

Terms of Reference

Voices of Youth 3.0

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Organizational background

UNICEF is the agency of the United Nations mandated to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential. Guided by the Convention on the Rights of the Child, UNICEF strives to establish children's rights as international standards of behavior towards children. UNICEF's role is to mobilize political will and material resources to help countries ensure a "first call for children." UNICEF is committed to ensuring special protection for the most disadvantaged children.

UNICEF carries out its work through its Headquarters in New York, 8 Regional Offices, and 125 Country Offices worldwide. UNICEF also has a research center in Florence, a supply operation based in Copenhagen, and offices in Tokyo and Brussels. UNICEF's 36 National Committees raise funds and spread awareness about the organization's mission and work.

Overview of Voices of Youth

Launched by UNICEF in 1995, Voices of Youth (VOY) is a space for young people from around the world to come together to engage in discussions, to exchange ideas, to inspire and to get inspired. Voices of Youth receives over one million visits a year, and publishes more than 2,000 articles by youth annually. In addition to offering an online community, Voices of Youth also includes empowerment and skills-building initiatives, implemented online or in partnership with UNICEF Country Offices, such as the Voices of Youth Maps (digital mapping) and the Blogging Internship.

High level Objectives

The current objectives of VOY are:

1. Serve as a dynamic and safe space for youth to share their views and engage in discussion with other youth from around the world.
2. Offer concrete tools/resources to our users to build their self-expressions skills and empower them to advocate for their rights.
3. Connect young people who are passionate about the same issues on the local, regional and global level.

Current Voices of Youth site structure, processes, & engagement opportunities

Voices of Youth is more than a website - it is the global digital youth engagement brand of UNICEF. However, much of the current engagement happens through the Voices of Youth website, whose primary engagement mechanism is a blog. Submissions to the blog are made directly on the website by young people who register on the site. Users are not required to write on any specific topic - and topics range from gender equality, to mental health, to climate change, to pop culture, to politics - however there are currently topic pages for the most common topics on VOY. All posts must meet the basic quality guidelines and engagement guidelines in order to be published. Once an article/blog post is published, admins (UNICEF staff) search for the writer's email address in the user database and need to use a separate email platform to notify them that the article has been published. The whole process requires an unnecessary amount of effort due to the configuration of the CMS. If a post does not meet the guidelines and is not suitable for publishing, or if the admins have feedback for a writer, a similar process is followed.

Approximately twice a month, the VOY admins come up with a topic for a discussion, which is powered by the Disqus commenting system. A discussions page on the website gives visitors access to all previous discussion topics.

Other engagement opportunities and actions a user can take when visiting Voices of Youth:

- A user can comment on an article/blog post and engage in a discussion with the writer and others who are commenting (a third party Disqus account is necessary)
- A user can take part in the bi-weekly discussion on a particular topic (a third party Disqus account is necessary)
- A user can access tools and resources to help improve their blogging skills.
- A user can access Voices of Youth social media (Twitter and Facebook) sites.

The current site structure is as follows:

- **Home page:** a blog populated with user-generated content, displayed in reverse chronological order.
- **About us page**
- **Topics section:** a landing page for each of the nine VOY topic areas. On each page there is a brief description of the topic and below visitors can read user-generated submissions linked to these topics.
- **Discussions section:** a landing page for various discussion topics created over the years.
- **Featured section:** contains landing pages for special projects or collaborations we wish to highlight.
- **Tools section:** a landing page for pdf tools and resources we create and upload. Content is displayed in reverse chronological order.
- **Voices of Youth Citizens/Maps:** users can also access sub-sites dedicated to the Voices of Youth Maps (digital mapping) and Voices of Youth Citizens (online safety and digital citizenship) initiatives. However these pages offer limited engagement opportunities and have at times been seen as disjointed or even a source of confusion for users. They also each have their own tools

and resources sections making it impossible for a user to find all available tools/resources in one area.

Key challenges that need to be addressed:

1. Currently there are numerous other initiatives, platforms, tools that seek to engage adolescents and youth, either at a global, regional or local level within UNICEF. Some UNICEF Country Offices have invested a lot into engaging adolescents and youth, both online and offline, while others work within more limited resource constraints. However, the key challenge from the perspective of an adolescent/ youth user is that there is no single UNICEF web property that a young person can go to in order to quickly and simply identify what engagement opportunities are available to them a global, regional or local level.
2. Current site is outdated in its design and user experience. There are only a few opportunities for engagement, which are not always clear and easy to access.
3. The platform is limited in its functionality, making it hard to stay ahead of the game as new platforms for expression emerge. Admins have limited ability to make changes to certain pages on the site.
4. VOY receives high volumes of submissions from youth, many of very high quality, making it difficult to do justice to all content in terms of promotion and directing views.

Overall Assignment: Voices of Youth 3.0

Building on the successes of the past three years, UNICEF believes it is necessary to re-invigorate Voices of Youth and to undertake a redesign of the site to **deepen** community engagement and **expand** engagement opportunities; to **simplify** access to information about youth engagement opportunities within UNICEF; and to **empower** youth advocates.

We seek a vendor to **develop the next generation Voices of Youth website as an integrated digital hub that unifies existing and future digital youth engagement initiatives by UNICEF**, in order to support youth in communicating about and advocating for their rights on the issues that affect them.

UNICEF seeks a vendor to develop a Drupal-based CMS that can support the next generation of Voices of Youth website in four languages. This platform should have the following high-level requirements:

- A visual design that allows for a colorful and youthful user experience, unique to the Voices of Youth brand, that follows the guiding design principles of UNICEF digital products (utilizing systems such as Material Design for guidance) but does not necessarily adhere to strict UNICEF brand guidelines.
- The visual design expanded to a set of page templates, ideally produced with an Atomic Design methodology, including a robust navigational system and in-page components that accommodate the site architecture as outlined in this document.
- A new website that enables young people to engage by submitting content in several different ways and that recognizes/rewards their contribution and participation.
- A customized admin dashboard that meets the website workflows and admin needs more automatically.

Functional requirements

PLATFORM FUNCTIONALITY

LANGUAGE REQUIREMENTS

- The global VOY needs to be launched in Ar/En/Fr/SP. All the content will be provided by UNICEF.
- The underlying platform should support the ability to add local languages at a later stage.
- There should not be language dependency on the site, meaning that except from the homepage and main navigation, content doesn't need to exist in all languages to be posted. Some of the main menu items have a secondary menu that should not be language dependent.
- Blog post submissions should be possible to be done in each of the 4 languages (Ar/En/Fr/SP). Admins should easily filter blog submissions by language.

TAXONOMY

- The platform should have a robust taxonomy / tagging system to support a robust search.
- Content contributors should be provided with a list of pre-selected tags (no user generated tags will be allowed) to add to their posts.
- Content (blogs) should be categorized by type of content (article, news/opportunity, poem, video, interview, etc.).
- Opportunities (an area containing both admin and user-generated content) should be categorized by type: global competitions, scholarships, conferences...etc.

ACCESSIBILITY

- Site should follow UNICEF Accessibility Standards based on WCAG 2.0 AA – See Annex.

SEARCH ENGINE OPTIMIZATION (SEO) and ANALYTICS

- The site needs to be in line with UNICEF SEO standards – See Annex.
- The platform should support the use of friendly multilingual URLs
- The vendor should implement tracking via Google Tag Manager given the direction and implementation code from UNICEF analytics vendor (third party vendor).

ROBUST SEARCH FUNCTIONALITY

- Search functionality should allow users to search for content based on relevance to the search word (topic), country, type of content, as well as username.
- Autocomplete search based on tags to support users should be allowed.

REVISED SITE STRUCTURE

A proposed new structure would simplify navigation:

- **Homepage** which allows admins to feature both user-generated and other content (notices about new opportunities, news, etc.), including the possibility to surface stories/videos that live on other UNICEF web properties.
- **About us page:** simple mostly-text page. Should have option to include media such as an introductory video. Possibly have sub-pages with Q&A, contact info, etc.
- **Blog landing page:** the blog landing page, as opposed to the overall homepage, will feature only user-generated content in reverse chronological order as is the standard for most blogs. Should allow for 3-4 pieces of content to be highlighted.

- **Topics/ Thematic Landing page:** This landing page introduces the different number of thematic/topics category pages (number and type to be decided)
 - These pages will feature some basic introductory information about the topic, as well as links to other websites/ resources where they can learn more.
 - These topic pages should also show the latest blog posts related to the topic in reverse chronological order.
- **Discussion page:** features a forum-like discussion where people can respond to a particular question.
- **Special Features/Collaborations pages:** accessible either via the homepage or navigation bar, these pages will feature admin and user-generated content related to specific, typically time-bound special features or collaborations.
- **Opportunities section:** will contain the latest global competitions, scholarships, conferences and other events relevant to youth.
- **Tools & Resources section:**
 - The site should have one central place where tools and resources are stored.
 - Tools and resources could be images, videos, mp4s, pdfs, etc.
 - Tools & Resources section should have its own search which allows visitors to filter results based on topic, format, and language.

GAMIFICATION

- The platform should provide engaging mechanisms, such as exploring a system whereby users earn points when they undertake various activities and gain certain statuses on the site, gamifying the experience and encouraging increased participation.
- Additional discovery should be done together with the vendor.

DESIGN

- A new visual design direction that is contemporary, youthful, and accessible (feedback from youth/users indicate that the current site feels out of date).
- Design direction and feedback will be provided by the UNICEF team, and will utilize current in-house best practices including guidance from systems such as Material Design.
- Component based template system (Atomic approach).
- Adhere to strict accessibility standards, including responsive states for mobile, tablet, and desktop, and usable with a screen reader.
- Consideration of usability for editors and contributors within the CMS, including a mobile friendly interface (contributors should be able to post from their phones).

DEVELOPMENT, HOSTING & DRUPAL DISTRIBUTION

- UNICEF has chosen Drupal as its preferred content management system and Acquia as its hosting and support vendor. Vendor should be familiar with continuous integration tools like Travis.
- UNICEF will provide the hosting environment and will give the vendor the necessary permissions to adequately setup and configure the environment
- The vendor should use UNICEF development environment and follow best practices as part of Software Development Life Cycles.

QUALITY ASSURANCE

- Prior to development starts, the vendor should share a test plan that will include detailed information on the different functional and nonfunctional tests.

PAGE LOAD TIME and LOW BANDWIDTH

- The system should be optimized in all different layers (CMS implementation, database and page caching, frontend markup, server settings...) to ensure a low page load time and properly show in low-bandwidth environments.

SECURITY

- Vendor should follow UNICEF Web Security Policy and Security Recommendations Checklist – See Annex.
- Any personal data should be encrypted in the DB (at least email and DOB).

BROWSER COMPATIBILITY

- The public website and the CMS should be supported by the latest versions of Chrome and UNICEF supported IE version (currently v11).

URL REDIRECTS

- The platform should support URL redirects. UNICEF will provide a list of mapping of URL redirects that need to happen for the most viewed articles. An automatic import of URLs will need to be provided.

VOY USER FUNCTIONALITY

Voices of Youth has three main types of current users:

- Admins, UNICEF staff or consultants, who manage the sites.
- Active contributors: young people who actively participate in the site by writing articles, commenting on articles, sharing etc.
- Visitors: people who visit the site to read content; occasionally comment or participate in discussion.

Our aim is to increase engagement by those who are already active, and to encourage those who are passive to move into the active category. The features and functionalities of the site should facilitate this goal. There is also interest in empowering the most active and dedicated users with some moderation privileges in the future (for example as moderators of the comments), however a full strategy for this has not yet been developed.

USER REGISTRATION

- At registration users should provide the following (final fields will be determined with vendor):
 - Username/display name which will appear publicly
 - First name and initial of surname (not public)
 - Email address
 - Sex (M/F/Prefer not to say)
 - DOB
 - Country
- Registration fields should have prompts to help users in the completion of the sign-up. User should be encouraged in the registration to use a display (alias/handle) name or just their first name as opposed to using their full real name on the platform. A significant proportion of our users are writing about sensitive issues and their real identity needs to be protected.
- Once they register users should receive an email that welcomes them to the site, explains how they can take part, and invites them to get acquainted with the quality and engagement guidelines. The content of this email will be provided by UNICEF.

- Social logins should be enabled for Facebook and Twitter (single sign on).
- Registration process needs to have measures in place to prevent spam registration.
- Registration page also needs to have a data privacy statement explaining how their data is used and stored and how they can have their profiles removed. Content will be provided by UNICEF.

USER PROFILES

Editable page

- Once a user has registered, he/she should be able to access to their user profile, where additional information about themselves can be added (e.g. description, hobbies...etc).
- Based on child safeguarding concerns UNICEF would like to explore the option of users being able to choose from a range of avatars, or make use of third-party application such as bitmoji, rather than uploading their own photos for their profiles.
- The system should filter any email that is included in the description in a profile.
- It is clear from inputs that we have received from youth that they want more personalization and more opportunity to engage directly with one another. However this has a lot of safety implications and therefore we'd like to arrive at solutions and features which maximize engagement without exposing them to risk.

Public page

- User public profile page should display username/ handle (no real name, email or DOB).
- User public profile page should also display description (if added).
- User public profile page should contain all of their articles in reverse chronological order.
- *Additionally, if possible:* Multilingual profiles for those who blog in more than one language.

ADMINISTRATOR FUNCTIONALITY

Admin dashboard: the admin dashboard should give admins access to: a user management portal; site analytics; access to edit all existing content;

- User management portal:
 - Admin should be able to look at user analytics: total number of users, activity, number of sign-ins, etc.
 - Admin should be able to easily manage users, including deleting user accounts.
 - *Additionally, if possible:* Admin should be able to do search for/segment users based on various criteria: gender, location, etc.
- Content Management
 - Admin should be able to manage content in all sections of the site, including non-blog pages. This includes having the ability to create and remove pages within the various sections, format content, tag, manage content on the Home Page.
 - Admins should be able to approve a blog post/article, provide feedback to content contributor (if it needs rework), or reject the article. A notification to the user should be sent when the status of the article is changed (approved, needs rework, reject).
- Analytics on site activity: visitors, top pages, search words, number of logins, number of new registrations, etc.

BLOGGING FUNCTIONALITY

- Content contributors should be able to submit a blog post with multimedia in a simple and intuitive way. Bloggers want the option to embed multiple media files (photo, video, tweets, gifs etc.) in their posts - similar to Medium and Wordpress. Submission form should remind users to ensure they have consent from subjects and the rights to use the attached media. If possible, an image upload should not be possible if the credit/source field is left empty.

- The submission process should enhance the reading of the quality and engagement guidelines (html page) by the content contributors before submitting a post. Submission process should remind users that not all articles will be published.
- Once the article has been submitted, an admin needs to approve it before it is published.
- There should be autosaving of text, especially before auto-logout.
- A content contributor should have the ability to re-edit a post at any time in the workflow.
- Users should receive confirmation that their article has been submitted and automatically notified when published.
- If users wish to edit an article after it is published, any changes need to be approved by an admin (admin to be alerted in the system).
- A content contributor should be notified when someone leaves a comment on their blog post.
- *Additionally, if possible:*
 - A content contributor should have access to basic analytics about their own posts: number of reads, where their readers are from, most-read article, etc.
 - Prompt/plugin to assist users with writing headlines that are SEO friendly, and only to use images in posts for which they have consent from subjects (if using their own images) or a license to use the image (if not their own) and to include photo credits.
 - The admin should be able to provide feedback about a submission directly within the system, or generate an email response from within the system, to inform a user whether their article has been accepted, whether it needs more work, or if it cannot be published. Currently when we wish to send a user feedback we need to look up their email in the user database, log into a separate email system, adapt our email from a series of form responses we have developed, and communicate with the user in this way. This process is incredibly time consuming and needs to be streamlined.

COMMENTING FUNCTIONALITY

- Currently the site uses Disqus but we are interested in exploring native commenting and finding the best approach to reduce barriers to use while still providing us with analytics on commenting activity.
- Native commenting would be especially useful for users who are writing under an alias but whose commenting third-party account is linked to one of their social media profiles, putting their identity at risk or requiring them to create a new account.
- *Additionally, if possible:*
 - Most active commenters could be promoted to community moderators - a practice employed by many digital communities – but where their role/activity is restricted to the comment forums and not to other content on the site.
 - Reactions via emojis (similar to Facebook) or stickers.

SOCIAL FEATURES AND SHARING

- Social sharing to the most common and popular sites should be enabled.
- *Additionally, if possible:*
 - Ability for users to follow other users on the platform - and to be alerted when there is a new post from them.

Out of scope: Migration and archival

The current VOY site has nearly 240,000 registered users, over 10,000 published user submissions and has had over 4,000 users sign-in in the past 12 months. Migration and archival work will be done

internally or through a third party vendor. The following information is not part of the scope of this engagement.

- **Migration:** No automatic content migration is expected. Existing users will be contacted to inform them about the new system and to invite them to register on the new platform. Migration is out of the scope of this engagement.
- **Archival:** The current VOY content will be moved to archive.voicesofyouth.org. Any archival work is out of the scope of this TOR

Optional Features

The following features should be budgeted separately and per item. UNICEF may decide to implement or not based on the proposal and the budget.

LOCAL SUB-SITES

- The possibility to add more local (national based) VOY sub-sites (drupal multisite approach)
- These sub-sites will be a smaller replica with limited functionality of the global website.
- These sub-site may have up-to two languages (e.g. Khmer and English for Cambodia)
- Possible functions will be determined through a discovery phase together with the vendor, however certain desired functionalities include:
 - A sub-site homepage featuring a mixture of user-generated and admin-generated content curated by the local Admin.
 - User-generated content (blogging) functionality
 - Restricted admin access (admin only has access to his/her country site)
- Admin of local VOY subsites should have the ability to manage the taxonomy in their local language.

ROBUST Search

- Faceted search should be allowed

OPPORTUNITIES section (new landing page):

- This landing page will contain the latest global competitions, scholarships, conferences and other events relevant to youth.
- Page should have a submission form where users can send their suggestions for related opportunities. These will be reviewed by VOY Admins. Each submissions should state clearly: who is the organizer, age target, location, link to more information.
- Opportunities should be searchable by topic/theme, location (global/regional/country-specific), type of opportunity, age target.
- This page will also have permanent and prominent links to other UNICEF youth engagement initiative websites: digital mapping, U-report, etc.

Specific Deliverables

1. A full project plan, including timeline, to reimagine the Voices of Youth website to expand and increase engagement, based on the Terms of Reference and consultations with UNICEF.
2. A Q&A plan (including security testing) at the beginning of the development.
3. Security reports as needed.
4. A new Voices of Youth website in a minimum of 4 languages at launch (Eng, Fr, Sp, Ar).
5. Basic training for a minimum of 5 super admins on the features and functions of the platform.

6. A manual covering the features and functions of the site.
7. A basic style guide for the site.
8. Functional and technical documentation for the site.
9. One year of technical support to perform upgrades and troubleshoot as needed. With the possibility of extension for year two (*should be indicated separately in the financial proposal*).

Project Phases

- Phase 1: consultation with UNICEF to review and prioritize needs
- Phase 2: development of a project plan and workplan in response to the needs and goals of Voices of Youth; revision; approval
- Phase 3: development of beta site; testing; revisions
- Phase 4: launch of new Voices of Youth site
- Phase 5: basic training for super admins
- Phase 6: Maintenance and support (1 year with possibility of extension)

Reporting requirements

Vendor will be expected to have weekly or bi-weekly telephonic progress meetings with UNICEF and to submit short weekly status reports, by email, outlining progress towards achievement of assignment.

Skills/experience required

- A proven track record developing similar digital platforms and mobile applications using Drupal, in particular Drupal 8.
- A proven track record developing platforms or digital products that function in multiple languages.
- Solid understanding of the principles of meaningful child and youth participation, child and youth protection and acting in the best interest of children and youth.
- Strong knowledge of IT Security policy, including data protection.
- Knowledge on how to create user-friendly and youth-friendly digital tools in low bandwidth settings.
- Knowledge of UNICEF's mandate and priorities.
- Excellent English-language skills.
- Availability to attend face-to-face or virtual meetings in UNICEF offices in New York.
- Ability to set up technical training for UNICEF staff from around the world.
- Flexibility in accommodating various country offices and the regional office schedules and a multicultural office environment.
- Availability to travel if/when needed.

Structure of Vendor Response & Evaluation Process

The following items should be addressed, providing estimated itemized costs, in a proposed project proposal responding to these Terms of Reference.

1. Methodology and approach for the implementation project, showing the vendor's understanding of UNICEF/ Voices of Youth technical and design requirements, and how the vendor will meet or exceed these requirements.
2. A proposed phased implementation plan, which should include, but not be limited to: Proposed phases, duration, milestones, a timeline of which features and functionalities should be implemented in each iteration, as well as project dependencies and assumptions.
3. 3-4 examples of similar/relevant front-end design work developed previously by the vendor. Examples that include work specifically developed for a youth audiences are a plus.
4. At least one example of a similar/relevant customized build of a Content Management System, showing the interface used by administrators and editors.
5. At least one case study of a recent similar/relevant project which briefly outlines the assignment and describes the vendor's approach, iterations, and final project outcome.
6. A description of the vendor's team and their specific roles in this project. Details of the project team should include relevant qualifications, professional experience, experience on similar projects and their role in those, etc.
7. Price proposal: The price structure should be broken down by phases (page 10), taking into account the different functional requirements of the project.

This can be submitted as a word file or pdf and **should not exceed 20 pages.**

Evaluation of the proposal

The offers will first be reviewed from an administrative perspective - for their completeness in terms of all of the requested information being provided and adherence to administrative instructions for submission. Those that successfully pass the administrative check shall be subject to a technical evaluation and consequently a financial evaluation. A maximum of **70** points is allocated to the technical component and **30** points for the financial component, with a maximum possible total score of **100** points.

The proposal obtaining the highest score after adding the scores for the technical and financial offers is the proposal that offers best value for money and will be recommended for award of the contract.

a. Technical Proposal

The technical proposal should address all aspects and criteria outlined in this Request for Proposal. The proposal will be assessed first on its technical merits and subsequently on its price.

The total amount of points allocated for the technical component is 70, but divided into two parts:

Round 1: Desk review (50 points): UNICEF evaluators will read your technical proposal and supporting materials. Scores from the desk review will be allocated according to the table below. **Only those proposals that score 40 points and above will be considered technically compliant and will proceed to Round 2. All other proposals will be disqualified.**

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- **Round 2: Presentation (20 points):** Proposals that receive a minimum of 40 points in Round 1 will be considered technically compliant and will be invited to make a presentation of their creative idea – followed by a Q&A -- to UNICEF staff via Skype for Business or any other virtual meeting tool. The idea will be further assessed for its creativity and novelty. The total amount of points allocated for the presentation is 20. Scores from the presentation will be allocated according to the table below. **A minimum of 15 points will be required for proposers to qualify for the financial evaluation. All other proposals will be disqualified for further evaluation.**

REF	Evaluation Criteria	POINTS
	DESK REVIEW	
1	Quality and completeness of proposed work plan to achieve the goals stated in this RFP in a comprehensive manner	35
1.1	<i>All functional requirements are represented</i>	15
1.2	<i>Clear and rational methodology</i>	8

1.3	<i>Reasonable timelines including milestones</i>	6
1.4	<i>Innovativeness and suitability for an adolescent and youth audience</i>	6
2	Evidence of experience and ability to provide high caliber deliverables and complete this project in a timely manner	15
2.1	<i>Vendor profile (history of projects, expertise, clients) is suitable for scale and scope of work</i>	5
2.2	<i>Evidence of <u>strategic planning</u> (including content) for global, digital communication</i>	5
2.3	<i>Currency of <u>digital knowledge</u> (frontend and backend web technology)</i>	3
2.4	<i>Experience with large, multinational organizations similar to UNICEF</i>	2
Subtotal – Desk Review		50
Only proposals which received 40 points or more during the Desk Review will be considered for Presentation.		
	PRESENTATION	
1	<i>Expert knowledge of web development and digital communication.</i>	10
2	<i>Understanding of the objectives and audience of the Voices of Youth platform – and how this impacts design and development.</i>	10
Subtotal – Presentation		20
TOTAL – Technical Proposal		70

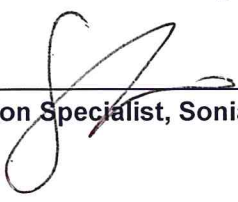
b. Price Proposal

Price proposal shall be broken down by Phases of the project (page 10).

The price proposal will be assessed against its compliance industry standards for not-for-profit organizations for same/similar services.

Signature 
Project Leader, Katarzyna Pawelczyk

Date 15 Nov 2017

Signature 
Communication Specialist, Sonia Yeo

Date 18/11/17

Signature 
Director, Division of Communication, Paloma Escudero

Date 15/11/17

ANNEXES

The following will be available as annexes:

- A - STANDARDS ON SEO FOR UNICEF MANAGED WEBSITES
- B - CF-ITSS-Policy-2012-009
- C - Exception to Website IS Policy - Minimum Control Standard (Ver 1-1)
- D - Security Checklist
- E - ACCESSIBILITY STANDARDS FOR UNICEF WEBSITES
- F - Additional information about Voices of Youth