides easy to understand steps and general guidelines to follow when conducting a participatory appraisal. • Provides steps on how to conduct participatory planning, develop an action for implementation, and steps in developing and selecting indicators. • Includes flow diagrams and charts to illustrate examples of M&E process and outcome indicators. • Annex B provides a listing of additional online technical resources. <p>Web link: http://www.ccaba.org/resources/Participatory%20Monitoring%20and%20Evaluation%20of%20HIV-AIDS%20Programs%20-%202nd%20edition.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Guidance Document for Developing and Operationalizing a National Monitoring and Evaluation System for the Protection, Care and Support of OVC</i></p> <p>Author: UNICEF</p> <p>Year: September 2009</p> <p>Brief Summary Description: The document offers a comprehensive overview of national M&E systems.</p>	<ul style="list-style-type: none"> • The Guidance Document contains tools and guidance on how to develop a conceptual framework of the M&E system for the national response for OVC. • Although there is a strong OVC focus the scope and process may be expanded to support broader CP systems strengthening. • Provides examples of data flow, collection, analysis, use, and dissemination, quality control, management and capacity development which may be adapted to broader child protection systems. • Provides an annex of additional tools and resources that can be referenced. <p>Web link: http://www.crin.org/docs/OVC_MandE_Guidance_FINAL.pdf</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Guide to Monitoring and Evaluation of the National Response for Children Orphaned and Made Vulnerable by HIV/AIDS</i></p> <p>Author: UNICEF</p> <p>Year Published: 2005</p> <p>Brief Summary Description: Document provides guidance on establishing a national monitoring and evaluation process to track a country's response to children orphaned and made vulnerable by HIV and AIDS.</p>	<ul style="list-style-type: none"> • It includes methods and tools for measurement, and recommends a set of core indicators to record national status and changes in well-being of children affected by HIV and AIDS. • This guide is useful as a management tool for planning and implementing a national response, as an accountability tool for performance monitoring, and as an advocacy tool for drawing attention to areas in need. • Although this tool was designed for high prevalence settings, it may be used and adapted to a low prevalence setting if designed to be inclusive and not only AIDS focused. <p>Web link: http://www.bettercarenetwork.org/BCN/toolkit/SubCategory/index.asp?TKsubcatID=102&TKcatID=10</p>	

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Orphans and Vulnerable Children</i></p> <p>Author: USAID: MEASURE Evaluation</p> <p>Year Published: 2008</p> <p>Brief Summary Description: MEASURE Evaluation works to improve programs for OVC children by providing much-needed data about programs and populations, and by sharing information with those implementing these programs.</p>	<ul style="list-style-type: none"> • This tool includes OVC Program evaluations, Program Case Studies of OVC programs in Kenya, Tanzania, and South Africa, Child Status Index toolkit to provide a framework for identifying these children's needs, creating service plans, and assessing outcomes. • The Child Status Network was formed for users and potential users of the CSI toolkit to share best practices and lessons learned in its implementation among service providers to OVC. • Includes a link to OVC Mapping which locates OVC populations and health facilities in various key decision making nations. <p>Web link: http://www.cpc.unc.edu/measure/about/program-areas/ovc</p>	<p>Nigeria</p>

Tool/Resource	Key Information & User Tips	Country Application(s)
<p>Title: <i>Manual for the Measurement of Juvenile Justice Indicators</i></p> <p>Author: United Nations Office on Drugs and Crime</p> <p>Year Published: 2006</p> <p>Brief Summary Description: The main purpose of the manual is about developing a data collection system by using fifteen juvenile justice indicators and providing a framework for measuring and presenting specific information about the situation of children in conflict with the law.</p>	<ul style="list-style-type: none"> • The key indicators reflect a level of international consensus and significantly contribute to one aspect of systems strengthening. • It explains how measuring the indicators can contribute to the protection of the child in conflict with the law through actions at both the local and central level. • It offers practical guidance, strategies and tools for information collection, information collation and calculation of the indicators. • Since the guidance given in this manual is generic in nature, the methodology and strategies suggested could be adapted to suit the national context in accordance with availability of resources, the accessibility of information and the acceptability of the information collection process as a whole. <p>Web link: www.unodc.org/pdf/criminal_justice/06-55616_ebook.pdf</p>	

ADDITIONAL RELEVANT RESOURCES ON MONITORING AND EVALUATING FOR SYSTEMS PERFORMANCE

- Governance and Child Well Being: How to Measure Government Performance
<http://www.box.net/acpfpublications/1/47725716/474645032#acpfpublications/1/47725716/474645032/1>
- Taking Evidence to Impact: Making a Difference for Vulnerable Children Living in a World with HIV/AIDS
http://www.iattcaba.org/c/document_library/get_file?uuid=11247465-3d41-4a20-8c57-b98afee6fb89&groupId=220781
- Child Protection Monitoring and Evaluation Reference Group
<http://www.cpmerg.org/>
- An evaluation Analyzing the Cost-Effectiveness of Interventions to Benefit Orphans and Vulnerable Children: Evidence from Kenya and Tanzania, the report from a recent PEPFAR hosted OVC Costing Technical Consultation, a recent costing report completed in Haiti
http://www.google.com/#sclient=psy&hl=en&source=hp&q=%E2%80%A2%09An+evaluation+Analyzing+the+CostEffectiveness+of+Interventions+to+Benefit+Orphans+and+Vulnerable+Children:+Evidence+from+Kenya+and+Tanzania&aq=f&aqi=&aql=&oq=&pbx=1&bav=on.2,or.r_gc.r_pw.&fp=a5563f3721add3e&biw=1069&bih=499
- A Guide to Monitoring and Evaluation of the National Response for Children Orphaned and made Vulnerable by HIV/AIDS
<http://www.cpc.unc.edu/measure/tools/child-health/me-of-national-response-for-ovc>
- The Child Protection Information Management which is being used in some countries to support case management
<http://childprotectionims.org/service.php>
- Quality Improvement Tools on OVCSupport.net
<http://www.ovcsupport.net/s/index.php?c=100>

OTHER RELEVANT RESOURCES ON STRENGTHENING CHILD PROTECTION SYSTEMS

- Human Capacity Within Child Welfare Systems: The Social Work Workforce in Africa
<http://www.ovcsupport.net/s/library.php?id=1082>
- Why Effective National Child Protection Systems are Needed
<http://www.crin.org/docs/why%20effective%20national%20child%20protection%20systems%20are%20needed.pdf>
- Adapting A Systems Approach to Child Protection: Key Concepts and Considerations
http://www.unicef.org/videoaudio/PDFs/Conceptual_Clarity_Paper_Oct_2010.pdf
- Strengthening National Responses to Children affected by HIV/AIDS: What is The Role of The State and Social Welfare in Africa?
<http://www.hsrb.ac.za/Document-2184.phtml>
- Toolkit on Diversion and Alternatives to Detention, UNICEF
http://www.unicef.org/tdad/index_56373.html
- Strengthening National Child Protection Systems in Emergencies through Community -Based Mechanisms: A Discussion Paper, Save the Children 2010
http://haiti.humanitarianresponse.info/Portals/0/Child%20Protection/other%20guidelines/Strengthening_National_CPS_low_res.pdf

ADDITIONAL RESOURCES FOR CHILD PROTECTION IN EMERGENCIES

It was not within the scope of this exercise to focus on CPIE. However, it is important to recognize that a significant amount of work is underway to explore how emergencies offer an opportunity for CP systems strengthening. To give some examples of this work, a select list of CPIE tools is included below.

- Barnett, Katy and Joanna Wedge Child. Child Protection Systems in Emergencies: A Discussion Paper. Published on behalf of The Child Protection Working Group by Save the Children UK. 2010
- Eynon, Alyson and Sarah Lilley. Strengthening National Child Protection Systems in Emergencies Through Community-Based Mechanisms A Discussion Paper. Published on behalf of the Child Protection Working Group of the UN Protection Cluster by Save the Children UK. 2010
- Fulford, Louise Melville. Alternative Care in Emergencies (ACE) Toolkit: Summary Guidance. Interagency Working Group on Separated and Unaccompanied Children and Save the Children.
- Fulford, Louise Melville. Alternative Care in Emergencies (ACE) Toolkit: Extended Guidance. Interagency Working Group on Separated and Unaccompanied Children and Save the Children.
- Global Protection Cluster, Child Protection Working Group. Child Protection Rapid Assessment: A Short Guide. 2011.
- Global Protection Cluster, Child Protection Working Group. Child Protection Rapid Assessment: Data Collection Standard Tools. 2011.

KEY WEBSITES FOR ADDITIONAL INFORMATION ON STRENGTHENING CHILD PROTECTION SYSTEMS

- The Better Care Network
<http://www.bettercarenetwork.org>
- Save the Children
<http://resourcecentre.savethechildren.se/child-protection-initiative>
- World Bank social protection strategy
<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTSOCIALPROTECTION/0,,contentMDK:22655232~menuPK:7405644~pagePK:148956~piPK:216618~theSitePK:282637,00.html>
- Official website of the Social Welfare Strengthening Conference, Capetown, South Africa November 2011
<http://www.ovcsupport.net/s/>
- Child Protection Working Group
<http://onerresponse.info/GlobalClusters/Protection/CP/Pages/default.aspx>

KEY ORGANIZATIONS THAT CAN PROVIDE ADDITIONAL SUPPORT: A NOTE

CP system strengthening is a relatively small field, but it seems to be growing rather quickly. As such, for users of the guide who might need extra support to adapt and apply resources and tools, there are organizations and individuals with technical expertise in systems strengthening that can be contacted for additional assistance. Many of the organizations that produced tools included in this guide have expertise, and would be a good source to tap for further help. In addition to multilaterals like UNICEF and bilaterals like USAID, there is a diverse range of organizations that helped populate this resource guide, organizations like Child Frontiers, Columbia, Maestral International, Oxford Policy Management, Play Therapy Africa, Training Resources Group, Save the Children, World Vision and many others. Potential users can contact these organizations through their websites in almost all cases, and by contacting individual authors where noted in the guide.

In addition, in the coming years, it is likely this list will expand quickly as organizations capitalize on the excellent mapping and assessing work that is currently going on to inform systems strengthening implementation and action at the country level.

GLOSSARY OF RELEVANT TERMS

Capacity Assessment – An analysis of desired capacities against existing capacities; this generates an understanding of capacity assets and needs, which informs the formulation of a capacity development response.

Child – Consistent with the United Nations Convention of the Rights of the Child 1989, children refer to persons under the age of 18 years.

Child Rights Act --legislation aimed at safeguarding children, their wellbeing and their individual rights.

Child Protection -- The measures and structures to prevent and respond to abuse, neglect, exploitation and violence affecting children.

Child Protection in Crisis Network -- developed the measures and structures put in place to prevent and respond to abuse, neglect, exploitation and violence affecting children.

Child Protection System – A comprehensive and sustainable approach to preventing and responding to child protection issues, comprising the set of laws, policies, regulations and services required across all social sectors – especially social welfare, education, health, security and justice – to respond to and prevent protection-related risks.

Child Protection Workforce – Those who work to ensure the prevention of and respond to abuse, neglect, exploitation and violence affecting children, including social workers, lawyers, members of the judiciary, policy makers and politicians, police and others.

Child Welfare Workforce – All categories of people who work in the public sector, private nongovernmental organizations (NGOs), and faith-based organizations (FBOs) on behalf of highly vulnerable children, including frontline social workers and paraprofessionals (with and without qualifications); child protection officers; community para-social workers; teachers and trainers of social workers; child welfare supervisors; managers and program planners; and local and national advocates.

Family – Those within the caring circle of a child. This caring circle varies according to culture and circumstance; thus, the use of the term “family” recognizes that in many societies the care environment of a child is broader than the immediate family and includes the extended family. The term also recognizes that in some circumstances, children are primary caregivers. However, it is important to clarify that individuals from the community or service providers who are not providing daily emotional, physical and psychological care to children would not be considered family.

Formal System – Refers to government, international organizations and local NGOs (including community and faith-based organizations) involved in providing child protection, being recognized or endorsed by and subject to supervision and regulation by the government. It is also important to note that some groups, such as traditional leaders, also have clear roles within both the formal and informal systems.

Informal system – Refers to child protection initiatives undertaken by families, communities and children themselves.

JJ Indicators – Juvenile Justice Indicators; a framework for measuring and presenting specific information about the situation of children in conflict with the law.

Justice for Children – An approach designed to ensure that children are better served and protected by justice systems, specifically aimed at full application of international norms and standards for all children who come into contact with justice systems as victims, witnesses and alleged offenders; or for other reasons where judicial intervention is needed.

MDGs – Millennium Development Goals; endorsed by governments at the United Nations in September 2000, aim to improve human well-being by reducing poverty, hunger, child and maternal mortality, ensuring education for all, controlling and managing diseases, tackling gender disparity, ensuring sustainable development and pursuing global partnerships.

NGO – Non-governmental organization; a nonprofit organization group or institution motivated by humanitarian or religious values, usually independent of government, UN, and commercial sectors.

NPA – National Plan of Action; a national plan identifying activities that support a nation’s policy for strategic planning around its main goals of strengthening the capacity of children, families, social networks, neighborhoods and communities to protect and care for OVC, as well as ensuring that government protects and provides essential services to the most vulnerable children.

OVC – Orphans and Vulnerable Children who have been orphaned by AIDS and/or affected by the HIV and AIDS pandemic (children living with sick parents, children living in highly affected communities, children living without adult care).

PEFA – Public Expenditure and Financial Accountability; a program to strengthen the ability of partner countries and donor agencies to assess the condition of country public expenditure, procurement and financial accountability systems, and develop a practical sequence of reform and capacity-building actions.

PEMFAR – Public Expenditure Management and Financial Accountability Review; part of a public finance process assessment.

PER – Public Expenditure Review; overview of a public finance process assessment.

PETS – Public Expenditure Tracking Survey; a quantitative survey of the supply side of public services.

Prevention Services – Services that include the promotion of knowledge and skills that strengthen the overall capacity of the community for keeping children safe and cared for.

Rapid Assessment – An assessment designed to identify gaps and priority areas for interventions in child protection.

Resource – For the purposes of this Guide, a resource is an example of a tool being applied to a specific context with desired results.

Response Services – Child protection interventions geared to respond to circumstances in which a child is at risk of harm or has been abused, exploited, neglected, abandoned, or without appropriate family care harming the

child. These services seek to reduce the possibility that harm will be repeated and to restore a child's well-being.

Social Welfare System – The system of interventions, programs, and benefits which are provided by governmental, civil society and community actors to ensure the well-being and protection of socially or economically disadvantaged individuals and families.

Social Welfare Workforce – Those who provide social service support through the access of shelter, health care, education, economic opportunity and protection services. Social workers often play this role and can also provide support in a more indirect way, through community mobilization, administration of government agencies and non-governmental organizations, policy development, research, workforce education and training, and advocacy.

Systems Mapping – A methodology for both planning and evaluating efforts that aim to change systems; when used for planning, this approach involves first visually mapping the system of interest and then identifying which parts and relationships are expected to change, and how. When used for evaluation, system mapping has a third step—measuring or capturing whether planned changes have occurred.

Tool – For the purposes of this Guide, a tool is a process, framework, methodology or practice that could have possible application in strengthening some aspect of a Child Protection System.

SOURCES FOR GLOSSARY OF RELEVANT TERMS

The following websites and resources were used to access definitions for the glossary of relevant terms.

www.undp.org

"Overview of UNDP's Capacity Assessment Methodology." Capacity Development Group, Aug. 2009. Web.
www.undp.org

www.ngos.net

"Summary - Convention on the Rights of the Child." *UN NGOs Network*. Adopted by the General Assembly of the United Nations, 20 Nov. 1989. Web. 29 July 2011. <http://www.ngos.net/conditions/childsrights/summary.html>

www.save thechildren.org

'Save the Children's Definition on Child Protection." *Save the Children*. Save the Children. Web.
<http://sca.savethechildren.se/PageFiles/3189/child%20protection%20definition%20SC.pdf>

www.unicef.org

Kilbane, Theresa. "Juvenile Justice and Street Children."

<http://www.pfi.org/cjr/addedarticles/juvenile-justice-and-street-children.-theresa-kilbane-2011.-.social-norms-and-protection-for-children-from-violence-child-protection-programme-division-unicef-new-york>

UNICEFStreetChildrenAndJuvenileJustice11_EN.pdf. UNICEF. Web.

http://www.juvenilejusticepanel.org/resource/items/K/i/Kilbane-UNICEFStreetChildrenAndJuvenileJustice11_EN.pdf

"Manual for the Measurement of Juvenile Justice Indicators." *Manual for the Measurement of Juvenile Justice Indicators*. UNICEF, Apr. 2006. Web. <http://www.unicef.org/tdad/2jjmanual%281%29.pdf>

Stamp, Andy, and Julia Coffman. "Advocacy Evaluation Update: System Mapping for Advocacy Planning and Evaluation." Innovation Network, Jan. 2010. Web.

http://www.innonet.org/client_docs/File/advocacy/advocacy_evaluation_update_january2010.pdf