

ANNEX 1- STATEMENT OF WORK AND TERMS OF REFERENCE

TITLE: USE OF INFORMATION TECHNOLOGY IN CASE MANAGEMENT FOR CHILD PROTECTION IN EMERGENCIES

1. INTRODUCTION

Responding to humanitarian crises is extremely complex and requires extensive planning and coordination of actors across a multitude of sectors. It includes activities that aim to save lives, alleviate suffering, and maintain human dignity such as providing emergency food and water supplies, shelter, medical support and protection. These interventions are critical to the wellbeing of affected populations. Each is unique in the way it is delivered and how its impact is measured. To be effective and accountable, they also must manage large amounts of data.

Humanitarian actors are forced to make decisions that affect the lives of many people. This is especially the case with organizations working in the protection sector, which aims to ensure full respect for the rights of the individuals. Unlike other sectors in the humanitarian sphere, protection work requires those engaged in the response to have an intimate understanding of an individual's needs, vulnerabilities and personal history, and to a degree greater than other sectors, to gather information about an individual's identity. Food and other material relief may be distributed to beneficiaries based on relatively anonymous systems. By contrast, to deliver protection services, it is often necessary to know who a person is, and their exposure to specific risks or vulnerabilities. Implementing protection responses requires organizations to gather and store substantial amounts of personal data about the individuals they are trying to protect. Managing this very sensitive information brings with it tremendous responsibility, both in the immediate and the longer term.

This responsibility is even greater when it concerns interventions aimed at protecting children. When an emergency strikes – whether a natural disaster or an armed conflict – children require special protection to maintain their safety and wellbeing. Unaccompanied and separated children (UASC)ⁱ, for example, are designated among the most vulnerable because they have lost the care and protection of their families at the moment they need them most. In order to provide care and support for these children, and to reunify them with their families, they must be identified and registered. This personal data must be safely stored but must also be shared in order for it to be actionable. Timing is critical; the longer a child is separated, the more difficult it may become to locate family members and the more at risk the child is to violence, exploitation and abuse. Addressing the needs of these children requires protection actors to gather and manage very sensitive information. Because of the inherent risks, it also requires that organizations adhere to strict data protection and confidentiality standards. The child protection mandate and the management of sensitive data creates a situation where an exceptional amount of responsibility is vested in humanitarian actors who care for the wellbeing of individual children.

Protecting the identities of children in emergencies, and maintaining their personal safety, wellbeing and dignity is further complicated because, in some cases, humanitarian actors may be called upon to make determinations about what is best for a child, in the absence of a parent or adult caregiver. This principle, called the “best interests of the childⁱⁱ”, is a fundamental principle of social work. This is coupled with the child protection principle of “do no harmⁱⁱⁱ”, in order to ensure that decision making processes take into account the unique needs of children and do not put them at risk.

Protection work not only involves handling very sensitive personal data of individuals, it also involves working with other agencies with similar mandates. In large-scale emergencies, dozens of organizations may be operational in a response. No single organization has the capacity to serve an entire affected population. These actors should, in order to best serve the target population, share information based on the “need to know” principle. The term “need to know”, when used by humanitarian organizations, describes the restriction of data which is considered very sensitive. Under need-to-know restrictions, one can be given access to such information, only when one has a specific need to know; that is, access to the information must be necessary for the conduct of one's official duties. Interagency guidance on data confidentiality should be observed as a matter of humanitarian principle^{iv}.

There are many obstacles when delivering lifesaving services in emergency-affected environments. Among these are: reaching geographically remote populations; cultural and linguistic barriers; accessing areas affected by armed conflict; massive population displacement; and resource scarcity. The demand of humanitarian work in very difficult operational environments has spurred innovation from actors looking for new ways to improve service delivery. Protection agencies mandated to ensure the rights of individuals and collectives are increasingly adopting technology solutions to speed up, secure, expand or enhance service delivery. These new methods and approaches open doors to new types of risks.

2. BACKGROUND AND RATIONALE

The International Committee of the Red Cross (ICRC), the United Nations High Commissioner for Refugees (UNHCR), and the United Nations Children’s Fund (UNICEF) are among the main protection actors in the humanitarian sphere. Each of these organizations has endorsed practices for programme and data management that put the wellbeing of the beneficiaries at the center of their interventions.

ICRC, UNHCR and UNICEF are moving away from traditional paper-based system in favour of more sophisticated digital solutions^v. This move is based on the prevailing belief that improved use of technology for gathering, storing, analyzing and sharing personal data will translate into improved results in service delivery for vulnerable and emergency-affected populations. However, these innovations may rest on untested assumptions and therefore, actors must take a critical look at the implementation technology for data management, analysis and decision making through the process of case management.

While this work has advanced significantly in other sectors of humanitarian response (health, water and sanitation, education), in the humanitarian protection sphere, there is an absence of strong evidence detailing the implications of technology use. What is the impact of digitization of case management in emergencies, specifically for children? Is it faster? Does it allow the practitioners to do more in terms of support? Does it foster interoperability within actors in the sphere of protection? Is it improving the child-friendliness of protection interventions? What are the benefits, and what new risks are children being exposed to when their personal data is digitally recorded? As actors entrusted with the best interests of the child, it is imperative that a critical, independent, robust analysis of field level use of digital data management and other tools be conducted as a matter of due diligence. Such a study will be relevant to all actors and funders working in emergencies around the world.

3. PURPOSE & OBJECTIVES

This research project has been deemed critical because the current situation in the field imposes serious constraints on partners' ability to deliver services to vulnerable populations. What is now urgently needed is evidence to demonstrate whether or not digital systems will provide a more effective, child-friendly, secure and efficient method of managing information for humanitarian protection work. Research that provides recommendations, affirming or refuting that incorporating digitization in case management contributes to protective outcomes by reducing systemic inefficiencies, could provide the objective framework for adjusting humanitarian protection work around the principle of confidential and secure system interoperability. Solid, independent third-party investigation of data management practices represents a critical step towards overcoming data silos, advocating for better, more child-friendly inter-agency data management practices, and promoting a more coordinated response to emergencies.

The purpose of the research is to generate evidence, information, insights and lessons from recent deployments of **Information and Communications Technologies (ICT)** for humanitarian protection to an academically robust answer to the question: **"Does the use of digitization across the process of case management for child protection in emergencies contribute to improved outcomes in terms of time-efficiency, work-efficiency, child-friendliness and interoperability between protection systems?"**

The research aims to:

- 1) Confirm or disprove the hypothesis that the use of Information and Communications Technologies (ICT) for humanitarian protection results in improved outcomes.
- 2) Identify levels of benefits and risks associated with the use of ICTs in humanitarian action specific to protection across the process of case management.
- 3) Build a solid evidence base and help guide development of a framework and engagement model for use of ICTs for humanitarian protection by investigating concrete examples of field level ICT implementation in order to identify gaps, tools and good practices in the use of ICTS for humanitarian protection.
- 4) Serve to address an underlying concern in the protection community with respect to data security.

4. SCOPE OF WORK

This study will investigate both quantitatively and qualitatively the case for the expanded use of digital applications in protection-related humanitarian work to determine whether the direction ICRC, UNHCR UNICEF and other protection partners are taking in data management contributes towards saving time, improving and increasing support, and interoperability between agency's information systems during emergencies.

The study will particularly look at incorporation of digital data management and decision making tools in the process of case management. A simplified illustration of case management process is as follows.

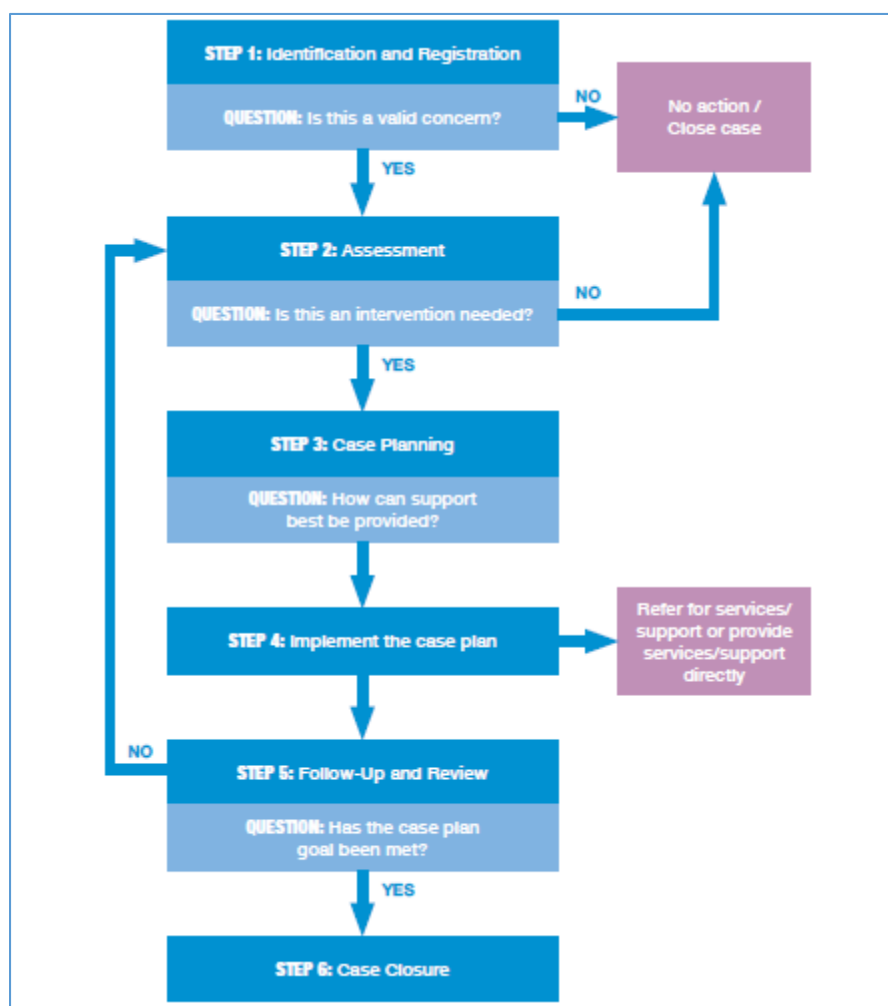


Figure: Inter Agency Guidelines for Case Management and Child Protection

All activities will adhere to the human rights based approach to programming and participatory, survivor-centered approaches that adhere to the UNICEF Guidelines for Ethical Research Involving Children^{vi}.

Research themes, key questions and suggested data gathering approaches

The table below sets out the variables of interest and identifies the main sources of data and methods of data collection. This table is not exhaustive but intended to guide the development of proposals and methodologies.

Table 1 (See Annex 3 for list of supporting documents)

Concept	Interest	Data Collection Guidance
Digitization	The transition away from paper-based systems in favor of digital data management systems and other digital decision making tools through the stages of case management. Namely:	<ul style="list-style-type: none"> • Interviews and or focus groups • Review of interagency/CPWG and UNICEF programme and related literature and documents. • Key informant interviews with UNICEF Regional and CO staff.

	<ul style="list-style-type: none"> • Identification, • Assessment, • Case planning, • Implementation of Case Plan, • Follow up/reviewing, • Case Closure 	<ul style="list-style-type: none"> • Key informant interviews with partners and other humanitarian actors. • Inter-Agency Child Protection Information Management System Evaluation. • ProGres system documentation and evaluations. • Prot5 system documentation and evaluations.
Time Efficiency	<p>Whether digitization reduces time required to:</p> <ul style="list-style-type: none"> • start, • manage, • analyze, • review, • compare, and aggregate • close cases. <p>Our Interest lies in the time efficiency related to each of these functions individually and all together, in comparison to traditional/non-digital systems.</p>	<ul style="list-style-type: none"> • Inter-Agency Child Protection Information Management System. • Gender Based Violence Information Management System. • Interviews and or focus groups. • Review of records and FTR transactions. • Emergency response evaluations. • Key informant interviews with ICRC, UNHCR and UNICEF Regional and CO staff.
Work Efficiency	<p>Whether digitization reduces systematic inefficiencies such as:</p> <ul style="list-style-type: none"> • Duplication of child interviews. • Errors including duplication, variations in spellings and taxonomies, and missing fields/values. • Dependency on manual/human data transactions. • Omission or oversight of a potentially helpful intervention. 	<ul style="list-style-type: none"> • Inter-Agency Child Protection Information Management System. • Gender Based Violence Information Management System. • Interviews and or focus groups. • Review of records and FTR transactions. • Emergency response evaluations. • Key informant interviews with UNICEF Regional and CO staff. • Key informant interviews with partners and other humanitarian actors. • Review of interagency/sub-Cluster and UNICEF programme and related literature and documents.
Child Friendliness	<p>Whether digitization can encourage a child friendly case management approach. Child friendly procedures being defined as:</p> <ul style="list-style-type: none"> • Using simple clear language. • Child appropriate concepts and 	<ul style="list-style-type: none"> • Review of interagency/CPWG and UNICEF programme and related literature and documents. • Key informant interviews with UNICEF Regional and CO staff.

	<ul style="list-style-type: none"> • Dignified and respectful treatment. • Respect for rights and guaranteeing privacy. • Gender sensitivity. • Child sensitive processes (i.e. interviews). • Ensures participation and involvement. 	<ul style="list-style-type: none"> • Key informant interviews with partners and other humanitarian actors.
Interoperability ^{vii}	<p>Does digital data management ease and facilitate inter-agency information sharing:</p> <ul style="list-style-type: none"> • Does digital data management promote cooperation between partners? • How much work or expertise is required to make data transferable between systems/actors? 	<ul style="list-style-type: none"> • Review of interagency/CPWG and UNICEF programme and related literature and documents. • Key informant interviews with UNICEF Regional and CO staff. • Key informant interviews with partners and other humanitarian actors. • Inter-Agency Child Protection Information Management System. • CPMS.
Data Security	<p>Whether digitization of child data is at greater risk of breach than the traditional way of physically storing information:</p> <ul style="list-style-type: none"> • Loss from theft/malicious attack • Longevity of storage • Protection from unauthorized access and usage 	<ul style="list-style-type: none"> • ICRC guidance. • Review of interagency/CPWG and UNICEF programme and related literature and documents. • Key informant interviews with UNICEF Regional and CO staff. • Key informant interviews with partners and other humanitarian actors. • UNDSS/DPKO, other sources of information re: physical security.

5. METHODOLOGY

UNICEF intends to defer to professional researchers on the specifics of the methodology. Due to the unique nature of the research, we encourage the submission of innovative research methodologies by qualified and expert professionals, specifically with innovative approaches to ICT4D/T4D and humanitarian/child rights experience. **See: Annex 1 – Sample Methodology**

An independent quasi-experimental research study will be conducted over a seven-month period and will be divided into three main phases. An advisory board comprising of representatives from UNICEF, UNHCR and ICRC will be involved in approving the methodology and the final report.

Phase 1 or the initial stage of the research project will include several steps^{viii}, including: a comprehensive review of relevant literature, clarification of parameters and definitions to be validated and used, and a review of literature relevant to the child protection sector and its intersection with digitized space, including interviews with principle child protection stakeholders such as UNHCR, ICRC, Save the Children, the International Rescue Committee and others working at the global level. Using this as a framework, a comprehensive research methodology will be designed by a specialized institute or group of qualified professionals identified through a competitive tendering process. UNICEF recommends a practical methodology that will draw highly reliable results using a quantitative focus.

The last step of this phase will be an approved and agreed upon methodology.

In **Phase 2** the researcher will collect data and analyze it. S/he will also engage with partners and beneficiaries in the field in and those who have been linked to the implementation of relevant programmes, according to the methodology selected, to be able to incorporate a more realistic perspective in his/her work. An analysis must be undertaken to define the outcomes of interest as a function of the degree of the use of digitization by developing indicators and baselines according to academically derived criteria.

Finally, in **Phase 3**, the qualitative research and the quantitative findings will be consolidated in an appropriate academic format and presented for peer review.

Proposed Work Plan:

Activity	Phase	Start date	Duration	Deliverable	Actor
Background Research	1	September	2 weeks	Rationale for chosen variables	Researcher
Setting Variable Criteria	1	September	2 weeks	Definitions and measurement criteria	Researcher
Methodology design	1	October	1 week	Implementation plan	Researcher
Methodology approval	1	October	4/5 days		Reviewing committee
Data Collection	2	October	6-8 weeks	Field reports	Researcher
a. Secondary Data		Oct/Nov	1 week		
b. Field trip 1		Oct/Nov	2 weeks		
c. Field trip 2		Oct/Nov	2 weeks		
Data Analysis	2	December	2 weeks	Findings report	Researcher
Review of findings report	3	January	1 week		Reviewing committee
Draft Report	3	January	3 weeks		Researcher
Peer review	3	February	2 weeks		Humanitarian actors and partners
Final Report	3	February	3 weeks		Researcher

Proposed Timeline:

Activity	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16
Background Research							
Setting Variable Criteria							
Methodology design							
Methodology approval							
Data Collection							
Data Analysis							
Review of findings							
Draft Report							
Peer review							
Final Report							

6. UNICEF RESPONSIBILITIES

The UNICEF Child Protection Section will work internally across sectors and divisions as needed, including the Education and Health Sections of Programme Division, and with the Evaluation Office to build rich multi-sectoral collaboration. UNICEF will also engage ICRC and UNHCR as members of a Research Advisory Committee. In each country site a local team will be actively engaged and involved in the research. Where possible/ feasible, appropriate Government Ministries/actors will be engaged to ensure government buy-in and learning.

More specifically, UNICEF HQ will be responsible for the following:

1. Liaison with the research team.
2. Facilitation of the secretariat for the Research Advisory Committee.
3. Collection of relevant internal materials.
4. Facilitation of the identification of appropriate local partners and government actors.
5. Facilitation of new data collection--e.g. administrative support for arranging country visits and video/teleconferences.
6. Coordination of stakeholders.
7. Securing agreement of country and regional offices for field visits.
8. Review and acceptance of intermediate and final products.
9. Facilitation of feedback to all stakeholder groups including local partners.

Important note: UNICEF may elect to designate a project manager for the evaluation.

UNICEF Country Offices will undertake:

1. Designation of a focal point for support.
2. Liaison with and introduction of the research team to national counterparts and other partners.
3. Logistical support to research team, including limited administrative support with domestic travel (where not feasible from outside the country) and accompanying team on field missions where feasible.
4. Provision of documents for review; serving as key informants; assisting in identifying other country-level KIs.
5. Review of reports for factual errors and omissions.

7. KEY SKILLS, TECHNICAL BACKGROUND, AND EXPERIENCE REQUIRED

The approach will be guided by the principle of credibility – that is, ensuring that the best evidence available is harnessed, and that it is analysed appropriately, so as to generate well-grounded findings, conclusions and recommendations the actions of UNICEF and partners. The selected institution/researchers must adhere to the human rights based approach to programming and participatory, survivor-centered approaches, that adhere to the UNICEF Guidelines for Ethical Research Involving Children.

Proposing institutions must include, at a minimum, two researchers (a senior leader and a junior or mid-level researcher/technical expert), one of whom must have significant research/evaluation background in child rights programming in emergencies and the other a strong background in mixed-method research and analysis. The Team Leader and the additional technical expert member will be responsible for undertaking and developing all tools and resources required to effectively measure programme outcomes and for the bulk of data collection and analysis (doing so in a timely and high-quality manner). Field work must be supervised in-country by the Team Leader or the Technical Expert. In view of the sensitive nature of this programme and its focus on vulnerable children, it is expected that the proposing institution will demonstrate capacity to convene an experienced team with the appropriate size and technical expertise to fully manage and capably perform and deliver throughout all of the phases of the evaluation, including the field work and reporting, in the timeframe outlined.

Team Leader:

- Demonstrated experience as the Principal Investigator on similar projects.
- Extensive research and evaluation expertise and experience (at least 10 years at a senior level). Research and/or evaluation experience in emergency contexts is needed.
- Knowledge and experience in working on child rights in development settings at a minimum; Familiarity with child rights programming in emergencies a strong plus.
- Knowledge and experience in working with technology in the development/humanitarian sphere.
- Team leadership and management, interpersonal/communication skills.

Technical Expert:

- A minimum of 10 years working on humanitarian emergencies.
- Strong research/evaluation expertise and experience (at least 5 years at a medium level), including methodological and data collection skills with focus on Child Protection in emergencies.

- Demonstrated skill in conducting research and evaluations of ICT and other technology in emergencies programmes.
- Team work and inter-personal communication and strong commitment to undertake the evaluation.

Team Leader and Members:

- Advanced university degree in social science, preferably with multi-disciplinary training.
- Significant international exposure and some experience in working with UN and NGOs in emergency contexts.
- Established record in conducting high quality, utilisation focused evaluations and research in child rights, ICT4D and humanitarian protection related areas.
- Strong analytical, synthesising, report writing and presentation skills.
- Must be willing and able to work in a challenging environment affected by an emergency.
- Must be willing and able to work independently.
- Background in engaging local research teams, including undertaking capacity-building as needed.
- Good communication, advocacy and people skills. Ability to communicate with various stakeholders in multi-cultural contexts and to express concisely and clearly ideas and concepts in written and oral form.
- Language proficiency: Fluency in English is mandatory, good command of Swahili is an asset.

8. DURATION

The expected period of assignment is from September 2015 to March 2016.

9. EVALUATION OF THE PROPOSAL

In making the final decision, UNICEF considers both technical and financial aspects. The Evaluation Team first reviews the technical aspect of the offer followed by the review of the financial offer of the technically compliant vendors.

The proposals will be evaluated against the following two elements:

a. Technical Proposal:

The technical proposal should address all aspects and criteria outlined in this Request for Proposal. However, all these requirements represent a wish list from UNICEF. The bidders are free to suggest/propose any other solution. UNICEF welcomes new ideas and innovative approaches.

The Technical Proposals will be evaluated against the following:		
REF	CATEGORY	POINTS
TE1	Experience of Company and Personnel to be assigned to this contract - Mandatory.	25

	Demonstrated: <ul style="list-style-type: none"> • Strong experience in, and knowledge of, the humanitarian sector with specific reference to protection-specific research, M&E. • Specific experience in designing, managing and documenting evaluations and assessments of protection-related programmes and projects. • Proven and demonstrable experience in conducting ICT4D and humanitarian-related evaluations using participatory approaches and methodologies. • Proven and demonstrable experience in engaging local research teams as partners, including undertaking capacity building of such teams as needed. • Understanding of the work of the UN and NGOs. • Financial stability of the company (as relevant). • English fluency. 	
TE2	Experience of Company and Key Personnel to be assigned to this contract – Mandatory. Demonstrated: <ul style="list-style-type: none"> • Experience in managing and conducting research, monitoring and evaluation in sub-Saharan African countries, Asia and the Middle East. • Experience in managing and conducting research, monitoring and evaluation in emergency-affected contexts, especially high security environments. 	15
TE3	Proposed Methodology and Approach – Mandatory. Demonstrated: <ul style="list-style-type: none"> • Detailed proposal with main tasks, report structure and key outputs identified, guided by Section PURPOSE AND OVERVIEW OF THE PROPOSED WORK. • Vision and sound methodology of achieving key outputs. • Innovative approach to research and analysis. • Plan of data collection and analysis. • Realistic and timed plan of action. 	30
Total Technical		70
Only proposals which receive a minimum of 50 points will be considered further.		

b. Price Proposal

The price should be broken down for each component of the proposed work, based on an estimate of time taken which needs to be stated.

No price information should be contained in the technical proposal.

Ensure that the level of effort to be committed by the different team members in each phase is visible within the technical proposal. That same information with additional cost data should feature in the financial proposal.

The proposal should very clearly articulate how you propose to address information and key questions included in the **PURPOSE AND OVERVIEW OF THE PROPOSED WORK** section of RFPS.

Keep in mind that the following specific items must be present, in addition to whatever other approaches and methods proposed:

1. Information which will demonstrate whether your institution (or your team) have relevant specialized knowledge in the areas that are critical to this work.
2. Information on any additional experience that may be critical to the success of the proposed work, including but not limited to: a) Affiliation to universities, university programmes, professional bodies, communities of practice, etc.; b) Any other information that you deem relevant to the this work that would give your institution an advantage over others competing for the same programme.
3. Composition of the Bidders proposed team to carry out the work including a summary (maximum one-page) CV of each member.
4. Presentation of a work plan in two phases (inception and delivery) (including: actions, outputs and proposed methodologies, and expected time inputs of Bidders proposed team).
5. A discussion with adequate detail for collection, analysis/reanalysis of new and existing data at different points in time.
6. A discussion in adequate detail of the proposed method(s) for gathering and synthesizing existing and new data to achieve programme results.
7. Plans for country visit(s) to each country, time periods, and people to be involved (UNICEF, government, service providers, community members, etc.).
8. Report, materials and resources provided at the end of the consultancy.
9. Any other comments, commitments, etc. that the Bidder wishes to make.

(Please note that the bid should include consideration time and resources needed to cover 2 countries.)

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

$$\text{Score for price proposal X} = \frac{\text{Max. Score for price proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

The Price Proposal shall include a cost breakdown for the work phases as per the ToR, detailing the types of roles proposed and man days required, travel assumptions and related expenses and any other cost elements deemed relevant.

The proposal shall include a payment schedule linked to clearly defined milestones. All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization. The quotation will not be subject to revision unless officially invited to re-submit by UNICEF.

The price should be broken down for each component of the proposed work, based on an estimate of time taken which needs to be stated.

The format shown below is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples. Estimated travel cost and DSA should be included in the financial proposal.

Description of Activity/Item	Proposed Person (job title/function)	All-inclusive rate US\$	No. of days proposed	Total Cost
1. Phase 1				
1.1 Personnel Cost				
Subtotal Expenses				
2. Phase 2				
2.1 Personnel Cost				
2.2 Estimated reimbursable travel costs**				
2.3. Other reimbursable cost				
Subtotal Expenses				
3. Phase 3				
3.1 Personnel Cost				
3.2 Estimated reimbursable travel costs**				
3.3 Other reimbursable cost				
Subtotal Expenses				
Total Personnel Cost				
Total Estimated reimbursable travel costs**				
Total Other Cost				
Grand Total*				

Proposed Payment Schedule:*

Schedule	Amount (USD)
Payment 1/ Deliverable 1	
Payment 2/ Deliverable 2	
Payment 3/ Deliverable 3	
Payment 4/ Deliverable 4	

***Payment Provisions**

UNICEF's policy is to pay for the performance of contractual services rendered or to effect payment upon the achievement of specific milestones described in the contract. UNICEF's policy is not to grant advance payments except in unusual situations where the potential contractor, whether a private firm, NGO or a

government or other entity, specifies in the bid that there are special circumstances warranting an advance payment. UNICEF will normally require a bank guarantee or other suitable security arrangement.

Any request for an advance payment is to be justified and documented, and must be submitted with the financial bid. The justification shall explain the need for the advance payment, itemize the amount requested and provide a time schedule for utilization of said amount. Information about your financial status must be submitted, such as audited financial statements at 31 December of the previous year and include this documentation with your financial bid. Further information may be requested by UNICEF at the time of finalizing contract negotiations with the awarded Bidder.

****Travel**

The contractor will be responsible in administering its own travel. Travel expenses will be reimbursed separately upon presentation of receipts based on actual cost or as per UN rates): whichever is lower. Travel expenses shall be calculated based on economy class travel, regardless of the length of travel and ii) costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC) <http://icsc.un.org/>.

Terminal Expenses: Include all expenditures for transportation between the airport or other point of arrival or departure and the hotel or other place of dwelling, including transfer of accompanied baggage and other incidental charges. For New York, the amounts to be reimbursed for each such trip are \$63 in respect of the staff member authorized to travel at United Nations expense. For all other duty stations, the amounts to be reimbursed for each trip are \$38. When official United Nations or government vehicle is made available for the trip, the amounts to be reimbursed shall be set at \$11.

Number of travellers, duration and dates of travel and travel locations will be agreed with UNICEF and the contractor prior to being arranged, undertaken and expensed.

For bidding purposes, offers will focus on the following 3 destinations (Nepal, Uganda, and the Philippines) for travel, local research etc. costs.

Annex 1 – Sample Methodology

UNICEF includes this sample of a simple methodological plan only as a method of constructive illustration. Submitted methodologies will be evaluated based on their appropriateness, detailing, soundness, and viability, and innovative approaches will be favourably considered:

A quasi-experiment allows us to get very close to what would be, ideally, a randomized controlled experiment. In the context of a quasi-experiment, we will use a two-pronged research study to holistically assess the causal impact of digitization across case management on the variables of our interest. We assume implementation of digitization will be random and will devise “pre and post” based on certain criteria. Then we will carry out pre- and post- interviews, surveys and lastly analysis of available data from data management systems and baseline (which we will assign from literature review) to qualitatively and quantitatively document the causal impact of digitization across case management process.

Interviews will allow us to understand impact such as interoperability and child friendliness. The surveys will help us to assess quantitatively and qualitatively the perceived impact on all the variables of our interest. Finally, econometric analyses of the data collected from the databases will allow us to isolate the causal impact on efficiency metrics. We will combine the results of the econometric analyses with the results from interviews and surveys to understand the true impact of Digitization across the case management process.

The research statement, addresses six parameters in the statement to be measured quantitatively and/or qualitatively. The parameters are: **“Does the use of digitization across the process of case management for child protection in emergencies (1) contribute to (2) improved outcomes in terms of time-efficiency (3), work-efficiency (4), child friendliness (5) and interoperability (6) between protection actors?”**

- **Digitization** is measured on a 0-1 scale as a dummy variable, with 0 being analogue, and 1 being use of digitization in one or more stages of case management.
- **Contribution** can be seen as positive or negative causality.
- Emergencies can vary in nature, though we will employ the three main categories: natural disasters, armed conflict (of limited scope) and complex emergencies (either long-term conflicts or conflicts and natural disasters).^{ix} We will incorporate the emergency element through the sample.
- The definition of time efficiency, work efficiency, child friendliness and interoperability will be constructed and measured using the variables of interest table included in the Scope of Work section in the TOR document.
- The study will control for degree and size of emergency (available through secondary sources), funding level of the country office and education and training of case workers.

Annex 2 – End notes

- i Inter-Agency Guiding Principles on Unaccompanied and Separated Children: Children separated from their parents and families because of conflict, population displacement or natural disasters are among the most vulnerable.
- ii United Nations Convention on the Rights of the Child, Article 3: The best interest of the child must be the primary concern in making decisions that affect them. All adults should do what is best for children. When adults make decisions, they should think how their decisions will affect children. This particularly applies to budget, policy and law makers.
- iii Defined in the UNICEF Core Commitments for Children in Humanitarian Action Section 1.9 (page 8)
- iv ICRC Professional Standards for Protection Work, 2013: <https://www.icrc.org/eng/assets/files/other/icrc-002-0999.pdf>
- v ICRC uses a data management system called Prot5. UNCHR uses a system for refugee registration and protection called proGres (currently version 3, with version 4 under development). UNICEF uses an interagency case management system called the CPIMS. A new system, called Primero, is currently under development.
- vi Although this research will not involve children as participants, the researcher will work closely with confidential data and as such should be familiar and in line with the Guidelines for “Ethical Research Involving Children” by the UNICEF Office of Research.
- vii Interoperability is the ability of different information technology systems and software applications to communicate, exchange data, and use the information that has been exchanged. <http://www.himss.org/>
- viii A proposed framework for the research is provided here, however this is only meant to provide insight for the development of a robust, scientific methodology.
- ix “Emergency: a serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts that exceeds the ability of the affected community or society to cope using its own resources and therefore requires urgent action. We use the word ‘disaster’ to refer to natural disasters as well as to conflict, slow- and rapid-onset situations, rural and urban environments and complex political emergencies in all countries. The term thus covers natural and man-made disasters and conflicts and encompasses related terms such as ‘crisis’ and ‘emergency’.” Minimum Standards for Child Protection in Emergencies.

Annex 3 - Suggested reading

1. [Minimum Standard of Child Protection in Humanitarian Action](#)
2. [Inter-Agency Guidelines for Case Management and Child Protection](#)
3. [Evaluation of the inter-agency child protection information management system](#)
4. [Inter-agency Guiding Principles on UNACCOMPANIED and SEPARATED CHILDREN](#)
5. [Monitoring and Reporting Mechanism \(MRM\) on Grave Violations against Children in Situations of Armed Conflict](#)
6. [Gender Based Violence Information Management System \(GBVIMS\) Website](#)
7. [Evaluation of the Gender Based Violence Information Management System \(GBVIMS\)](#)
8. [Gender Based Violence Information Management System user guide](#)
9. [Consolidated Inventory of ICT based tools and programmes](#)
10. [Key Principles for Children and Transitional Justice : Involvement of Children and Consideration of Children's Rights in Truth, Justice and Reconciliation processes](#)
11. [Guidelines of the Committee of Ministers of the Council of Europe on child-friendly justice and their explanatory memorandum](#)
12. [United Nations Guidelines on Justice in matters involving child victims and witnesses of crime](#)