National Social Service Systems for Orphans and Vulnerable Children

Framework for Planning and Monitoring and Evaluation

June 2017

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ACKNOWLEDGMENTS

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ABBREVIATIONS

CDC	United States Centers for Disease Control and Prevention
M&E	monitoring and evaluation
MIS	management information system
MTEF	medium-term expenditure framework
OGAC	Office of the Global AIDS Coordinator and Health Diplomacy
OVC	orphans and vulnerable children
PEPFAR	United States President's Emergency Plan for AIDS Relief
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WHO	World Health Organization

INTRODUCTION

Since 2003, the United States President's Emergency Plan for AIDS Relief (PEPFAR) has provided more than $2 billion USD for initiatives to mitigate the impact of HIV and AIDS on orphans and vulnerable children (OVC). Over the past several years, to ensure the sustainability and ownership of these initiatives, PEPFAR has increased funding for initiatives intended to strengthen the social service system in HIV-affected countries to improve the protection and care of children. Rather than focus exclusively on initiatives to address specific child protection concerns in isolation (such as HIV and AIDS, child labor, household income generation, or education), system-strengthening initiatives aim to create a system with the capacity to address multiple interconnected vulnerabilities. Although PEPFAR's OVC programs will continue to be concerned primarily with the welfare and protection of HIV-affected children, PEPFAR's investments in countries' social service system will sustainably improve those systems' capacity to benefit children and households facing a diversity of vulnerabilities, including HIV, as well as circumstances that are proven to increase the risk of acquiring HIV, such as lack of education, child abuse, and poverty.

PEPFAR's investments in social service system strengthening cover the following areas: supporting governments to formulate national plans of action for vulnerable children; providing targeted organizational capacity building for governments to increase sustainable financing and improve service delivery; supporting training programs for staff (e.g., the social service workforce) who work with households and children; and supporting the development of national information management systems for child welfare and protection programs. PEPFAR also invests significant resources to help families and communities engaged in care for children. For example, PEPFAR provides support aimed at improving positive parenting practices, such as nonviolent discipline and child development activities. Educating parents about topics such as maternal and child health issues and services also increases the capacity of families to care for their children, including preventing and responding to HIV.

Such investments support what is known as the formal, or government-led, social service system, as well as the informal, or family- and community-based, social service system.

Figure 1. The social service system for OVC

| Formal system: Guided by national laws and policies, formal systems are government-led to... | Provide interventions, programs, and benefits that address social welfare and protection of vulnerable children and their families... | Through investments such as the Child Rights Act, national cash transfer programs, national scheme of service for social service workers, government-employed social workers, governmental financial allocation and expenditures, national steering committees/coordination committees for child protection. |
| Informal system: Occurring outside the bounds of national laws, informal systems are family and/or community practices that... | | Through initiatives, often supported by civil society, such as community funds, community committees, traditional or religious support, and parental counseling and support. |

Source: MEASURE Evaluation

The formal system operates within the limits of national laws, policies, financial resources, and the capacity of the government's workforce. The informal system operates based on endogenous family and community practices, most of which are not guided by national regulations. For example, community members may help care for sick children by taking them to a health facility when the children's parents are too sick to travel to the service delivery point.

Despite the significant contribution that informal (family- and community-based) actors play in caring for children in the countries that PEPFAR supports (hereafter, "PEPFAR countries"), the purpose of this framework is exclusively to monitor and evaluate the formal, government-led social service system. This framework helps governments to plan, monitor, and evaluate their social service system to improve system performance in caring for and protecting children. Within the context of PEPFAR and other stakeholders that support the strengthening of social service systems, this framework can also be used to plan, monitor, and evaluate interventions aimed at strengthening the social service system. For example, governments, donors, and nongovernmental partners can use this framework as a diagnostic tool to determine the priority of interventions to strengthen social service systems. They can also use this framework to understand how investments to strengthen these systems yield improvements over time.

Why MEASURE Evaluation Developed This Framework

Measuring the impact that investments in strengthening social service systems have on children and families is challenging. Proving a causal link between improving some part of a system (for example, developing a national strategy for vulnerable children) and improved child outcomes (for example, in education and health) is difficult. Yet case studies and isolated research indicate that investments in a social service system improve the system's performance. For example, early studies show that having a larger and better distributed workforce lowers caseloads and enables workers to address child protection concerns more efficiently and effectively (National Association for Social Workers Foundation, 2010). Similarly, for years, the health sector has grappled with understanding the effects and impact of investments in health systems. Shortfalls in evidence of the efficacy of interventions to demonstrably strengthen health systems are owing, in part, to the distal nature of system interventions and the relatively

long period for a system to register measurable effects. Furthermore, the complexities of interconnected and simultaneous interventions in a system make evaluating a single intervention extremely difficult. For example, within a health system, an updated information system could be providing new and valuable information to doctors, who in addition are assisted by newly trained nurses. Both the system update and the training are likely to have a positive effect on patient outcomes; how can one determine which intervention has the greatest affect?

Despite these challenges, over time the health sector has made progress in understanding the effects of system investments by means of *Monitoring the Building Blocks of Health Systems: A Handbook of Indicators and Their Measurement Strategies* (World Health Organization [WHO], 2010). This handbook lays out standard indicators to monitor the outcomes of investments in health system strengthening. And recent studies and assessments indicate that health system investments have had positive results in health status and health system outcomes. For example, performance-based financing and training health workers to improve the quality of their services improve the quality of care (Hatt, et al., 2015)

Globally, it is recognized that system strengthening is a logical and effective step to improving the efficiency, quality, and sustainability of service delivery. The USAID- and PEPFAR-funded MEASURE Evaluation developed the framework presented here to fill part of the gap that exists in demonstrating the impact that system strengthening has on child outcomes, by providing indicators and guidance for measuring system performance. These indicators measure the outcome of system-strengthening interventions in five core areas, defined by PEPFAR as the components of social service system strengthening: (1) leadership and governance structures; (2) the social service workforce; (3) financing; (4) information management and accountability systems; and (5) coordination and networking mechanisms. This document defines these indicators and offers guidance to apply them in a country or program.

HOW TO USE THIS GUIDE

The purpose of this framework for planning and monitoring and evaluation (M&E) of national social service systems for vulnerable children is to disseminate standard indicators that support measurement of the performance of social service systems, provide guidance on the analysis and use of data resulting from implementing the indicators, and present best-practice methods and other considerations for applying the framework in the context of any country or program. The document has the following sections:

- Section 1: Introduction to the M&E Framework
- Section 2: Indicators and Definitions
- Section 3: Applying the M&E Framework

Together these sections offer concrete guidance to help governments, donors, and nongovernmental organizations plan, monitor, and evaluate the status of social service systems and the effect of investments to improve these systems.

Intended Users of This Document

This guidance is intended for anyone with a stake in a country's social service system. That includes stakeholders involved in planning, managing, or developing strategy related to social service systems and stakeholders that support the strengthening of social service systems and the delivery of services. Although we developed this guide with USAID's and PEPFAR's support, its audience is not limited to these agencies' partners. Other donors and organizations providing technical assistance to social service systems may also find this guide useful for generating information for programs and policy. Similarly, government ministries, such as a ministry of social services, can use this guide to assess the status of their social service systems, inform planning, and make program and policy decisions.

INTRODUCTION TO SOCIAL SERVICE SYSTEMS

There is no universal definition of a social service system. This is, in part, because of the diverse range of social services that are provided across and within countries. Broadly speaking, a social service system is the combination of interventions, programs, and benefits provided by government, civil society, and community actors to address social welfare and protect vulnerable populations. Such a system's goal is to create a protective environment for healthy development and well-being, by alleviating poverty, reducing discrimination, facilitating access to needed services, promoting social justice, and preventing and responding to violence, abuse, exploitation, neglect, and family separation (Global Social Service Workforce Alliance, n.d.).

> A social service system is the combination of interventions, programs, and benefits that governmental, civil society, and community actors provide to address social welfare and protect vulnerable populations.
>
> Source: Global Social Service Workforce Alliance, n.d.

Social services such as old-age pensions may directly benefit adults and may or may not indirectly benefit a child. Or social services may specifically benefit vulnerable children and their households (e.g., child grants). The framework presented in this document focuses on social services for children.

Many countries provide government-led social services to vulnerable populations in the form of cash payments and other subsidies or insurances for health, education, food, nutrition, and other basic needs. In addition, families, communities, civil society and religious actors often play a critical role in protecting and supporting vulnerable populations, including children. This role is often informal and endogenous, based on interpersonal relationships or community support systems. For example, a household in need of food may go to a community-run food bank, or a child may stay with a relative when a parent is too sick to provide care. Collectively, governmental and nongovernmental actors make up a social service system that holistically protects and cares for children. However, the framework in this document is specifically for planning and M&E of the formal, government-led system, represented in the outer ring of Figure 2.

PEPFAR'S FRAMEWORK FOR SOCIAL-SERVICE SYSTEM STRENGTHENING

PEPFAR's goal in strengthening social services is to ensure the welfare and protection of children affected by HIV. Under this definition, "welfare" refers to the alleviation of poverty and socioeconomic vulnerabilities, known as "social protection." "Protection of children" refers to preventing and responding to child abuse, exploitation, neglect, family separation, and other forms of violence (PEPFAR, 2012). Together, social protection and child protection systems have a common vision: to ensure the welfare and protection of children and other vulnerable populations.

Figure 2. PEPFAR's definition of a social service system

Source: PEPFAR, 2012

Social Protection

Social protection programs help poor and vulnerable individuals and families cope with crises and shocks, find jobs, invest in health and education for children, and protect aging populations. PEPFAR explains social protection as an array of government-led policy instruments that reduce the vulnerability and risks that disadvantaged groups face. Many types of social protection assistance fit under this umbrella: for example, tax-funded social benefits; public works programs; and benefits for working populations, including maternity, disability, work injury, and pension coverage. The most common type of social assistance is cash transfers to families, which provide resources to boost household consumption, reduce exposure to risk, and facilitate investment in household income-generating activities and/or education, health, water, sanitation, and other basic rights (PEPFAR, 2012; World Bank, 2017).

> **"Social protection"** is a set of public initiatives that address poverty, economic shocks, and social vulnerability. Cash transfers are a common form of social protection assistance, but social protection may also include workers' benefits (e.g., maternity leave), pension schemes, and vouchers to access healthcare.

There is a growing body of evidence that social protection is effective in increasing nutritional, health, and education outcomes for children and reducing children's risk of abuse and exploitation. As a result, over the past several years, organizations and programs that support vulnerable children, such as PEPFAR, the United Nations Children's Fund (UNICEF), the World Bank, Save the Children, and World Vision, have started emphasizing the importance of social protection assistance that is child-sensitive. The framework presented here focuses specifically on child-sensitive social protection.

"Child-sensitive" is not simply "child-focused," however. Some social protection assistance benefits children indirectly. An example is old-age pensions, which support households where children may live, benefiting the children and everyone else.

Others forms of assistance support children directly: for example, grants provided to households with the explicit purpose of supporting children. Many countries have a wide range of social protection assistance. It is not possible, nor is it the intention of this framework, to assess all types of social protection assistance. Rather this framework requires countries first to establish the type of social protection assistance that is considered child-sensitive. *Assessing Child-Sensitivity in Social Protection: A Toolkit for Social Transfers* (UNICEF, 2014) provides useful guidance on selecting and classifying social transfer schemes in any country.

Beyond the type of assistance scheme, nuances in how children are considered during the design, implementation, and evaluation of social protection programs can make a huge difference in the lives of children. A publication developed by a consortium of global social protection and child protection experts from UNICEF, the United Kingdom Department for International Development, the World Bank, and elsewhere—*Advancing Child-Sensitive Social Protection* (United Kingdom Department for International Development [DFID], et al., 2009)—lays out key principles for child-sensitive social protection.

Child-Sensitive Social Protection

Child-sensitive social protection laws, policies, statutes, and ordinances should make explicit reference to dimensions of child well-being that are different from those of adults and aim to maximize opportunities and development outcomes for children. In general, this set of laws and policies should include a focus on children's basic rights and needs and explicitly address the unique needs of vulnerable children and their caregivers. This may include ensuring that social protection programs avoid adverse impacts on children; consider the age- and gender-specific risks and vulnerabilities of children; mitigate the effects of shock, exclusion, and poverty on families; and reach children who are particularly vulnerable and marginalized.

Examples of child-sensitive social protection are instruments that support families and caregivers in their childcare role, prevent discrimination and child abuse inside and outside of the home, reduce child labor, and support access to healthcare for children.

Source: DFID, et al., 2009

Child Protection

Child protection programs help protect children from violence, exploitation, abuse, and neglect and increase social inclusion. Many children are exposed to violations, such as sexual abuse and exploitation, armed violence, trafficking, child labor, gender-based violence, bullying, gang violence, female genital mutilation, child marriage, physically and emotionally violent discipline, and other harmful practices. Common child protection interventions focus both on preventing and responding to issues of child abuse, neglect, and exploitation.

"Child protection" is a set of measures and structures to protect children from abuse, neglect, exploitation, and other forms of violence through initiatives such as community awareness-raising, parenting education and support groups, provision of alternative child care placements, and reporting and investigation of child mistreatment.

PEPFAR's View of the Need to Strengthen Social Service Systems

The HIV epidemic's effects often place children in a position of vulnerability. For example, HIV can strain families economically, exacerbating the effects of poverty on a household's ability to provide for its basic food, nutrition, education and health needs. Such adverse childhood experiences are proven to increase HIV risk factors such as injection drug use and multiple sexual partnerships.

To ensure the country ownership and sustainability of its investments in the care and protection of children, PEFPAR makes strengthening social service systems a priority. Drawing from what has been learned about strengthening health systems, *Guidance for Orphans and Vulnerable Children Programming* (PEPFAR, 2012) defines six "system components" to guide interventions aimed at strengthening social service systems. These system components and examples of interventions to enhance them are described in Table 1.
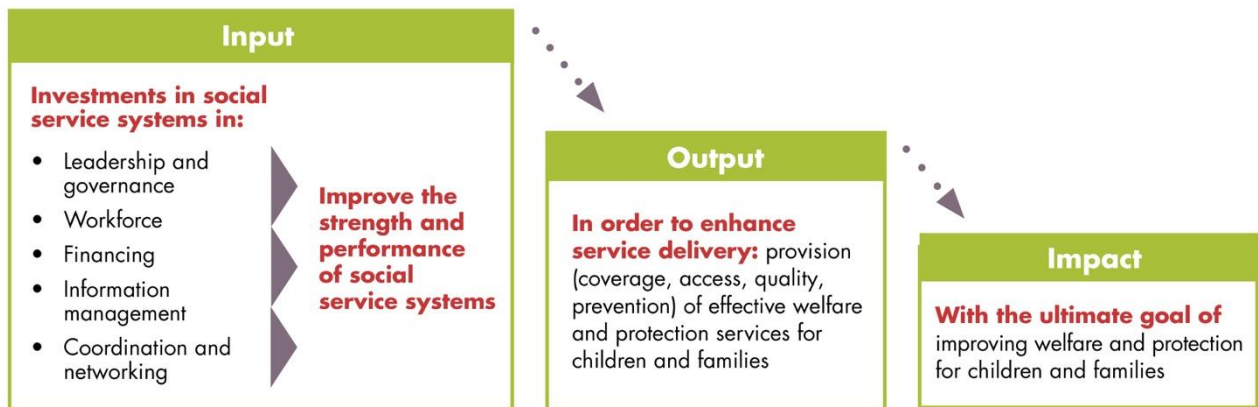
Table 1. Description and examples of strengthening system components

	Description	Examples of interventions
1. Leadership and governance	Laws, policies, plans, standards, and organizational and leadership structures and processes that promote, coordinate, and regulate the provision of governmental and nongovernmental welfare and protection services	• Mapping of a child protection system • Developing a national strategic plan • Building organizational and/or technical capacity of ministries • Developing national standards and guidelines
2. Social service workforce	All workers—paid and unpaid; governmental and nongovernmental— who staff the social service system and deliver welfare and protection services	• Assessing workforce capacity • Developing a human resource information system • Developing a plan for recruitment and deployment • Developing a tool to improve staff performance
3. Financing	Resources and systems for budgeting, mobilizing, allocating, spending, and accounting for resources to fund welfare and protection services	• Conducting national costing analyses • Providing assistance for national budget requests • Building capacity of ministries to track expenses better and improve cost estimates for contracts
4. Information management and accountability systems	Systems and processes for identifying data needs and collecting, analyzing, disseminating, and using data to improve welfare and protection services	• Developing a national M&E plan • Developing a national information and data management system • Providing assistance in conducting research and special studies
5. Coordination and networking mechanisms	Mechanisms for managing relationships and referrals between actors responsible for welfare and protection services and ensuring that clients receive comprehensive services	• Providing assistance in regular meetings with key partners • Connecting the formal and informal components of the system
6. Service delivery models and mechanisms	Mechanisms for ensuring that welfare and protection services achieve sufficient coverage, accessibility, and quality	• Providing services through civil society and other local partners

Source: PEPFAR, 2012

The interventions aimed at strengthening the system components are understood as inputs that aim to improve the performance of the system itself. Focusing attention on strengthening these system components should lead to improved coverage, access to, and quality of welfare and protection services, which are understood to be the desired outputs of a strong social service system. Furthermore, strengthening welfare and protection service models and delivery mechanisms can improve the welfare and protection of children and families—the desired impact of a strong social service system. The framework presented here supports assessing, monitoring, and evaluating how well the system is performing: in other words, the outcomes of system-strengthening interventions, as depicted in the far left-hand box of Figure 3.

Figure 3. The logic of social service systems

Input

Investments in social service systems in:

- Leadership and governance
- Workforce
- Financing
- Information management
- Coordination and networking

Improve the strength and performance of social service systems

Output

In order to enhance service delivery: provision (coverage, access, quality, prevention) of effective welfare and protection services for children and families

Impact

With the ultimate goal of improving welfare and protection for children and families

SECTION 1: INTRODUCTION TO THE M&E FRAMEWORK

This framework consists of 33 indicators to measure how a social service system is performing. The indicators—based on common definitions that are applicable globally—include standards of measurement, such as benchmarks. The framework also recommends ways to measure each indicator.

Purpose

The framework's purpose is to guide countries in planning and M&E of their national social service systems. When applied, this framework can help a country accomplish the following tasks:

- Assess the status of the formal social service system to inform plans and strategies for system strengthening
- Monitor progress in system performance over time to see if governmental and nongovernmental activities to strengthen the system have their intended effects
- Evaluate measurable change in system improvements to understand the degree to which the system is changing over time
- Deliver information to support national strategies for system strengthening and advocate the allocation of resources to the system
- Provide a standard and consistent foundation globally for monitoring social service system-strengthening efforts

Objectives

Applying this framework can help a government and its partners gain a clear understanding of what's working and what needs attention in the social service system. The indicators and measurement standards in this framework help countries answer the following questions:

- What are the strengths and weakness of the national social service system?
- Is the system showing signs of improvement over time?
- What changes are occurring in the system over time?
- Are investments and activities to strengthen the system effective?
- Is the national system developing in a comprehensive and sustainable way?

How We Developed the Indicator Framework

The process to develop these indicators started with a review of gray and peer-review literature and project M&E plans. (Appendix D describes the literature review method and lists the sources we reviewed.) The literature review was followed by extensive participatory engagements with international experts. (Appendix E lists the organizational affiliations of these experts.) The countries the experts represented (and whose perspectives are incorporated in this framework) are Côte d'Ivoire, Tanzania, Ethiopia, Nigeria, Kenya, South Africa, the United Kingdom, and the United States, among others. The experts were engaged throughout the selection process, participating in at least one of a series of reviews and discussions. Webinars, an online survey, conference calls, and email communication occurred over a period of more than two years. This process yielded the 33 indicators in this document. The indicator definitions and benchmarks are commonly agreed to be minimum criteria for system-strengthening priorities in developing countries—specifically, PEPFAR countries.

The definitions and standard measurements for each indicator—referred to throughout this document as benchmarks—have been highly vetted. A team of MEASURE Evaluation experts developed them, based on best practices and feedback from the international experts. Indicator selection was a rigorous process of paring down and drawing from this initial set. It involved a formal assessment by the MEval team, using an adapted version of the *Indicator Standards: Operational Guidelines for Selecting Indicators for the HIV Response* (Joint United Nations Programme on HIV/AIDS, n.d.) , of the usefulness, appropriateness, and feasibility of the indicators that emerged for consideration. The team also conducted field validation in Tanzania and South Africa, using semi-structured interviews with national and subnational government stakeholders and other key stakeholders (e.g., the Institute of Social Work and USAID-funded implementing partners) to collect information on the indicators' clarity, usefulness, appropriateness, and feasibility.

What Do the Indicators Measure?

The indicators focus on five of the six system building blocks that align with the PEPFAR social service system-strengthening framework. The 33 indicators measure performance of the system—in other words, the outcomes that system-strengthening activities have on the system itself. These five building blocks are: (1) leadership and governance, (2) social service workforce, (3) financing, (4) information management & accountability, and (5) coordination and networking. The sixth building block mentioned earlier in this document—service models and delivery mechanisms—is an output of a social service system, not a direct outcome of system strengthening. For that reason, the M&E framework does not include the sixth building block. In the future, USAID intends to support development of indicators to measure this sixth building block, as well as indicators that capture the impact of system strengthening on child and family well-being.

Limitations: What These Indicators Do Not Measure

The 33 indicators that compose this M&E framework measure the performance of the functions of the system components—in other words, the outcomes that system-strengthening activities have on the system itself. The indicators do not measure the effectiveness of a system in providing good-quality child protection and social protection services, even though that is also part of measuring a system's performance. Nor do the indicators attempt to measure the impact that a system has on child and family well-being.

This framework does not have these indicators for several reasons. One is that because strengthening social service systems is a relatively new globally coordinated intervention, and the casual pathway is largely unproven. This means that understanding the effect of system-strengthening activities on the system itself is the first step toward understanding the overall impact that systems have on children and families. Thus, this framework is the first step to support global efforts to understand the impact of social service-system strengthening. Moreover, areas such as service quality and child and family well-being are important, but require the collection of different types of data with varying ranges of cost. As Table 2 shows, tools to measure some of these indicators exist and can be used to provide additional, complementary information on system performance and impact.

Similarly, although the contributions of nongovernmental and informal actors are significant, particularly within PEPFAR-supported countries, and there is need for stakeholders to monitor the nongovernmental and informal aspects of the social service system, the indicators in this document address only the formal, government-led aspects of the social service system. Assessing informal, community- and civil society-led

social service systems also requires specialized data sources and studies and as such, are not included in this framework.

Table 2. Social service system information needs and recommended sources

Social service system information needs	Data source	Existing/required tools
Impact on child and family welfare and protection	Special study	Survey tools and other program evaluation tools, such as: • Child, Caregiver & Household Well-being Survey Tools for Orphans and Vulnerable Children (MEASURE Evaluation, n.d.) • Better Care Network formal care indicators, child and family services reviews
Coverage, access and quality of welfare and protection services provided to families and children	National information system, special study, program reports	USAID is currently supporting the development of standardized indicators to monitor child welfare and protection services. Other sources of data may be: • National information management system (MIS) • Social services assessment tools (e.g., Better Care Network formal care indicators, child and family services reviews)
Performance of formal, government-led, social service system	System assessment informed by government records, reports, policy documents, budgets, work plans, key informant interviews	MEASURE Evaluation's Framework for Planning, Monitoring and Evaluating National Social Service Systems for Orphans and Vulnerable Children.
Performance of informal, community-based, social service system	System assessment informed by community records and reports, key informant interviews	Community and civil society system assessment tools

SECTION 2. INDICATORS AND DEFINITIONS

Indicators Organized by System-Strengthening Component

The standards of measurement for each of the 33 indicators in this framework are recommendations of how to measure each indicator, including definitions of key terms and definitions of numerators and denominators (where applicable). In addition, measurement for several indicators includes scored benchmarks, defined as follows:

- **Benchmarks**: A set of standards, or requirements, to be evaluated and scored to calculate an indicator
  (Such standards are commonly agreed-upon, basic requirements to successfully achieve the indicator.)
- **Scoring**: Numerical values assigned to an indicator based on achievement of the standard benchmarks laid out for the indicator

Table 3 lists all 33 indicators and their system component. This section also describes in detail the process for scoring benchmarks. See Appendix A for a list of the indicators with their full definitions and standard measurements.

Table 3. 33 indicators to measure the strengthening of social service systems

System component	Indicator	
1. Leadership and Governance	1.1	Evidence of a legal and policy framework that addresses child-sensitive social protection
	1.2	Evidence of a legal and policy framework that addresses child protection
	1.3	Existence of a good-quality national strategic plan that includes child-sensitive social protection
	1.4	Evidence that the national strategic plan on child-sensitive social protection is being implemented
	1.5	Existence of a good-quality national strategic plan that addresses child protection
	1.6	Evidence that the national strategic plan that addresses child protection is being implemented
	1.7	The ministry of social services (or equivalent) has basic organizational capacity
	1.8	Number and percentage of regions (or equivalent) with a good-quality strategic plan that includes child-sensitive social protection
	1.9	Number and percentage of regions with a good-quality strategic plan that includes child protection
2. Social service workforce	2.1	Existence of a national regulatory framework for the social service workforce
	2.2	Existence of a functional national regulatory body for the social service workforce
	2.3	Availability of good-quality social-service workforce data
	2.4	Existence of a good-quality national strategic plan that includes strengthening the social service workforce
	2.5	Existence of a functional national professional association for social service practitioners
	2.6	Number of certified social service workers, by cadre
	2.7	Number of registered social service workers, by cadre
	2.8	Ratio of social service workers with responsibility for child welfare per total child population
	2.9	Vacancy rates of governmental social service workforce positions, by position type
3. Financing	3.1	The national medium-term expenditure framework (or equivalent) includes child-sensitive social-protection policy and programming
	3.2	The national medium-term expenditure framework (or equivalent) includes child protection policy and programming
	3.3	Total annual governmental budget allocation to child-sensitive social protection
	3.4	Total annual governmental budget allocation to child protection
	3.5	Total annual governmental expenditures on child-sensitive social protection
	3.6	Total annual governmental expenditures on child protection

4. Information management and accountability systems	4.1	Existence of a good-quality national monitoring and evaluation plan for the national strategic plan(s) that includes child-sensitive social protection
	4.2	Availability of good-quality child-sensitive social-protection data
	4.3	Existence of a good-quality national monitoring and evaluation plan for the national strategic plans that includes child protection
	4.4	Availability of good-quality child protection data
	4.5	Percentage of regions that submit timely and complete data on child-related social services to the national ministry of social services (or equivalent)
5. Coordination and networking mechanisms	5.1	Existence of a functional national body that provides multisectoral oversight of the implementation of the child-sensitive social-protection policy framework
	5.2	Existence of a functional national body that provides multisectoral oversight of the implementation of the child-protection policy framework
	5.3	Number and percentage of regions with at least one functional coordinating body that provides multisectoral oversight to the implementation of the child-sensitive social-protection policy framework
	5.4	Number and percentage of regions/states with at least one functional coordinating body that provides multisectoral oversight of the implementation of the child-protection policy framework

1. Leadership and Governance

Social service ministries need strong senior leadership that can communicate clear goals and to convene processes for agreeing on laws, policies, strategic plans, and regulations. Leadership and governance involves having and implementing laws, policies, and strategies, as well as developing a ministry's organizational and leadership capacity. Nine indicators in this system component measure the existence and implementation of national legal and policy frameworks and a ministry's organizational capacity to provide required leadership.

> **National Legal and Policy Framework**
> A set of legislation, policies, statutes, and ordinances that provide a broad framework for vision and action around a specific theme. This includes laws, bills, national guidelines, national strategies and national action plans.

A legal and policy framework considers the existence and operationalization of national laws, bills, guidelines, and strategies that guide a government's social protection and child protection assistance. The indicators consider two legal and policy frameworks, defined as follows:

- **Child-sensitive social protection legal and policy framework**: National laws and policies guiding governmental social protection assistance include explicit provision for the rights and entitlements of children and their families. *Assessing Child-Sensitivity in Social Protection: A Toolkit for Social Transfers* (UNICEF, 2014) provides useful guidance on selecting and classifying social transfer schemes within any country. And *Advancing Child-Sensitive Social Protection* (DFID, et al., 2009) lays out key principles for child-sensitive social protection.
- **Child-protection legal and policy framework**: National laws and policies guiding government child protection assistance are consistent with the United Nations *Convention on the Rights of the Child* (United Nations, 1989).

Legal and policy frameworks are commonly implemented through national strategic plans, which describe the long-term results, strategy, activities, and responsibilities required to achieve those frameworks' aims.

Leadership and Governance Indicators

The measurement for each of the nine leadership and governance indicators appears in indicator reference sheets in Appendix A. The indicators associated with this component are as follows:

1.1 Evidence of a legal and policy framework that addresses child-sensitive social protection

1.2 Evidence of a legal and policy framework that addresses child protection

1.3 Existence of a good-quality national strategic plan that includes child-sensitive social protection

1.4 Evidence that the national strategic plan on child-sensitive social protection is being implemented

1.5 Existence of a good-quality national strategic plan that addresses child protection

1.6 Evidence that the national strategic plan that addresses child protection is being implemented

1.7 The ministry of social services (or equivalent) has basic organizational capacity

1.8 Number and percentage of regions (or equivalent) with a good-quality strategic plan that includes child-sensitive social protection

1.9 Number and percentage of regions (or equivalent) with a good-quality strategic plan that includes child protection

How Can Information from These Indicators Be Used?

The leadership and governance indicators can help to do the following:

- Assess the existence, quality, and operationalization of national legal and policy frameworks for child-sensitive social protection and child protection
- Identify areas for improving the comprehensiveness, quality, and operationalization of the national legal and policy frameworks
- Assess the current organizational capacity of a ministry to provide necessary leadership for the social service system
- Identify areas for improving key organizational development processes for a ministry to enhance its leadership of the social service system

How Can I Find Information Relevant to These Indicators?

Measurement of these indicators requires a content analysis of national legal, regulatory, and policy documents. In most cases, this review will cover laws, operational guidelines, strategic plans, action plans, staffing plans, and other documents that relate to the management and regulation of the social service sector. The data source for each indicator is fully described in the indicator reference sheets in Appendix A.

2. Social Service Workforce

Making sure that people working in the social service sector—especially those working with vulnerable children—have the proper skills, values, and motivation is critically important (UNICEF, 2012). Social service ministries need skilled professionals to deliver policies and services with the best outcomes for children. To do this, these ministries should have a good understanding and oversight of existing and needed staff skills and qualifications and plans and approaches to build staff capacity.

> **Social Service Workforce**
>
> includes a variety of workers—paid and unpaid; governmental and nongovernmental—who staff the social service system and contribute to the care, support, promotion of rights, and empowerment of vulnerable populations served by the social service system
>
> Source: Global Social Service Workforce Alliance, n.d.

Workers in social services contribute to the care, support, promotion, rights, and empowerment of vulnerable populations served by the social service system (Global Social Service Workforce Alliance, n.d.). This cadre includes government-funded positions at national and subnational levels, such as staff in the social service ministry. In some countries, it may also include paraprofessionals: workers who do not hold a degree in a social service field but who receive specialized courses that provide foundational skills in basic social service delivery (Global Social Service Workforce Alliance, 2015).

The indicators consider the following key terms and their definitions:

- **National regulatory framework**: A government document that sets standards for social service workers, describing the responsibilities, skills, required training, and standards for workers at various levels
- **National regulatory body**: An entity (sometimes called a council or board) that regulates the social service workforce, by setting standards of practice and imposing requirements, restrictions, and conditions on who can practice in social service delivery, often delivering formal licenses and certifications
- **National Professional Association**: A voluntary, membership-based group of social service workers that furthers the profession and supports the professional development of its members
- **Certified social service workers**: Social service workers who have completed a formal training program from an accredited school or training institution (This often applies to paraprofessionals who attend a recognized course that provides foundational skills for basic social service delivery.)
- **Registered social service workers**: Social service workers who have formally registered as a qualified social-service worker with the national regulatory body; often referred to as "licensed" social workers (In some countries, other workforce cadres may also be registered as "certified" or "registered" workers: for example, "registered parasocial workers.")

Social Service Workforce Indicators

The measurement for each of the nine leadership and governance indicators is included in indicator reference sheets in Appendix A. The indicators associated with this component are:

2.1   Existence of a national regulatory framework for the social service workforce

2.2 Existence of a functional national regulatory body for the social service workforce

2.3 Availability of good-quality social-service workforce data

2.4 Existence of a good-quality national strategic plan that includes strengthening the social service workforce

2.5 Existence of a functional national professional association for social service practitioners

2.6 Number of certified social service workers, by cadre

2.7 Number of registered social service workers, by cadre

2.8 Ratio of social service workers with responsibility for child welfare per total child population

2.9 Vacancy rates of governmental social-service workforce positions, by position type

How Can Information from These Indicators Be Used?

The social-service workforce indicators can help to accomplish the following:

- Assess the status of the policies, leadership, oversight, capacity, development opportunities, and coverage of the social service workforce
- Identify areas for planning, supporting, and developing the social service workforce

How Can I Find Information Relevant to These Indicators?

Measurement of these indicators will require national administrative data and regulatory and policy documents. In most cases, these will be regulatory frameworks, strategic plans, reports, terms of reference, information systems, and other documents that relate to the management and regulation of the social service workforce.

3. Financing

Social service ministries must know the financial cost and the benefits of services and make a strong case to the ministry of finance and other donors to secure necessary funding. To do this, ministries should have comprehensive, well-performing financial management systems, financial control procedures, and processes for budgeting and spending resources, as well as accounting for and reporting on expenses.

Many countries that will apply these indicators comply with what is called a medium-term expenditure framework (MTEF), which is a medium-term (often three- to five-year) strategic plan and budget formulation system in which governments allocate public resources according to policy priorities and against budget constraints (Le Houerou, P. & Taliercio, R., 2002). The MTEF considers the government's "top-down resource envelope," which is the aggregated available financial resources for national programs, and the "bottom-up cost estimation," which approximates current and medium-term costs to implement activities. The explicit inclusion of child-sensitive social protection and child protection in the MTEF promotes them as sector priorities that are likely to be better resourced.

The indicators aim to measure financial system performance by analyzing budget allocation and governmental expenditures, defined as:

- **Budget allocation**: The amount of funding designated for specific services/programs, including financial and human resources, often provided within national budget documents
- **Budget expenditure:** The amount of funding spent on specific services/programs, including financial and human resources, according to governmental expenditure data

Financing Indicators

The measurement for each of the nine leadership and governance indicators is included in indicator reference sheets in Appendix A. The indicators associated with this component are:

3.1   The national medium-term expenditure framework (or equivalent) includes child-sensitive social-protection policy and programming

3.2   The national medium-term expenditure framework (or equivalent) includes child protection policy and programming

3.3   Total annual governmental budget allocation to child-sensitive social protection

3.4   Total annual governmental budget allocation to child protection

3.5   Total annual governmental expenditures on child-sensitive social protection

3.6   Total annual governmental expenditures on child protection

How Can Information from These Indicators Be Used?

The finance indicators can help to accomplish the following:

- Assess the degree to which child-sensitive social protection and child protection are included in national budget discussions and promoted and prioritized by the government
- Identify areas to improve the inclusion of child-sensitive social protection and child protection in national budget discussions and allocations
- Assess how governmental financial allocations for child-sensitive social protection and child protection move over time
- Assess how governmental financial expenditures for child-sensitive social protection and child protection move over time
- Assess to what degree governmental funds allocated to child-sensitive social protection and child protection are spent efficiently

How Can I Find Information Relevant to These Indicators?

Measurement of these indicators will require national budgets documents, medium-term budget plans, expenditure reports, and other documents that relate to the management and accountability of social service financing.

4. Information Management and Accountability Systems

Social service ministries need strong systems for generating up-to-date, accurate social service data to inform decision making and for accountability across sectors and stakeholders. Data generated from information systems can help track relevant trends; monitor and inform the development of laws, policies and interventions; and demonstrate the impact that social service programs are having on children.

Often, information systems are established through an M&E plan: a foundational document that describes processes and standards for understanding the achievements, successes, and challenges of implementing a national strategy. Such M&E plans contribute to generating data, which are analyzed for information-based decision making and accountability.

Within the context of this framework, the M&E plans are those that align with the national strategy documents discussed under the first system component: leadership and governance. The national strategies should flow from the national legal and policy frameworks and generate information through guidance provided in national M&E plans. Information generated that is related to child-sensitive social protection should minimally describe the delivery of such programs to children and their families: for example, the number of children and households receiving cash transfers or other national social-protection programs. Similarly, information related to child protection should minimally describe the delivery of such programs to children and families: for example, the number of children supported by governmental social-service workers through case management.

Information Management and Accountability Indicators

The measurement for each of the five information management and accountability indicators is included in indicator reference sheets in Appendix A. The indicators associated with this component are:

4.1 Existence of a good-quality national monitoring and evaluation plan for the national strategic plans that include child-sensitive protection

4.2 Availability of good-quality child-sensitive social-protection data

4.3 Existence of a good-quality national monitoring and evaluation plan for the national strategic plans that include child protection

4.4 Availability of good-quality child protection data

4.5 Percentage of regions that submit timely and complete data on child-related social services to the national ministry of social services (or equivalent)

How Can Information from These Indicators Be Used?

The information management and accountability indicators can help to accomplish the following:
- Assess the comprehensiveness and quality of national M&E plans for child-sensitive social protection and child protection
- Assess the comprehensiveness and quality of data generated from national information systems
- Identify areas to enhance M&E systems for child-sensitive social protection and child protection

How Can I Find Information Relevant to These Indicators?

Measurement of these indicators will require national M&E plans, information systems, and program reports.

5. Coordination and Networking Mechanisms

Social service ministries frequently function as the main actor whose mandate is to plan and manage initiatives for the social sector (PEPFAR, 2012). In many cases, the social service ministry is the only actor with the mandates to plan multiyear, sector-wide initiatives, to direct service providers to the geographic and technical areas that require their assistance, and to both authorize and revise the activities of nongovernmental actors.

Often, a coordination body is set up as a multisectoral commission that ensures that effective coordination occurs with the social service sector, that no abuses occur in the delivery of services, and that resource allocation and programs are implemented according to national policies. As such, this body oversees compliance with national legal and policy frameworks. Such groups should be authorized by the appropriate government agency, have a clear mandate (or terms of reference), and hold regular meetings. A country may have multiple coordination bodies dedicated to child-sensitive social protection and child protection, or a single body that oversees both areas. All areas of the legal and policy frameworks related to child-sensitive social protection and child protection should be captured in the coordination structures established within each country.

Coordination and Networking Indicators

The measurement for each of the four coordination and networking indicators is included in indicator reference sheets in Appendix A. The indicators associated with this component are:

5.1 Existence of a functional national body that provides multisectoral oversight of the implementation of the child-sensitive social-protection policy framework

5.2 Existence of a functional national body that provides multisectoral oversight of the implementation of the child protection policy framework

5.3 Number and percentage of regions/states with at least one functional coordinating body that provides multisectoral oversight of the implementation of the child-sensitive social-protection policy framework

5.4 Number and percentage of regions/states with at least one functional coordinating body that provides multisectoral oversight of the implementation of the child protection policy framework

How Can Information from These Indicators Be Used?

The coordination and networking indicators can help to accomplish the following:

- Assess the structure and functionality of national coordination mechanisms for child-sensitive social-protection and child protection
- Identify areas to enhance coordination structures for child-sensitive social protection and child protection

How Can I Find Information Relevant to These Indicators?

Measurement of these indicators will require group terms of reference documents, meeting minutes, public news articles, and other evidence of the functionality of coordination mechanisms.

SECTION 3. APPLYING THE M&E FRAMEWORK

This framework presents concepts and operational guidance for planning and M&E of social service systems. Beyond implementing the indicators to assess a system, program managers can use the results of an assessment to improve a social service system, through careful prioritization and allocation of resources to system strengthening. Applying this framework is a step-by-step process: (1) obtain stakeholder buy-in; (2) determine the assessment's purpose and method; (3) form an assessment team; (4) adapt the indicators and benchmarks to the country's context; (5) develop a data collection / management tool; (6) collect and analyze data; (7) disseminate and use results; and (8) plan a future round of data collection. To help country teams implement the assessment using this eight-step approach, a detailed narrative of each step follows. Appendix C offers a practical checklist for each step.

Figure 4. Conceptual framework for planning and M&E of social service systems

1. Obtain Stakeholder Buy-In
2. Determine the Purpose and Method of the Assessment
3. Form an Assessment Team
4. Adapt Indicators to a Country's Context
5. Develop a Data Management or Collection Tool
6. Analyze Data
7. Disseminate and Use Results
8. Plan a Future Round of Data Collection
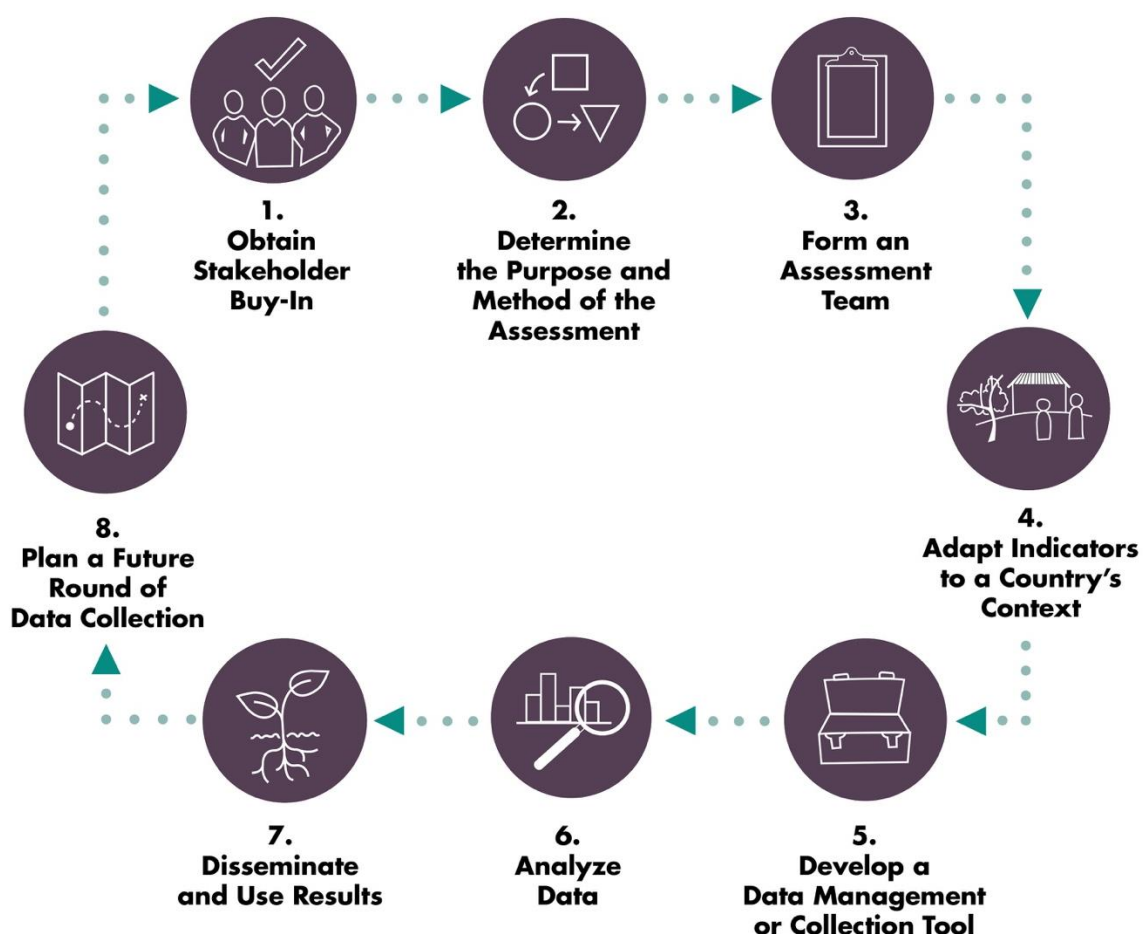
1. Obtain Stakeholder Buy-In

For an assessment to inform and support system strengthening effectively, stakeholders—especially a given country's government—must fully buy in to the assessment process and results. Compliance by all relevant stakeholders to contribute data sources, participate in the assessment, and use assessment results is fundamental to the success of applying this M&E framework. It is highly recommended that a stakeholder analysis, stakeholder engagement plan, and data source mapping be conducted before data collection begins, and that all stakeholders be fully committed to the assessment by means of a memorandum of understanding, task force terms of reference, or similar means.

The data required for this indicator are derived from governmental and nongovernmental entities. A simple process to briefly discuss and list potential data sources for each indicator and determine the stakeholders and actions required to obtain the data should be part of the stakeholder analysis and engagement planning. Appendix B provides a template to support the mapping of data sources.

The following are highly recommended as part of a process to obtain stakeholder buy-in:

Stakeholder analysis and engagement plan: The Stakeholder Engagement Tool (MEASURE Evaluation, 2011)—available at https://www.measureevaluation.org/resources/publications/ms-11-46-e—promotes data ownership through a structured process to identify stakeholders, their roles and resources, inter-stakeholder dynamics, optimum stakeholder groups, engagement activities/mechanisms, and processes to monitor stakeholder engagement throughout the assessment. The tool includes templates and a user manual.

Data source mapping: A simple process, guided by the template in Appendix B, to discuss and list potential data sources for each indicator and determine the stakeholders and actions required to obtain the data.

2. Determine the Purpose and Method of the Assessment
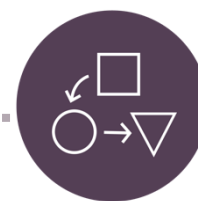
This M&E framework can be used to diagnose a system's strengths and weaknesses, answer questions about system improvements and the effectiveness of system-strengthening interventions, and develop comprehensive plans and strategies to strengthen the system. Overall, common uses of the framework according to its three primary types of use—planning, monitoring and evaluating—are illustrated in Table 4.

Table 4. Common uses of the M&E framework

Uses	For answering the following questions:	Providing information on…	Through the following method	In order…
Planning	What are the current strengths and weaknesses of the national social service system?	The strengths and weakness of key system components	• Formative assessment • Diagnostic assessment	For governments and partners to identify priorities and develop national strategies or action plans to improve the system
Monitoring	Is the country's social service system showing signs of improvement over time? What changes are occurring in the system over time?	The achievement of milestones/ targets across key system components and changes in system outcomes	• Routine reporting (standardized quarterly/annual reporting by government and partners) • Routine special assessment (government- and/or partner-led annual special assessment)	For governments and partners to monitor progress, identify areas for further study, and enable mid-course corrections
Evaluating	Are investments and activities to strengthen the system effective?	The change in outcomes of specific system-strengthening investments or initiatives	Baseline, midline, and end line evaluations (government- and/or partner-led data collection over 2–4 years)	For donors and partners to evaluate the impact of their investments and initiatives and modify future investments and interventions, as needed

The process and method for measuring the framework's indicators must be carefully designed to address specific information needs. In most cases, two primary methods can be used independently or in combination:

- **Participatory workshop**: A multisectoral workshop that gathers all stakeholders involved in the social service system to provide necessary data to complete each indicator. Through this method, workshop participants are asked to provide both quantitative and qualitative data and build

consensus around the results for each indicator. For example, stakeholders must agree on the score for each benchmark. For indicators that require such quantitative data as financial and human-resource figures, the ministry and other stakeholders should bring these data with them to the workshop.

- **Independent assessment**: An individual or an organization collects information from ministries, governmental departments, and other organizations and through key informant interviews to provide necessary data to complete each indicator. For indicators with benchmarks, evaluators would calculate a score based on their independent analysis, supplemented by information from key informant interviews where relevant. For indicators that require such quantitative data as financial and human-resource figures, the data will be collected from the ministry and other stakeholders and analyzed separately.

The method will vary depending on the question(s) that the framework is being used to answer. Below, we present key categories of applying the framework and the associated methods for each.

Using the Framework for Planning

The framework can be implemented before or during implementation of system-strengthening activities to determine the strengths and weaknesses of a system at a single point in time. This type of assessment, known as a formative or diagnostic assessment, is useful to establish which type of system-strengthening investments and activities are appropriate. Implementing this type of assessment is appropriate for generating information for development of policies, strategic plans, and/or action plans for social service systems and will help a government and its partners to look at the system comprehensively, ensuring that all system building blocks are addressed and that policies and strategies support sustainable system growth.

Because a formative or diagnostic assessment will inform national policy, strategy, and/or action plans, the recommended primary method is a participatory workshop. This will ensure that all stakeholders involved in developing the policy are engaged in the assessment and committed to using its results. It will be necessary to collect some of the data before or after the workshop, through careful planning with stakeholders and/or by collecting data independently and presenting them in a workshop setting. Applying this method in this context may require multiple workshops to plan, conduct, and validate the assessment findings.

Using the Framework in Program Monitoring

Routine reporting is a mechanism in which stakeholders provide standardized information on a consistent basis—e.g., monthly, quarterly, or annually. Such mechanisms are generally laid out in national or program-level M&E plans, or the equivalent. This may include governmental staff reporting internally on monthly activities and progress or civil society partners reporting to donors and governmental stakeholders on monthly activities and progress. The framework can be built in to routine monitoring systems used by the government and/or partners involved in system strengthening. Using the framework as part of reporting is useful to track short-term activities or changes quarterly or annually. The framework as part of routine reporting is appropriate if those reporting have the capacity to collect, enter, and use the data collected. Implementing the framework through routine reporting will support measurement of progress against annual targets and help a government and its partners establish new

targets for the next year. A country team may determine that some indicators are suited to routine reporting, and the remaining indicators will be measured by other approaches described in this section.

Using the Framework in Evaluations

The framework can be implemented as part of an intervention or program evaluation to determine change in system-strengthening outcomes over time (through data collection for at least two different periods). This type of special assessment is useful for routine monitoring of progress in achieving system outcomes—for example, over time on an annual basis and against set targets (when applicable). Implementing this type of assessment is appropriate if relatively large investments in system strengthening have been made to change any of the system outcomes defined in the 33 indicators over a one- to three-year period. Applying the framework through a special assessment is appropriate if those who are responsible for routine reporting do not have the capacity to collect, enter, and use the data collected, or if observing change for most of the indicators is likely to be longer-term (more than one year). This type of assessment will support comparability of outcomes to measure system progress over time and can help a government and its partners describe achievements, establish new targets, and prioritize future system-strengthening interventions based on identified weaknesses.

The method for this type of assessment can be a participatory workshop, an independent assessment, or a mixture of both. The participatory workshop can be conducted first and a similar workshop can be conducted later, to measure progress in system development. This is essentially completing the process described for a diagnostic assessment, but with a repeat workshop. An independent assessment can be completed separately from or as part of the participatory workshop. This would involve conducting key informant interviews and collecting required data from stakeholders, analyzing them independently, and presenting results to stakeholders to validate. When a country team applies a mixture of the two primary methods, it is important to outline which indicators will be measured through the interviews, during the workshop, through other data sources, or through a combination of these.

Using the Framework as Part of Baseline, Midline, and End Line Evaluations

The framework can be implemented as part of a program evaluation to determine change in system-strengthening outcomes over time. This approach has the same uses and limitations as the special assessment, but is more cost-efficient than a special assessment if the intervention or program already has plans and resources to conduct an evaluation. For example, if the program will conduct a baseline evaluation in the next year, and the evaluation protocol is still in development, it is appropriate to incorporate the framework in the indicators to be collected by the evaluation. Follow-up data collection, at midline and/or end line, will allow comparability of outcomes over time as a measurement of system development.

Because the system indicators would be embedded in the program evaluation design, the recommended method is an independent assessment. This means that collection of all data will be the responsibility of the individual or organization leading the program evaluation. Data will be collected from ministries, governmental departments, and other stakeholders and from key informant interviews and analyzed independently. Results of the analysis will be presented to stakeholders to validate.

Methodological Considerations

Timeline, cost, and human capacity are important to consider when determining an assessment's purpose and method, as follows:

- **Time** required to conduct the assessment varies with the type of method and should be aligned with a timeline that is feasible. The precise time required to conduct the assessment depends on many factors within a country, including the time needed to engage stakeholders and the ideal timeline for assessment results to be available for advocacy and/or planning (e.g., aligning with a government's annual planning cycle).
- **Cost** required to conduct the assessment also varies with the type of method and should be aligned with available financial resources. Exact cost estimates for the assessment can vary substantially depending on many factors, such as the sampling and geographic coverage.
- **Human capacity,** in terms of type of skill sets, required to conduct the assessment varies with the type of method and should align with existing or accessible skill sets.

The purpose of Table 5 is to help stakeholders determine the most appropriate and feasible type of method, based on general estimates of time, cost, human capacity, bias, stakeholder engagement, and comparability.

Table 5. Comparison of assessment methods

Method type		Relative time required to conduct assessment [a]	Relative cost to conduct assessment [b]	Type of human capacity required to conduct assessment
Diagnostic	*Participatory workshop*	Low	Low	• Trained facilitator • Content experts participate in workshop
Routine reporting	*N/A*	High	High	Trained routine data collectors and data entry staff
Special assessment	*Participatory assessment*	Low	Low	• Trained facilitator • Content experts participate in workshop
	Independent evaluation	Medium	Medium	Experienced evaluator(s) with content expertise; trained data collectors (if applicable)
	Mixed methods	High	High	• Experienced evaluator(s) with content expertise • Content experts participate in workshop
Program evaluation	*Independent evaluation*	High	Low	Experienced evaluator(s) with content expertise; trained data collectors (if applicable)

a. Assuming all stakeholder analysis and engagement plans and data source mapping are completed, low = 4-8 weeks to conduct workshop, analyze results, and present findings to stakeholders; Medium = 8-16 weeks; High = > 16 weeks.

b. Based on methodological design, costs will include: low = workshop facilitator + other content experts / consultants as required + costs to support workshop attendance and logistics (e.g., venue, transportation, per diem, etc.); Medium = experienced independent evaluator (daily rate + travel + per diem) + data collectors (if fieldwork is included in design, including daily rate + travel + per diem) + costs associated with planning and/or dissemination meetings (e.g., venue, transportation, per diem, etc.); High = all costs included in both low and medium categories.

3. Form an Assessment Team

The assessment should be coordinated, guided, and managed by a core assessment team. This team is responsible for the design and implementation of the assessment and for promoting the use of its results. The representation and size of the assessment team will vary from country to country and depending on relevant stakeholder groups and required skill sets. Overall, however, all country teams should comprise the following:

- **Social service ministry (or equivalent).** The team should have at least two representatives from the lead government ministry who are responsible for social services. Their role will be to facilitate in-country coordination: formally engage key stakeholders, obtain required data from other governmental departments, and use the results of the assessment for action planning.

- **Oversight committee.** This body should consist of representatives of in-country partners that represent the full range of key stakeholders who will contribute to or use the results of the assessment.

- **Lead assessor.** One assessor who is familiar with the indicators and assessment process should lead the overall coordination across domestic and international partners on the team. Depending on the type of method, the skill set of the lead assessor will vary. If the assessment will include a participatory workshop, a lead assessor with strong facilitation skills and content expertise is essential. An external assessment does not require facilitation skills but does require more in-depth understanding of the content than the lead assessor for a participatory workshop needs.

- **Policy and legislative content analyst.** At least one team member must have senior-level experience analyzing legislative frameworks and national policies, with a focus on child welfare and/or child protection. This is critical to assess the qualitative aspects of legislative and policy documents.

- **Finance/budget analyst.** At least one team member must have experience analyzing financial systems, national budgets, and/or national expenditures. This is critical to assess the finance documents required for measuring the finance indicators.

- **Other assessor(s).** Depending on the team, an additional one or two external assessors, based locally, internationally, or both, may be required to support additional data collection and analysis.

Once the assessment team is established, all members should familiarize themselves with the indicators and indicator reference sheets so that they can advise on the assessment scope and method.
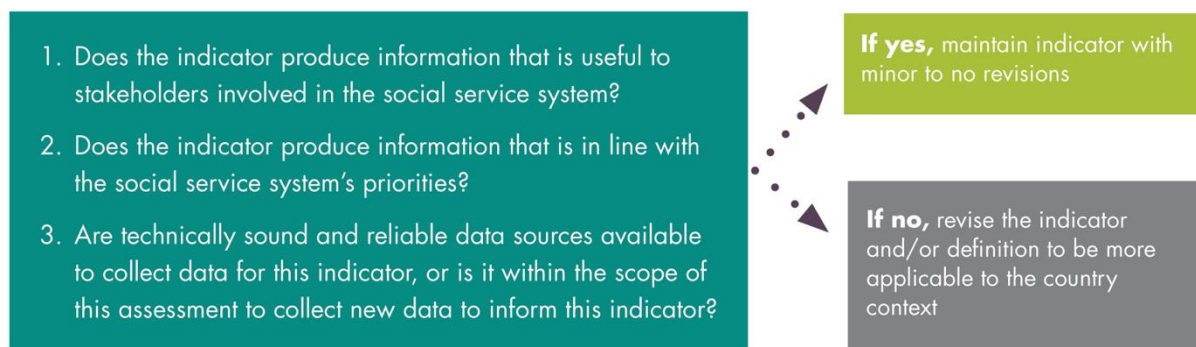
4. Adapt Indicators to a Country's Context

The framework sets indicators and their measurement standards based on key best practices in system-strengthening planning and M&E, identified through a rigorous literature/document review and stakeholder consultation process. As such, minimal changes to indicators and their measurements (i.e., benchmarks) should be necessary. Reviewing the indicators and tweaking where necessary should be done through a participatory process, led by the oversight committee.

To adapt the indicators, relevant stakeholders should be led through a process to review each indicator and each indicator definition using the Indicator Review and Data Source Mapping Tool, in Appendix B. This can be done by gathering stakeholders for a one- or two-day workshop or by completing thorough reviews with area experts independently—for example, reviewing workforce indicators with representatives from national institutes and associations of social work.

When reviewing the indicators, stakeholders should ask the following questions of each indicator and its definition (including its benchmarks when applicable):

Figure 5. Questions stakeholders should ask when adapting an indicator

1. Does the indicator produce information that is useful to stakeholders involved in the social service system?
2. Does the indicator produce information that is in line with the social service system's priorities?
3. Are technically sound and reliable data sources available to collect data for this indicator, or is it within the scope of this assessment to collect new data to inform this indicator?

If yes, maintain indicator with minor to no revisions

If no, revise the indicator and/or definition to be more applicable to the country context

Adapting indicators' benchmarks, where applicable, should involve consideration of both the current and desired state of the social service system. Countries will meet or exceed expectations for some of the benchmarks, while other benchmarks will be aspirational. In other words, some benchmarks may describe how stakeholders envision strengthening the social service system, even if no progress has been made in that area yet. Because existing benchmarks set widely-agreed minimum standards, it is more likely that amendments of an indicator will entail adding new benchmarks rather than deleting benchmarks.

Adapting the Indicators to Different Governmental Structures

Decentralization reforms exist in many countries and have an impact on the way a social service system develops and is implemented. If decentralization has a strong impact on the characteristics of the social service system, the indicators may need to be adapted to reflect the governmental structures.

The term "region" is used within this indicator framework in a general sense and refers to the second level in a country's administrative structure after the national level. In some countries, the second

administrative level is the province, region, or state. These units are typically divided into districts (third administrative level) which, in turn, may be divided into wards (fourth administrative level). The focus of these indicators is the national government (first administrative level), but this language may be adapted to subnational levels if appropriate and necessary, so long as it reflects the level in which system-strengthening investments are being made.

If the assessment is applied to multiple subnational levels (e.g., regions) within a country, it is important to ensure consistent application of the indicators and assessment processes so that results are comparable within the country's structure. This includes ensuring that indicator definitions and benchmarks are applied consistently across all subnational levels. In other words, benchmarks cannot be adapted to each region if the intention is to compare the results across multiple regions.

5. Develop a Data Management or Collection Tool

As data are collected by means of a workshop, key informant interviews, or analysis of other data, it will need to be stored in a management tool. The purpose of a data management tool is to consolidate all data for easy access, verify them, and maintain them in a secure location. We developed an Excel-based data management tool for the storage and use of data related to this framework (MEASURE Evaluation, forthcoming).

Within a country, the data collection tool must be standardized and, if applicable, translated into local languages. Translating is an iterative process that should be completed by people who have a strong understanding of technical terms, in addition to fluency in English and the local language(s). Many sources offer best practices and other guidance on translating questionnaires. See, for example, *Survey Organization Manual: Demographic and Health Survey Methodology* (MEASURE DHS, 2012).

6. Analyze Data

In this section, we provide guidance on calculating the indicators and on the comparability of data generated from the assessment.

Calculating the Indicators

This framework's indicators are designed to be analyzed separately. They should not be compiled to form a single index or composite indicator that assesses the system components as a whole or the entire social service system. Because the indicators represent different types of measurements (e.g., benchmark-based, counts, and percentages), any type of composite indicator would be difficult to interpret in any meaningful way, risks overstating or masking weaknesses, and could increase the difficulty in identifying appropriate action plans to improve performance of the system.

Analyzing data for the indicators varies with the definition of the indicator. One of the following types of analysis is applied to each of the 33 indicators:

1. **Scoring benchmarks**: Twenty of the 33 indicators in the framework have benchmarks—the criteria that are evaluated to determine the calculation of the indicator. Indicators with benchmarks do not all have the same number of benchmarks. Some indicators have three to four benchmarks, other indicators have five to six, and still others have seven to eight. Each benchmark is scored according to a standard scale used to calculate one overall score for each indicator.

2. **Scoring across subnational levels**: Five of the 33 indicators measure the status of part of the system at the subnational (e.g., provincial, regional, state, and district) level. These indicators track the percentage of subnational areas that meet the indicator's standardized criteria.

3. **Analyzing existing data**: Eight of the 33 indicators are calculated by analyzing existing data sources, such as human resource data and financial data. These data need to be collected from relevant governmental and nongovernmental stakeholders and analyzed according to the numerators and denominators presented in the indicator reference sheets in Appendix A.

Scoring Indicators with Benchmarks

Some countries may be further along in developing their social service systems. For example, some countries have a well-established regulatory body for the social service workforce; other countries have taken steps toward establishing a regulatory body but need to do additional work to make the regulatory body fully functional. The purpose of the benchmarks is to account for the range of stages of systems development that exist across countries.

For the 20 indicators in this framework that are defined by benchmarks, each benchmark is rated based on a uniform scale. Rating of benchmarks allows countries to report whether they achieved one or all of the basic criteria and thus accommodate the wide range of system components across countries. Rating provides flexibility for countries to report on and monitor the status of system components, while at the same time recognizing that strengthening these components is a complex, long-term process. Rating prevents countries from being penalized if some components have progressed but additional work is still needed.

Each benchmark is assigned a score according to a numerical scale from 0 to 2, whereby the higher the rating, the higher achievement of the benchmark for that indicator. While the number of total benchmarks may change when the indicators are adapted to the country context, the standard rating shown in Table 6 should not change and should be applied consistently across all indicators with benchmarks.

Table 6. Benchmark ratings

Rating	Guidelines for scoring benchmarks
0	Country has not achieved any measure at all
1	Country has made progress
2	Country has achieved outstanding results

The indicators with benchmarks measure evidence of the existence and availability of good-quality inputs for social service systems (e.g., documents, data, organizations, etc.). The scoring for each indicator is based on the achievement of the set of benchmarks associated with the indicator. For each indicator, the ratings for the benchmarks are collated to create an aggregate score expressed across a 0 to 100 percentage scale.

For example, consider Indicator 1.2: evidence of a legal and policy framework that addresses child protection. This indicator has three benchmarks, each of which will be assessed and rated according to the scale below.

Table 7. Example of an indicator's benchmarks and scores

Indicator 1.2. Evidence of a legal and policy framework that addresses child protection	
To be evaluated based on achievement of the following three benchmarks:	
1. National child protection policies and laws exist and are consistent with the United Nations Convention on the Rights of the Child.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
2. National child protection policies and laws exist and have been translated into appropriate local languages to enable their dissemination and implementation.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
3. Operational guidelines for implementing child protection policies and laws have been approved.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

The maximum score for each benchmark is 2. Because there are three benchmarks, the maximum score for this indicator is 2 x 3 = 6.

Now suppose a country conducts the assessment and reports the following results for this indicator:

Table 8. Example of a country's scorecard for Indicator 1.2

Indicator 1.2 Evidence of a legal and policy framework that addresses child protection	
Assessment shows the following rating for each benchmark:	
1. National child protection policies and laws exist and are consistent with the United Nations Convention on the Rights of the Child.	2
2. National child protection policies and laws exist and have been translated into appropriate local languages to enable their dissemination and implementation.	1
3. Operational guidelines for implementing child protection policies and laws have been approved.	0
Total score	**3**

Using the total possible score as the denominator, an overall percentage for the indicator—the rating—is calculated. The benchmarks for each indicator will be weighted equally, unless the assessment team and stakeholders have agreed to weight the benchmarks for each indicator and outlined this in the analysis plan. For example, for Indicator 1.2 the possible ratings are as follows:

Table 9. Possible ratings of a country's performance on Indicator 1.2

If the sum of all benchmarks is…	…then the overall rating is
=1	1/6 = 17%
=2	2/6 = 33%
=3	3/6 = 50%
=4	4/6 = 67%
=5	5/6 = 83%
=6	6/6 = 100%

In our example, the assessment resulted in a total score for Indicator 1.2 of 3, so this country's rating on this indicator is 50 percent.

The ratings are used to categorize a country's performance on an indicator, as Table 10 shows.

Table 10. Translation of ratings into an assessment of performance

Percentage rating received	Assigned rating categories	
0-24%	= 1	No evidence; major improvements required
25-49%	= 2	Insufficient evidence; considerable improvements required
50-74 %	= 3	Some evidence; minor improvements required
75+%	= 4	Sufficient evidence; no improvements required

In our example, this means that the country falls into the second category: evidence that Indicator 1.2 has been met is insufficient, and considerable improvements are required for confirmation that this indicator has been fully met.

The box provides another example of how to rate a country's performance on an indicator based on the scores of all of the indicator's associated benchmarks.

Box. Example of the calculation of an indicator rating based on benchmark scores

Indicator 1.1. Evidence of a legal and policy framework that addresses child-sensitive social protection

Step 1: Calculate the denominator for the indicator. This equals the number of benchmarks multiplied by 2 (the maximum score for each benchmark).

Because 4 benchmarks are associated with Indicator 1.1, each with a possible maximum score of 2, the denominator is 4*2 = 8.

Step 2: Calculate the numerator by determining the sum of scores for the indicator's associated benchmarks.

For example, Country A scored as follows for Indicator 1.1:

<u>Benchmark 1</u>*: National social protection policies and laws exist and include explicit provision for the rights and entitlements of children and families. Score given = 2.*

<u>Benchmark 2</u>*: National social protection policies and laws exist and have been translated into appropriate local languages to enable their dissemination and implementation. Score given = 0.*

<u>Benchmark 3</u>*: Operational guidelines and processes for implementing general social protection policies and laws exist and have been approved. Score given = 1.*

<u>Benchmark 4</u>*: Operational guidelines for implementing child-sensitive social-protection policies and laws exist and have been approved. Score given = 0.*

The numerator is the added score across the benchmarks: that is, 2 + 0 + 1 + 0 = 3.

Step 3: Divide the numerator by the denominator and multiply by 100% to convert into a percentage.

The % rating for Indicator 1.1 in Country A is 3/8 = 0.375 = 37.5%.

Scoring Indicators that Measure Status across Subnational Levels

Five indicators measuring the status of social service systems at the subnational level (e.g., Indicators 1.8, 1.9, 4.5, 5.3, and 5.4). Such indicators are expressed using numbers or percentages of a country's regions (or the equivalent). For example, Indicator 4.5 is "percentage of regions that submit timely and complete data on child-related social services to the national level."

For these indicators, the denominator is the total number of regions (or equivalent) in the country.

The numerator is the number of regions that meet all of the criteria for the specific indicator.

For each indicator, the percentage of regions meeting the defined criteria is calculated across a 0 to 100 scale.

Analyzing Indicators Calculated from Existing Data

Eight indicators measure the status of social service systems through specific quantitative calculations and do not involve any specialized scoring. These are the indicators that measure the number of social service workers and vacancy rates for the social-service workforce component (Indicators 2.6, 2.7, 2.8, and 2.9)

and the indicators that measure the total governmental budget allocation and expenditures for the financing component (Indicators 3.3, 3.4, 3.5, and 3.6).

These indicators represent separate types of measurements in comparison with the other types of indicators, and should be analyzed separately. To calculate these indicators, the available data must be collated, verified, and analyzed. For example, Indicator 2.6—number of certified social service workers, disaggregated by cadre—is measured by obtaining administrative records from workforce training programs and/or data from any data management systems tracking a ministry's human resources and simply counting the total number for each cadre; no unique scoring as for the indicators with benchmarks is required. Where data are available, these indicators can be further analyzed according to the disaggregations of interest (subnational region, sex, etc.).

The indicator reference sheets in Appendix A describe numerators and denominators (when applicable) and suggest data sources to use to calculate these indicators.

Validating Findings

The indicators in this framework present different levels of risk of data unreliability and inaccuracy. Indicators calculated from existing data sets (e.g., human-resource data systems) are prone to errors that can occur in any type of data collection and entry (e.g., incorrectly typed numbers). And if indicators with benchmarks are scored based on stakeholders' subjective interpretation and belief about each indicator, a bias will exist that can skew the reliability of the measure. Although this framework cannot eliminate all circumstances of unreliability and inaccuracy, countries should consider how to minimize them. The following are suggestions to help countries improve reliability and accuracy through validation:

- **Ensure a rigorous stakeholder validation process**: Such a process should include governmental and nongovernmental actors and be present from the beginning of the assessment. Final assessment results should be presented to a wide array of stakeholders with the explicit purpose of engaging in dialogue about the findings.
- **Involve independent assessors**: Independent assessors should be part of the assessment team, which is minimally involved in data collection. These independent assessors could be a local research center or university department or independent consultants with expertise in M&E and research.
- **Include mixed methods**: When possible in the assessment design, verify data with qualitative information collected through semi-structured interviews, focus groups, or similar means.
- **Justify ratings:** When possible, support the ratings of indicators with benchmarks through a narrative and other data sources. This justification should include notes on how the rating of each benchmark was agreed upon and if the final rating was unanimous or faced substantial scrutiny from the group. If comparing the results of two assessments over time, these narrative justifications could also provide crucial contextual information to explain progress.

7. Disseminate and Use Results

The framework is intended to help countries plan their social service system-strengthening strategies and activities. The indicators and the benchmarks act as standards for system strengthening, helping countries identify current gaps and future priorities.

To determine action points from the assessment, answer the following questions:

- Which system components are we relatively strong in? Which are we falling short in?
- Which system components have shown progress over time? Which are stagnant or worsening? (If comparing results of two assessments over time)
- Within each system component, what indicators show room for improvement?
- Within each indicator, what benchmarks show room for improvement?
- What are our priorities among all the areas for improvement?
- What interventions should we consider to address these priorities?

When planning the assessment, the assessment team should determine how they intend to use the results so that the data are appropriately analyzed. The assessment team should document agreed-upon procedures for disseminating and using the results. This should include delegation of responsibilities for sharing results, determining action plans, and monitoring commitments. Review of findings and action planning may occur through an existing mechanism or through a dedicated action planning exercise: for example, applying the [Framework for Linking Data to Action](#) (MEASURE Evaluation, 2011) in a workshop format.

Comparing Results

The primary use of this framework is at the national (and/or subnational) level. Results from this assessment will generate country-specific information that will be comparable to subsequent assessments across time, provided that the assessment method and definition of indicators and benchmarks remain the same. If implemented in a standard manner across subnational levels, results from this assessment could also be used to compare performance at subnational levels (e.g., provinces, regions, and states) in a given country.

Because the indicators and benchmarks will be adapted to apply specifically to each country's context, the definitions, data collection method, and data source for benchmarks will not necessarily be standardized across countries. Thus, it will not be appropriate to compare countries' answers to assessment questions, because this would involve an inconsistent aggregation across indicators.

8. Plan a Future Round of Data Collection

Based on the method used, a plan for the next assessment should be determined. Frequency of the assessment depends on the scope of the assessment but should be roughly every one to three years. A point of guidance in selecting the timeline for subsequent assessments is that the length of time between rounds of data collection should be reasonable, given the likelihood of observable change in the indicators. If, for example, there are substantial system-strengthening investments in a country, you may expect to see change at a relatively faster pace than in a country with smaller investments. There is no exact way to define investments as minimal, moderate, or substantial, so each country will need to determine this based on its knowledge of national system-strengthening activities. However, as a rule of thumb, substantial investments would be routine activities affecting all or most system components at national and/or subnational levels. Moderate investments would be semi-routine activities (e.g., done semiannually) and/or activities focusing only on specific areas of the system. Minimal investments would be infrequent activities (e.g., those conducted annually or less frequently) and/or activities focusing only on specific areas of the system.

HOW THIS FRAMEWORK WILL STAY CURRENT

Over time, MEASURE Evaluation will post updates and supplemental documentation on our website: www.measureevaluation.org. Teams implementing this assessment should refer to our website for the most up-to-date information about this framework and to contact staff with relevant questions and comments.

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APPENDIXES

Appendix A: Indicator Reference Sheets

Appendix B: Indicator Review and Data Source Mapping Template

Appendix C: Framework Process Checklist

Appendix D: Description of the Literature Review Method and List of Sources

Appendix E. Organizational Affiliations of the Expert Advisors on This Framework

APPENDIX A. INDICATOR REFERENCE SHEETS

1. Leadership and Governance

Indicator 1.1	Evidence of a legal and policy framework that addresses child-sensitive social protection
Definition:	A legal and policy framework consists of legislation, policies, statutes, and ordinances that provide the broad vision and framework for action. A **"social protection" legal and policy framework** is a set of laws and policies that aim to reduce poverty, vulnerability, and exclusion of disadvantaged groups. Social protection enhances the effectiveness of health, education, and water and sanitation programs. Evidence increasingly supports the effectiveness of social protection programs in improving the nutritional, health, and educational status of children and reducing their risk of abuse and exploitation. **"Child-sensitive social protection"** explicitly considers dimensions of child well-being that are different from adults and aims to maximize opportunities and development outcomes for children. To be child-sensitive, this set of laws and policies should focus on children's basic rights and needs (such as those defined by the United Nations Convention on the Rights of the Child) and explicitly address the unique needs of vulnerable children and their caregivers. There is no single, globally accepted definition of "child-sensitive social protection." In general, social protection laws, policies, statutes, and ordinances should protect families' access to resources, promote employment, and support caregivers in their role to care for children. **Operational guidelines and procedures** describe the processes and procedures that staff should follow when carrying out their work. These guidelines may be found in one consolidated document, or in multiple documents, but in general should minimally include a description of the following topics: • The package of social protection services and safeguards (i.e., grievance mechanisms, referral mechanisms, interagency agreements, standards of care, etc.) • The institutional framework for the implementation of social protection services • Specific activities required at each level of service provision, e.g., activities required at the middle administrative level (i.e., region and district levels) and the lower administrative levels (i.e., ward and community levels). • Guidelines for budgeting and financial planning related to the provision of social protection services

	If the **national social protection guidelines are "child-sensitive,"** they generally consider: • Avoidance of adverse impacts on children • Intervening with children at risk as early as possible • Age- and gender-specific risks of children • Special provisions to reach vulnerable children • Intra-household dynamics (i.e., between men and women) that can affect how children are reached
Benchmarks:	The national social protection policy framework is defined by the benchmarks below. Evaluate each benchmark according to the scores in the right column and provide a brief written justification of the score assigned.
	1. National social protection policies and laws exist and include explicit provision for the rights and entitlements of children and families.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. National social protection policies and laws exist and have been translated into appropriate local languages to enable dissemination and implementation.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	3. Operational guidelines and processes for implementing general social protection policies and laws exist and have been approved.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. Operational guidelines for implementing **child-sensitive** social-protection policies and laws exist and have been approved.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	Content analysis of relevant documents by following these steps: (1) screen all relevant documents to separately assess those that contain general social protection provisions and those that specifically address social protection measures directly related to the rights and needs of children; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison of documents; (3) review each document

	according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.
Data source:	Actual policy documents, laws, regulatory documents, guidelines, and strategy documents with evidence of approval by relevant authority. A country may have multiple documents that address social protection, all of which should be reviewed.
Supporting resources	Advancing Child-Sensitive Social Protection. 2009. Department for International Development, United Kingdom; HelpAge International; Hope & Homes for Children; Institute of Development Studies; International Labour Organization; Overseas Development Institute; Save the Children; United National Children's Fund; United Nations Development Programme; the World Bank https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/4833.pdf
Disaggregation:	N/A

Indicator 1.2	Evidence of a legal and policy framework that addresses child protection
Definition:	A legal and policy framework includes laws, policies, statutes, and ordinances that provide the broad vision and framework for action. A child protection legal and policy framework is a set of policies that aim to keep children free from all forms of abuse (physical, sexual, emotional, and psychological), neglect, and exploitation. This set of laws and policies should focus on children's basic rights and needs (such as those defined by the United Nations Convention on the Rights of the Child). Many countries have country-specific definitions of child protection that would apply to this indicator. In general, child protection laws, policies, statutes, and ordinances aim to keep children free from all forms of abuse (physical, sexual, emotional, and psychological), neglect, and exploitation. A child protection legal and policy framework will regulate the care of children, including the types of assistance offered, service standards and guidelines, and guidelines for the implementation of services. These laws and policies address mandatory prevention, reporting, and response to child abuse, neglect, and exploitation and statutes of limitations for criminal and civil prosecution. **Operational guidelines and procedures** describe the processes and procedures that staff should follow when carrying out their work. These guidelines may be found in one consolidated document, or in multiple documents, but in general should minimally describe the following topics: • The package of child protection services and safeguards (e.g., related to assessment of children, referral mechanisms, interagency agreements, standards of care, etc.) • The institutional framework for the implementation of child protection services

	• Specific activities required at each level of service provision: e.g., activities required at the middle administrative level (i.e., region and district levels) and the lower administrative levels (i.e., ward and community levels). • Guidelines for budgeting and financial planning related to the provision of child protection services
Benchmarks:	The national child protection policy framework is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

Benchmarks: (cont.)	4. National child protection policies and laws exist and are consistent with the United Nations Convention on the Rights of the Child.[1]	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. National child protection policies and laws exist and have been translated into appropriate local languages to enable their dissemination and implementation.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	6. Operational guidelines for implementing child protection policies and laws have been approved.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

Method of measurement:	Content analysis of relevant documents by following these steps: (1) screen all relevant documents to separately assess the scope of child protection policies; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison of documents; (3) review each document according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.
Data source:	Actual policy documents, laws, regulatory documents, guidelines, and strategy documents with evidence of approval by relevant authority. A country may have multiple documents that address child protection, all of which should be reviewed.
Supporting resources	Developing of Operational Guidelines and Procedures for Child Protection Services. 2012. Child Frontiers, presentation.

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[1] United Nations Human Rights, Convention on the Rights of the Child:
http://www.ohchr.org/en/professionalinterest/pages/crc.aspx

	https://cpconference2012.files.wordpress.com/2012/11/2-developing-protocols-for-cp-services-guythompstone.pdf
Disaggregation:	N/A

Indicator 1.3	Existence of a good-quality national strategic plan that includes child-sensitive social protection
Definition:	The national strategic plan must align with and make the legal and policy framework operational. **A national strategic plan** is the long-term plan that describes activities, inputs, responsibilities, and results for a program to meet its objectives.

Social protection strategic plans promote the implementation and enforcement of social protection laws and policy. The strategic plan should be assessed against the provisions and requirements of the national social-protection legal and policy framework (Indicator 1.1).

Child-sensitive social protection explicitly considers dimensions of child well-being and aims to maximize opportunities and development outcomes for children. To be child-sensitive, this strategic plan should focus on children's basic rights and needs (such as those defined by the United Nations Convention on the Rights of the Child) and explicitly address the unique needs of vulnerable children and their caregivers.

Child-sensitive strategic plans may be separate from or part of larger social protection strategic plans. All national strategic plans that address social protection should be evaluated against this indicator's benchmarks. In many countries, a national social protection strategic plan exists and this indicator would assess the plan's quality. |
| **Benchmarks:** | A good-quality national strategic plan is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned. |

1. It aligns with the social protection policy framework (Indicator 1.1).	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
2. It is a multiyear plan.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
3. It is up-to-date.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

	4. It has been officially endorsed by a relevant governmental authority.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. The development process was inclusive: i.e., stakeholders from relevant ministries and civil society actors participated in its formulation.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	6. It has been costed for each year of the plan's implementation: i.e., the costs of implementing the plan have been estimated and the sources of funding identified.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	7. It is evidence-informed: i.e., the plan reflects decisions that have been made based on globally accepted guidelines or relevant research data as opposed to being based exclusively on personal or political priorities.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	Content analysis of relevant documents by following these steps: (1) screen all relevant documents to separately assess the scope of the national strategic plan; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison of documents; (3) review each document according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Actual strategic plan document	
Disaggregation:	N/A	

Indicator 1.4	Evidence that the national strategic plan on child-sensitive social protection is being implemented
Definition:	Evidence that the national strategic plan on social protection is being implemented consists of the following items: • **A work plan,** which may also be called an action plan or rollout plan, is a document that outlines specific steps that stakeholders will take to implement the strategic plan. In some cases, this work plan is embedded within the strategic plan itself and in other cases it's a stand-alone document. The work

plan describes steps for implementation and timelines that include the current year.

- **Dissemination-relevant documents** describe or relate to the strategic plan and must be disseminated to relevant governmental administrative levels and other authorities involved in the plan's implementation. Documents consist of the strategic plan itself, as well as any related documents such as services standards.
- **Training** of relevant stakeholders on the contents of the plan and their roles and responsibilities in implementing the plan is conducted to disseminate the plan and build the capacity of stakeholders involved in the plan's implementation.
- **Estimate of financial resources** required to implement the plan, such as an estimated budget for annual implementation. This indicator does not calculate the actual amount of financial resources included in the budget; this calculation is Indicator 3.3.
- **Administration of financial resources** required to implement the plan—in this case, evidence that any amount of financial resources has been spent on implementation of the plan—does not calculate the actual amount of expenditures; this calculation is Indicator 3.5.
- **A monitoring mechanism** regularly monitors progress in implementing the plan, including developing an M&E plan, assigning M&E responsibilities, and undertaking M&E activities such as a baseline assessment.
- **Routine program reviews** of the implementation of the national strategic plan should be done with a frequency that aligns with national standards (i.e., annually).

Additional measures of implementation may be considered on a country-by-country basis.

In countries that have multiple, separate strategic plans that address social protection, all plans that include "child-sensitive" social protection should be evaluated against this indicator's benchmarks.

Benchmarks:	Implementation of the national strategic plan is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.	
	1. A work plan has been approved by the relevant authority.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. The strategic plan document and any related documents have been disseminated to subnational offices and other stakeholders.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

	3. National and subnational stakeholders are trained on implementing the strategic plan.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. A budget for implementing the work plan was prepared and approved by relevant authorities.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. Resources have been spent on implementing the work plan.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	6. A monitoring mechanism was established to monitor and evaluate the national strategic plan.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	7. Routine program reviews are conducted based on the national strategic plan and according to standard timelines (i.e., annually).	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	This indicator may be measured by applying these methods: (1) content review of relevant documents such as the work plan, budget, and M&E plan to determine if they are aligned with the national strategic plan on social protection; (2) key informant interviews to verify that documents have been promulgated and staff have been oriented/trained.	
Data source:	Work plans, budgets, training agendas, M&E plans, and other documents as needed	
Disaggregation:	N/A	

Indicator 1.5	Existence of a good-quality national strategic plan that addresses child protection
Definition:	The national strategic plan must align with and make the legal and policy framework operational. **A national strategic plan** is the long-term plan that describes activities, inputs, responsibilities, and results for a program to meet its objectives. In the case of the **child-protection strategic plan**, many countries do not have a single document describing child protection strategies and activities. Instead, child protection often cuts across multiple areas (e.g., suppression of child labor and child marriage, counter trafficking in persons, and alternative care for children); likewise, child protection strategy cuts across multiple domains. As such, strategic activities to promote

	child protection are likely to be found in multiple strategic plans that illustrate specific child protection issues. This indicator focuses on analysis of a set of core strategic plans on specific child protection issues that align with the legal and policy framework documents that constitute the national child protection policy framework. These plans may address the elimination of violence or the worst forms of child labor, the commercial exploitation of children, and the care and protection of orphans and vulnerable children. The benchmarks listed below should be applied to each relevant strategic plan document.
Benchmarks:	The national strategic plan is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

1. It aligns with the national child protection policy framework (Indicator 1.2) and has provisions for children's needs and rights.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
2. It is a multiyear plan.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
3. It is up-to-date.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
4. It has been officially endorsed by a relevant governmental authority.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
5. The development process was inclusive: i.e., relevant stakeholders, including civil society actors, participated in its formulation.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
6. It has been costed for each year of implementation: i.e., the costs of implementing the plan have been estimated and the sources of funding identified.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
7. It is evidence-informed: i.e., the plan reflects decisions that have been made based on globally	0 = country has not achieved any measure at all 1 = country has made progress

	accepted guidelines or relevant research data as opposed to being based exclusively on personal or political priorities.	2 = country has achieved outstanding results
Method of measurement:	Content analysis of relevant documents by following these steps: (1) screen all relevant documents to separately assess the scope of the national strategic plan; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison of documents; (3) review each document according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Actual strategic plan documents	
Disaggregation:	N/A	

Indicator 1.6	Evidence that the national strategic plan that addresses child protection is being implemented
Definition:	Many countries do not have a single document describing child protection strategies and activities. Instead, child protection often cuts across multiple areas (e.g., suppression of child labor and child marriage, counter trafficking in persons, and alternative care for children); likewise, child protection strategy cuts across multiple domains. Strategic activities to promote child protection are likely to be found in multiple strategic plans that illustrate specific child-protection issues.

This indicator focuses on analysis of a set of core strategic plans that align with the National Child Protection Policy Framework and the same strategic plans that are evaluated in Indicator 1.5. The benchmarks listed below should be applied to each relevant strategic plan document.

Evidence that the national strategic plan on child protection is being implemented consists of the following items:

- **A work plan,** which may also be called an action plan or roll-out plan, is a document that outlines specific steps that stakeholders will take to implement the strategic plan. In some cases, this work plan is embedded within the strategic plan itself; in other cases, it's a stand-alone document. The work plan describes steps for implementation and timelines that include the current year.
- **Dissemination-relevant documents** describe or relate to the strategic plan and must be disseminated to relevant governmental administrative levels and other authorities involved in the plan's implementation. Documents consist of the strategic plan itself, as well as any related documents such as services standards.
- **Training** of relevant stakeholders on the contents of the plan and their roles and responsibilities in implementing the plan is conducted to disseminate the plan to stakeholders involved in the plan's implementation and build their capacity.

	• **Estimation of financial resources** required to implement the plan, such as an estimated budget for annual implementation, does not calculate the actual amount of financial resources included in the budget; this calculation is Indicator 3.4. • **Administration of financial resources** required to implement the plan is, in this case, evidence that any amount of financial resources has been spent on implementation of the plan. This does not calculate the actual amount of expenditures; this calculation is Indicator 3.6. • **A monitoring mechanism** regularly monitors progress in implementing the plan, including developing an M&E plan, assigning M&E responsibilities, and undertaking M&E activities such as a baseline assessment. • **Routine program reviews** of the implementation of the national strategic plan should be done with a frequency that accords with national standards (i.e., annually). Additional measures of implementation may be considered on a country-by-country basis.
Benchmarks:	Implementation of the national strategic plan is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

	1. A work plan has been approved by the relevant authority.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. The strategic plan document, and any related documents, have been disseminated to subnational offices and other stakeholders.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	3. National and subnational stakeholders are trained on implementing the strategic plan.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. A budget for implementing the plan of action was prepared and approved by relevant authorities.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. Resources have been spent on implementing the plan of action.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

	6. A monitoring mechanism was established to monitor and evaluate the national strategic plan.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	This indicator may be measured by applying these methods: (1) content review of relevant documents such as the plan of action and M&E plan to determine if they are aligned with the national strategic plan on child protection; (2) key informant interviews to verify that staff have been hired and trained.	
Data source:	Plans of action, budgets, training agendas, M&E plans, and other documents as needed	

Indicator 1.7	The ministry of social services (or equivalent) has basic organizational capacity
Definition:	Organizational development is the strengthening of internal structures, systems, and processes, management, leadership, governance, and overall staff capacity to enhance organizational, team, and individual performance. Fundamental organizational capacity can be measured by: • **Staff performance monitoring and assessment** should occur using a formal mechanism on a routine basis (often annually). Such assessments are used as a mechanism to reconcile individual staff goals with organizational goals, identify staff deficiencies, and improve staff performance. To be counted in this indicator, the performance monitoring and assessment system must be formally documented either through a written policy, or through the system itself (paper-based records or an electronic system) and occur routinely (according to standard timelines). • **Regular internal reviews** are a process by which the organization regularly (e.g., quarterly, semiannually, or annually) measures its success in reaching current program goals and objectives. Success should be measured by comparing achievements to established goals through an internal evaluation process. • **Assessment of organizational strengths and weaknesses** is a process by which an organization's senior officials regularly (e.g., quarterly, semiannually, or annually) conduct or manage an assessment of strengths and weaknesses of the organizational capacity. This is often referred to as an organizational capacity assessment, and it assesses characteristics related to the organization's mission and vision, organizational structure (e.g., organizational chart and staffing plan), leadership and governance practices, management systems, and external partnerships, relationships and networks. • **An organizational development plan** is an operational plan, or work plan, that is regularly (e.g., quarterly, semiannually or annually) updated using results from organizational capacity assessments. This plan should include specific activities that aim to improve the organization's mission and vision; organizational structure; leadership and governance practices; management systems; and external partnerships, relationships, and networks.

Benchmarks:	Organizational capacity is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.	
	1. Staff performance monitoring and assessment occurs routinely (i.e., within standard timelines).	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. The entity conducts regular internal reviews (i.e., within standard timelines).	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	3. The entity conducts regular assessments of strengths and weaknesses of organizational capacity (i.e., within standard timelines).	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. The entity has a funded organizational development plan.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	This indicator should be measured by a content analysis of documents pertaining to the benchmarks listed above. The content analysis should follow these steps: (1) screen all relevant documents; (2) develop an analytic grid covering key areas of interest; (3) review each document according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps. Key informant interviews are not required but could be conducted to verify analysis of the documentation.	
Data source:	Documentation describing the following: (1) documentation of the staff performance monitoring and assessment system; (2) organizational capacity assessment procedures and outcomes; (3) organizational development plan(s).	
Disaggregation:	Administrative level of the entity (e.g., national or regional), when applicable	

Indicator 1.8	Number and percentage of regions (or equivalent) with a good-quality strategic plan that includes child-sensitive social protection
Definition:	A national strategic plan is the long-term plan that describes activities, inputs, and results for an entity or program to meet its objectives. A strategic plan aligns with and sets operational priorities according to the policy environment. In some contexts, this plan is called an operational plan instead of a strategic plan.

To be counted as fulfilling this indicator, the strategic plan at the local governmental level must meet *all* of the following criteria:

1. It focuses on social protection, including providing for the rights and needs of children. The plan may focus on social protection exclusively or as a key component in a larger, more comprehensive strategic plan.
2. It is a multiyear plan.
3. It is up-to-date.
4. The costs of implementing the plan have been estimated.
5. The development process was inclusive: i.e., relevant stakeholders at different levels, including civil society, participated in its formulation.
6. It has been approved by the relevant local governmental authority.
7. It is aligned with the national social-protection strategic plan and national social-protection policy framework, if available.

The term "region" is used here in a general sense and refers to the second level in a country's administrative structure after the national level. In some countries, the second administrative level may be a province, region, division, or state. These units are typically divided into districts (third administrative level) which, in turn, may be divided into wards (fourth administrative level).

Within a given country, strategic plans may be developed at various administrative levels and in addition to the national strategic plan. This indicator counts only the strategic plans developed at the second administrative level: the province, region, division, or state.

Numerator:	Number of regional governments with a strategic plan that includes child-sensitive social protection
Denominator:	Total number of regions in the country
Method of measurement:	Content analysis of the strategic plans to determine if documents meet the benchmarks listed above
Data source:	Actual strategic plan with evidence of approval by a relevant authority
Disaggregation:	N/A

Indicator 1.9	Number and percentage of regions with a good-quality strategic plan that includes child protection
Definition:	A national strategic plan is the long-term plan that describes activities, inputs, and results for an entity or program to meet its objectives. A strategic plan aligns with and sets operational priorities according to the policy environment. In some contexts, this plan is called an operational plan instead of a strategic plan.

	In the case of child protection, many countries do not have a single document describing national child protection strategies and activities. Instead, child protection often cuts across multiple areas (e.g., suppression of child labor and child marriage, counter trafficking in persons, and alternative care for children). Likewise, child protection strategy cuts across multiple domains. Thus, strategic activities to promote child protection are likely to be found in multiple strategic plans that address specific child-protection issues.
	This indicator focuses on analysis of a set of core strategic plans that include child protection. To be counted as fulfilling this indicator, all of the core strategic plans that align with the national child protection policy framework must meet the following criteria:
	1. It focuses on child protection, either exclusively or as a key component in a larger, more comprehensive strategic plan.
	2. It is a multiyear plan.
	3. It is up-to-date.
	4. The costs of implementing the plan have been estimated.
	5. The development process was inclusive: i.e., relevant stakeholders at different levels, including civil society, participated in its formulation.
	6. It has been approved by the relevant regional authority.
	7. It is aligned with the national strategic plans that include child protection (Indicator 1.5) and the national child protection policy framework (Indicator 1.2), if available.
	The term "region" is used here in a general sense and refers to the second level in a country's administrative structure after the national level. In some countries, the second administrative level may be a province, region, division, or state. These units are typically divided into districts (third administrative level), which, in turn, may be divided into wards (fourth administrative level).
	Within a given country, strategic plans may be developed at various administrative levels in addition to the national strategic plan. This indicator counts only the strategic plans developed at the second administrative level: the province, region, division, or state.
Numerator:	Number of regional governments with a strategic plan that addresses child protection
Denominator:	Total number of regions in the country
Method of measurement:	Content analysis of the strategic plans to determine if documents meet the benchmarks listed above.
Data source:	Actual strategic plan with evidence of approval by a relevant authority
Disaggregation:	N/A

2. Social Service Workforce

Indicator 2.1	Existence of a national regulatory framework for the social service workforce
Purpose:	
Policies are implemented and services are delivered by people working in governmental and nongovernmental sectors. These people—social service workers—need to have the proper knowledge, skills, values, and motivations to work with vulnerable groups, including vulnerable children and their families. Ensuring good organization, coordination, training, and incentives for these people can have significant effects on social service outcomes.	
Definition:	A regulatory framework for the social service workforce aims to set the standards for social work professionals and helps ensure that those working on child welfare and child protection effectively contribute to policy goals. The regulatory framework may be defined in a single document or multiple reports, but to be considered part of a national regulatory framework, all related document(s) must be officially approved, or endorsed, by the appropriate governmental entity. The document(s) that constitute the national regulatory framework for the social service workforce should cover the following: • **Defined professional qualifications and standards** that describe the responsibilities, skills, required training, and standards for social workers at various levels • **Requirements and standards specific to working with children** that describe the responsibilities, skills, required training, and standards specific to working directly with children • **Defined interactions among and between social service cadres**: Roles and responsibilities among social service cadres are defined in the regulatory framework to specify how these cadres should interact with one another, including the interaction between governmental and nongovernmental workers. • **Defined interactions across sectors:** Roles and responsibilities among social service cadres are defined in the regulatory framework to specify how cadres should interact across relevant sectors, such as with health, education, and justice. • **A description of the certification, accreditation or licensing process** for what types of certification, accreditation, or licensing are required for each cadre, and how such requirements can be obtained • **A description of a system for staff performance evaluation** that is regularly implemented to assess staff compensation and continuing training requirements • **Provisions that are consistent with the national child-sensitive social-protection policy framework** so that the responsibilities, skills, required training, and standards in the workforce regulatory framework align with the structures and services provided in the national social-protection policy framework

	• **Provisions that are consistent with the national child protection policy framework** so that the responsibilities, skills, required training, and standards in the workforce regulatory framework align with the structures and services provided in the national child protection policy framework Where multiple national documents exist, all relevant documents should be reviewed and assessed as a whole. For example, if documents are cadre-specific, all such documents must be gathered and reviewed to determine the collective rating for each benchmark.
Benchmarks:	The national regulatory framework for the social service workforce is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

1. Professional qualifications and standards for social workers have been defined in the regulatory framework.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
2. Requirements and standards for social workers working with children are identified in the regulatory framework.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
3. Roles and responsibilities among cadres are defined in the regulatory framework to specify how cadres should interact with one another.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
4. Roles and responsibilities among cadres are defined in the regulatory framework to specify how cadres should interact across sectors (i.e., social services, health, education, justice, etc.).	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
5. A certification, accreditation, or licensing process for the social service workforce has been described in the regulatory framework.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
6. A system for the regular performance evaluation of all civil service staff working in social services is described in the regulatory framework.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

	7. Provisions of the regulatory framework are consistent with the provisions in the national child-sensitive social protection policy framework (Indicator 1.1).	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	8. Provisions of the regulatory framework are consistent with the provisions in the national child protection policy framework (Indicator 1.2).	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	Content analysis of the framework and/or related documents by following these steps: (1) screen all relevant documents to separately assess the scope of the national regulatory framework for the social service workforce; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison of documents; (3) review each document according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Documents describing the national scheme of service, national code of conduct for social workers, and other documents pertaining to the benchmarks listed above	
Disaggregation:	By cadres focused on child welfare and child protection vs. cadres not focused on child welfare and child protection	

Indicator 2.2	Existence of a functional national regulatory body for the social service workforce
Definition:	A regulatory body is an entity—some countries call it a "council" or a "board"—that regulates the profession of the social service workforce. In some contexts, the regulatory body is an independent, nongovernmental entity; in others, the regulatory responsibilities may be with the government itself. It may also be possible for a country to have multiple regulatory bodies that the government recognizes as capable of performing the oversight function. The entity exercises a regulatory function by imposing requirements, restrictions, and conditions on who can practice, setting standards of practice and securing compliance or enforcement. This is the body that provides formal licenses and certification for an individual to practice as a professional in the social service workforce. One example of a regulatory body is South Africa's Council for Social Service Professionals, a body that registers social work practitioners. Other examples from the health sector are Kenya's Medical Practitioners and Dentists Board and, similarly, Nigeria's Medical and Dental Council, both of which regulate medical practitioners. Regulatory bodies are different from professional bodies/associations (which Indicator 2.5 measures), because regulatory bodies are established based on a legal mandate.

	Existence of a national regulatory body for the social service workforce includes one or more entities that fulfill the following functions:
	• **Define a code of conduct**, which is a document that defines values, principles, and standards to guide social workers' conduct, including ethical responsibilities to the populations they serve.
	• **License or certify social workers and other professionals who work in social service,** based on completion of training and/or education programs and other requirements as outlined in the national social service workforce regulatory framework (Indicator 2.1), such as parasocial worker training, a bachelor's degree, or a master's degree.
	• **Provide licenses and certificates to individuals who complete training and/or to educational programs that have been accredited** by nationally recognized accreditation bodies, to ensure that the training/education program is administered in a way that meets the relevant norms and standards.
	• **Monitor compliance with the code of conduct,** such that violations of the code of conduct are reported to the regulatory body and subject to a review process (e.g., peer review board).
	• **Remediate acts of noncompliance** through a review of reported violations of the code of conduct. This can lead to disciplinary procedures, which are separate from any legal proceedings. (Legal proceedings should occur outside of the regulatory bodies' jurisdiction and within the appropriate legal system.)
	• **Promote continuous quality improvement,** such as improvement in the quality, accessibility, or type of training programs, such as provision of in-service training on relevant topics.
	Where multiple regulatory bodies for the social service workforce exist, each body should be assessed according to the benchmarks. For example, if there are different regulatory bodies for different cadres of the workforce, each body should be assessed and scored independently.
Benchmarks:	The national regulatory framework is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.
	1. Has a defined code of conduct. / 0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. Provides licenses or certificates to social workers and other professionals who work in social service and in accordance with the national social service workforce regulatory framework (Indicator 2.1). / 0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

	3. Provides licenses and certificates to individuals who complete training and/or educational programs that have been accredited.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. Monitors compliance of social service practitioners with the code of conduct.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. Remediates acts of noncompliance.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	6. Promotes the continuous quality improvement of the social service workforce.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	7. Is governed by representatives who are professionally and legally qualified in accordance with national standards and policies.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	8. Is governed by representatives who actively participate in the regulatory body.	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	Two methods may be used separately or in tandem: (1) review relevant documents that describe the purpose and structure of the regulatory body, including a review of the number of licenses and certificates issued and a review of reported violations of the code of conduct; and /or (2) conduct key informant interviews to survey respondents about the regulatory body's purpose, structure, and functionality.	
Data source:	Regulatory body's constitution or terms of reference (including the list of members); documents released by the regulatory body; newspaper articles referring to the body; other evidence of the body's existence, as available	
Disaggregation:	None	

Indicator 2.3	Availability of good-quality social-service workforce data
Definition:	Workforce data, at their most basic, describe the population and qualifications of the workforce. These data help influence policy and program decision making and as such, their availability is essential. Such data are country-specific, aligning with country-specific human resource structures and priorities. However, at a minimum, workforce data should describe the population and qualifications of the workforce, such as indicators that describe the following: [2] *Number of authorized or formally approved positions, by cadre* *Number of authorized positions that are funded, by cadre* *Number of authorized positions filled or waiting approval, by cadre* *Number of vacancies, by cadre* *Percentage of filled positions who are formally trained (e.g., social work degree)* *Percentage of filled positions who are accredited and/ or licensed* In some countries, electronic information-management systems exist and provide data on the social service workforce. Elsewhere, data may be captured through routine reports (paper-based or electronic). This indicator does not account for **how** data are captured, but rather **the type** of data that are available to key decision makers. Data should be counted as available if the assessment team can obtain the data with sufficient detail to assess all benchmarks. Available social service workforce data should be: **Consolidated at the national level,** to enable decision makers to use these data for policy, programming, and budgetary decisions. **Inclusive of all formal workforce cadres,** which are publicly employed governmental positions, such as a ministry's district social welfare officer. **Disaggregated** by (a) the formal cadres defined by the government, e.g., through the national regulatory framework for the social service workforce (Indicator 2.1); (b) sex of the worker; (c) age to help with planning the workforce (e.g., retirement, training, and recruitment needs); and (d) geographic area(s) to help plan the workforce (e.g., deployment). **Up-to-date,** meaning that data are current and not more than one year old to support decision making based on a sound understanding of the current situation. **Comprehensive,** meaning that data are derived from at least 75% of eligible reporting sources (i.e., district social welfare offices). **Good-quality,** meaning that data are accurate and reliable as measured by a data quality assessment that was conducted in the past two years.

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[2] Illustrative indicators are taken from the workforce assessment questions of the United Nations Children's Fund's Child Protection Systems Mapping and Assessment Toolkit, available here:
https://www.unicef.org/protection/files/Mapping_and_Assessment_users_guide_Toolkit_En.pdf

Benchmarks:	Availability of good-quality social-service workforce data is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.	
	1. Consolidated at the national level	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. Inclusive of all formal workforce cadres	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	3. Disaggregated by workforce cadre	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. Disaggregated by sex (male and female)	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. Disaggregated by age	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	6. Disaggregated by geographic area(s) (i.e., region, province, division, district)	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	7. Up-to-date	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	8. Comprehensive	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	9. Good-quality	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	Content analysis of available data and/or related documents by following these steps: (1) identify the existing data collection and information management mechanisms; (2) develop an analytic grid covering key types of data to assess; (3) review data according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Human resource information management system, human resource reports, and/or other locally available data sources	
Disaggregation:	None	

Indicator 2.4	Existence of a good-quality national strategic plan that includes strengthening the social service workforce
Definition:	A national strategic plan is a long-term plan that describes activities, inputs, and results for an entity or program to meet its objectives. A strategic plan aligns with and sets operational priorities according to the policy environment. In the case of the social service workforce, some countries may not have a single document dedicated to workforce development. Instead, strategies to strengthen the workforce may be part of broader national strategic plans, such as the national strategic plan for social protection (Indicator 1.3) and/or the national strategic plan for child protection (Indicator 1.5). In such cases, this indicator should focus on analysis of the strategic plan(s) that describe strategies to strengthen the social service workforce. Strategies and activities to strengthen the workforce should describe how the workforce will be planned, developed, and supported, following the Global Social Service Workforce Alliance's *Framework for Strengthening the Social Service Workforce*.[3] This indicator analyzes a strategic plan to determine if it meets the following criteria: • **Multiyear,** with priorities for more than one year of implementation. • **Authorized/approved** by the relevant governmental authority. • **Up-to-date** includes priorities for the current year. • **Costed**—that is, the costs of implementing the plan have been estimated and the sources of funding identified. • **Inclusive of the formal workforce cadres**—that is, focuses on publicly employed governmental positions, such as a ministry's district social welfare officer. Such cadres should align with Indicator 2.1. • **Developed through stakeholder participation**—that is, involving inputs from key stakeholders, including members of the social service workforce. • **Inclusive of strategies to strengthen the educational and training facilities** that are responsible for providing training and capacity building to cadres.
Benchmarks:	A good-quality national strategic plan that includes strengthening the workforce is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

1. Multiyear	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
2. Authorized/approved	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

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[3] Available here: http://www.socialserviceworkforce.org/framework-strengthening-social-service-workforce

	3. Up-to-date	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	4. Costed	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	5. Inclusive of all formal workforce cadres	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	6. Developed through stakeholder participation	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	7. Inclusive of strategies to strengthen the educational and training facilities	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
Method of measurement:	Content analysis of relevant documents: e.g., national strategic plan for the social service workforce or other strategic plans or documents that describe how the social service workforce will be strengthened	
Data source:	Relevant documents that describe how the social service workforce will be strengthened	
Other resources	Framework for Strengthening the Social Service Workforce. Global Social Service Workforce Alliance. http://www.socialserviceworkforce.org/framework-strengthening-social-service-workforce	
Disaggregation:	None	

Indicator 2.5	Existence of a functional national professional association for social service practitioners
Definition:	Professional associations are memberships, groups, or societies that are founded for a specific professional purpose—in this case, to support the social service profession. They are fundamentally described as follows: • Membership organization in which practitioners voluntarily enroll • Organization that furthers the profession and supports the continuing professional development of practitioners

	• Organization that is independent from the government and from social-service implementing organizations
	The professional association may have many functions, including the following:
	1. **Provide information to members:** provide members with information that is relevant to the profession. This may include professional journals, magazines, and/or online media.
	2. **Provide opportunities for professional development:** provide members with opportunities to strengthen their knowledge and skills. This may include creating networks for professionals to meet and discuss their field of practice.
	3. **Advocate in behalf of the profession:** bring professional interests to other professions, the insurance industry, government, media and other sectors that are pertinent to the social service profession.
	4. **Promote research:** invest in research and/or advocate for research to expand the pool of knowledge about social work.
	5. **Conduct public relations:** inform the public about the profession and counter any negative press that may harm the profession.
	The functions of a professional association are different from the responsibilities of a regulatory body (Indicator 2.2). In some cases, a country may have one organization that plays both the regulatory role (Indicator 2.2) and the role of the association. In other cases, a country may have two separate organizations playing these roles. Additionally, it should be noted that a country may have multiple professional associations that pertain to the same profession, e.g., a professional association for social workers and a body for parasocial workers. All such associations should be reviewed according to the benchmarks described in this indicator.
	Where multiple national professional associations for the social service workforce exist, each body should be assessed according to the benchmarks. For example, if there are different regulatory bodies for different cadres of the workforce, each body should be assessed and scored independently. Or, if there is one national association with linked regional branches, the evaluation team should assess the central association and, if possible, sample the subnational branches to score as one association.
Benchmarks:	A functional national professional association is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.
	1. Provide information to members — 0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. Provide opportunities for professional development — 0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

	3. Advocate for the profession	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	4. Promote research	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	5. Conduct public relations	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
Method of measurement:	Two methods may be used separately or in tandem: (1) review relevant documents that describe the purpose and structure of the professional association; (2) conduct key informant interviews to survey respondents about the professional association's purpose, structure, and functionality.	
Data source:	Association's constitution or terms of reference; reports issued by the association; newspaper articles or updated website referring to the association; other evidence of the association's existence.	
Disaggregation:	None	

Indicator 2.6	Number of certified social service workers, by cadre
Definition:	This indicator counts the number of social service workers who hold recognized professional qualifications in social work. This indicator counts the number of workers "certified": defined as an individual who completed a formal training program from an accredited school or training institution. Certification types vary from country to country, as well as within countries across training programs. The certifications and cadres defined by the national regulatory framework for the social service workforce (Indicator 2.1) will, should such a framework exist, act as a foundation for the cadres to be counted in this indicator.

Overall, with or without a national regulatory framework in place, a country must agree on which cadres or certifications—for example, certifications in social welfare and other certifications related to social development—will be counted in this indicator. Note that this indicator counts the number of certified social-service workers, regardless of whether the cadre is specifically trained to work in child and family welfare. However, countries are strongly encouraged either to focus exclusively on cadres that support children and their families or to disaggregate by this cadre, if possible.

To be counted in this indicator, individuals must meet **one** of the following conditions: |

- Hold a university-level diploma, such as a bachelor's or master's degree in social work (BSW; MSW), from an accredited university
- Hold a certificate in social work from an accredited school or training institution

Although paraprofessionals, by definition, do not have a university diploma in social work, in some countries, paraprofessionals receive formal training (i.e., recognized by government or an academic or training institute). Paraprofessionals who have completed this training are also counted in this indicator so long as the training is affiliated with an accredited school or training institution.

Furthermore, this indicator is not defined by social service "practitioners" (see Indicator 2.5) because the data to inform this indicator are derived from the training institutions, which do not customarily track the number of trainees/graduates who are actively practicing in the field of social work.

Similarly, this indicator measures "certification," which is different from "registration" (see Indicator 2.7). Certification occurs through the training program/institution upon completion of the training/educational program. This is different from registration, which requires an individual worker to register as a qualified social service worker with the national regulatory body for the social service workforce (Indicator 2.2). Certification is a requirement to qualify for formal registration, but certification does not necessarily result in registration unless the individual applies for registration to practice in the social service field.

Numerator:	Number of certified social service workers, by cadre
Denominator:	None
Method of measurement:	Analysis of quantitative data sourced from administrative records from accredited training bodies, or existing data available in a national human-resource information management system.
Data source:	Administrative records from all accredited training programs; data from a national human-resource information management system.
Disaggregation:	Training institution

Certification type (MSW, BSW/ social welfare attendant/supervisor/ parasocial worker)

Cadre(s) that support children and family welfare

Sex |

Indicator 2.7	Number of registered social service workers, by cadre
Definition:	This indicator counts the number of social service workers who are "registered" by the National Regulatory Body for the Social Service Workforce (Indicator 2.2), or equivalent. "Registered" is defined as meeting standard qualifications defined by the national regulatory body. This is commonly referred to as "licensing," those who are licensed are referred to as "licensed social workers." However, some countries register, or license, multiple cadres, all of which are counted in this indicator. Registration systems vary across countries, and in some countries, within different administrative levels (i.e., each state may have different registration processes). Examples of the different types of registration are licensed social workers, registered social work attendants, and registered parasocial workers. The criteria for registration for each category of the workforce must be defined by the national regulatory body and would be administered through the national regulatory body itself, or through one or more designated bodies, such as a social work registration board or a council. Any registration board or council must have official authority from the government to register social workers. If a country does not have a registration process for social service workers, this indicator cannot be assessed. As an example, registration requirements may include: 1. Minimum education qualifications 2. Minimum length of supervised practice in a social service setting 3. Passing an official examination 4. Completing minimum continuing education requirements Note that this indicator counts the number of registered social-service workers, whether or not the cadre is specifically trained to work in child and family welfare. However, countries are strongly encouraged either to focus exclusively on cadres that support children and their families or to disaggregate this by cadre, if possible. Furthermore, this indicator measures "registration," which is different from "certification" (see Indicator 2.6). Registration requires an individual worker to register as a qualified social-service worker with the national regulatory body for the social service workforce (Indicator 2.2). Successful registration requires the appropriate certification, but certification does not necessarily result in registration unless the individual applies for registration to practice in the social service field.
Numerator:	Number of registered social-service workers, by cadre
Denominator:	None
Method of measurement:	Analysis of quantitative data sourced from administrative records of the board or council that registers social workers or equivalent data available in a national human-resources information management system

Data source:	Administrative records from the registration body; a national human resource information management system
Disaggregation:	Registration body (if multiple exist)
	Registration type (licensed social worker, licensed social work assistant, etc.)
	Cadre(s) that support children and family welfare
	Sex

Indicator 2.8	Ratio of social service workers with responsibility for child welfare per total child population
Definition:	This indicator includes all civil service/public sector staff posts with responsibilities for directly delivering child welfare services across all relevant ministries and layers of government.
	To be counted in this indicator, social service workers must meet the following conditions:
	• Responsible for providing child welfare services within any governmental entity (i.e., ministry of social welfare, ministry of justice, ministry of health, etc.) • Part-time and full-time government-funded post that is currently filled (vacant posts are excluded) • Part-time staff should be counted based on the time committed to the position: for example, half-time = .5 or three-quarter time = .75
	The following posts will NOT be counted in this indicator:
	• Posts that are 100% administrative and do not involve direct provision of a service or information to a beneficiary • Posts that are vacant
	By calculating this ratio specifically for public sector staff, the ministry of social services (or equivalent) can better estimate the gap in the number of workers based on need. Although this does not include nongovernmental or private-sector workers, it does estimate the number of total governmental sector staff required to provide for children in need. This calculation should be used in instances such as (a) establishing new governmental positions; (b) budgeting for required governmental staffing; and (c) recruiting to fill required positions.
Numerator:	Total number of filled public sector posts with responsibilities for delivering child welfare services
Denominator:	Total population of children as defined by the country (i.e., younger than 18 years old)

Method of measurement:	Collection and analysis of human resource data and documents across relevant governmental ministries and governmental departments
Data source:	Governmental personnel records, job descriptions, and other human resource documents
Disaggregation:	Governmental department/ministry

Geographic area (if possible)/rural versus urban

Wealth quintiles of child population (if available) |

Indicator 2.9	Vacancy rates of governmental social service workforce positions, by position type
Definition:	This indicator measures the number of unfilled, or vacant, public sector (i.e., government) positions within a ministry of social services (or equivalent) responsible for the provision of social services to children and their households. For example, this may be the staff in a department of social welfare (or equivalent) that support social service programs. This does not include nongovernmental or private-sector positions.

Vacant posts are approved positions within the ministry that are not currently staffed through a current or approved staff contract. This indicator includes public- sector employees working at national and subnational levels of the ministry It also includes all staff positions, whether the position responsibilities include management, director supervision, finance and administration, or other technical and administrative responsibilities.

To be counted in this indicator, the following conditions must be met:

- Position must be formally established by the relevant governmental body **and** funded.
- Position is currently vacant as defined by the country, even if recruitment is going on
- Part-time staff should be counted based on the time committed to the position: for example, half-time (50%) or three-quarter time (75%). Note that in many cases, governmental positions are only full-time and only in rare circumstances will a position be part-time. |
Numerator:	Total number of vacant public-sector posts within the department of social welfare (or equivalent)
Denominator:	Total number of approved public-sector posts within the department of social welfare (or equivalent)
Method of measurement:	Collection and analysis of human resource data and documents for the department of social welfare

Data source:	Governmental personnel records and/or human resource data
Disaggregation:	Governmental level—i.e., national, regional, district Position type: direct service provision, management, finance and administration, etc. Workers who support the welfare of children and families by providing services Geographic area (if possible) Qualification of staff involved in direct service provision (if available)—i.e., degree/certification of district social welfare officers Reason for vacancy (if possible): i.e., reason for leaving, new post created, etc.

3. Financing

Indicator 3.1	The national medium-term expenditure framework (or equivalent) includes child-sensitive social-protection policy and programming
Definition:	Inclusion of child-sensitive social protection in a country's medium-term expenditure framework (MTEF), or an equivalent budgeting process that guides annual and multiyear national budget discussions, promotes the implementation of the national child-sensitive social-protection policy framework (see Indicator 1.1). A medium-term budgeting system, most commonly referred to as the MTEF, is a strategic policy and expenditure framework that balances what is affordable within resource limitations against policy priorities of the government. Although most countries implement MTEF budgeting processes, some may follow a different medium-term budgeting process. To be counted in this indicator, the national MTEF or equivalent budgeting process document must explicitly reference the national social protection policy, and should consist of: • National–level targets, estimated revenues, and expenditures that aggregate across national ministries involved in social protection. • A top-down resource envelope indicates national fiscal targets and estimates revenues and expenditures across relevant ministries for government-funded social protection. In brief, these are the aggregated available financial resources, which are then used to make budgets for national programs. The benchmarks under this indicator assess if social protection programs are fully accounted for within the resource allocations of the MTEF. • A bottom-up estimation of current and medium-term (usually a three- to five-year period) costs of the national social protection program. The "bottom-up" estimation begins with scrutinizing social protection policies and activities and agreement on the national program objectives, outputs, and activities. This process can be completed with a "zero-based" budget, meaning without an estimation of available resources. Sector priorities are then costed, resulting in the "bottom-up estimation." The benchmarks under this indicator assess whether social protection programs are fully accounted for within the cost estimations of the MTEF. • Matching estimated costs with available resources for social protection, which should take place in the context of the annual budget process. Indicator 1.1 assesses the degree to which the national social protection policy framework is child-sensitive. This indicator assumes basic understanding of social protection programs that are explicitly "child-sensitive," as explained in Indicator 1.1, and should measure such programs.

Benchmarks	The inclusion of child-sensitive social protection in the national MTEF is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.	
	1. Explicit reference to the national social protection policy	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. Explicit reference to social protection programs that are considered "child-sensitive"	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	3. A top-down resource envelope for social protection	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. A bottom-up estimate of current and medium-term costs of existing social protection programs	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. Matching estimated costs with available resources for social protection	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	Content analysis of the MTEF, or equivalent, by following these steps: (1) review the national social-protection policy framework to assess the policies and laws that constitute the framework; (2) develop an analytic grid covering key areas of interest, to allow standardized analysis and comparison of documents and across related policies; (3) review the MTEF, or equivalent, according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Report and/or document containing comprehensive information on the government's medium-term expenditure plan	
Resources	What Is MTEF? World Bank. http://www1.worldbank.org/publicsector/pe/MTEFprocess.doc Le Houerou, Philippe & Taliercio, Robert. 2002. Medium Term Expenditure Frameworks: From Concept to Practice. Preliminary Lessons from Africa. World Bank publication library: www.worldbank.org	
Disaggregation:	None	

Indicator 3.2	The national medium-term expenditure framework (or equivalent) includes child protection policy and programming
Definition:	Inclusion of child protection in a country's medium-term expenditure framework (MTEF), or an equivalent budgeting process that guides annual and multiyear national budget discussions, promotes the implementation of the national child-protection policy framework (see Indicator 1.2).
	A medium-term budgeting system, most commonly referred to as the MTEF, is a strategic policy and expenditure framework that balances what is affordable within resource limitations against policy priorities of the government. While most countries implement MTEF budgeting processes, some countries may follow a different medium-term budgeting process. To be counted in this indicator, the national MTEF must explicitly reference the national child protection policy and should consist of the following:
	• National–level targets, estimated revenues, and expenditures that aggregate across national ministries involved in child protection.
• A top-down resource envelope indicates national fiscal targets and estimates revenues and expenditures across relevant ministries for government-funded child protection programs. In brief, this is the aggregated available financial resources, which are then used to make budgets for national programs. The benchmarks under this indicator assess whether child protection programs are fully accounted for within the resource allocations of the MTEF.
• A bottom-up estimation of current and medium-term (usually a three- to five-year period) costs of the national child-protection program. The "bottom-up" estimation begins with scrutinizing child protection policies and activities and agreement on the national program objectives, outputs, and activities. This process can be completed with a "zero-based" budget, meaning without an estimation of available resources. Sector priorities are then costed, resulting in the "bottom-up estimation." The benchmarks under this indicator assess whether child protection programs are fully accounted for within the cost estimations of the MTEF.
• Matching estimated costs with available resources for child protection, which should take place in the context of annual budget process.
	Indicator 1.2 assesses the existence and quality of the national child protection policy framework. This indicator assumes basic understanding of child protection programs as defined by the policy framework assessed under Indicator 1.2, and should measure such programs.
Benchmarks	Inclusion of child protection in the national MTEF is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

	1. Explicit reference to the national child protection policy	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. A top-down resource envelope for child protection	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	3. A bottom-up estimate of current and medium-term costs of existing child protection programs	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. Matching estimated costs with available resources for child protection	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	Content analysis of the MTEF, or equivalent, by following these steps: (1) review the national child protection policy framework to assess the policies and laws that constitute the framework; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison of documents and across related policies; (3) review the MTEF, or equivalent, according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Report and/or document containing comprehensive information on the government's medium-term expenditure plan	
Disaggregation:	None	

Indicator 3.3	Total annual governmental budget allocation to child-sensitive social protection
Definition:	Budget allocation is expressed in monetary units, such as local currency or U.S. dollar conversions. It includes such resources as financial, human, physical infrastructure, and material support. For this indicator to be measured, the following conditions must be met: 1. The governmental services that provide child-sensitive social protection services have been established. 2. The sources of funds that are permitted within this indicator have been determined for the country. For example, donor funding may be excluded, and loan funds may be included. Each country should follow existing local practices,

	where they exist. Where local definitions do not exist, this indicator requires a definition to be put in place. This indicator and the following indicators require common understanding of which social protection services are "child-sensitive." The definition of "child-sensitive" social protection should be consistent across Indicator 1.1, Indicator 1.3, Indicator 1.4, and Indicator 3.1.
Numerator:	Total annual governmental budget allocation to child-sensitive social protection, measured in monetary units (e.g., U.S. dollar)
Denominator:	None
Method of measurement:	The method of measurement for this indicator depends on the existence of costed, national strategic plans that include social protection. Accordingly, two scenarios can be used to measure this indicator: **Scenario A:** **All** strategic plans that include child-sensitive social protection are accompanied by an approved budget. To implement this method, all strategic plans defined to include child-sensitive social protection programs, as defined in Indicator 1.3 and/or Indicator 1.4, should be included in the measurement of this indicator. **Method of measurement:** An assessment of the approved budget(s) to determine how many resources have been dedicated to child-sensitive social protection. **Scenario B:** Strategic plans that include child-sensitive social protection exist but are not adequately accompanied by approved budgets, or strategic plans that include child-sensitive social protection do not exist. **Method of measurement:** Assessment of budgets of relevant governmental bodies that manage social protection that is child-sensitive. Special considerations for implementing this approach are: (1) Budget data are not always readily available or presented in forms suitable for analysis. (2) Budgeting processes and formats may vary between governmental sectors, making consolidation of the information difficult. (3) Budgets may not have a line item that can be linked to child-sensitive social protection or child-sensitive social protection may be "buried" in multiple line items. (4) A large part of the budget is human resources; some staff may not be fully dedicated to child-sensitive social protection and estimating the proportion of their time devoted to child-sensitive social protection may be challenging. If the actual budget documents from the respective governmental bodies cannot be collected or an analysis of budget allocation to social protection is not possible, the

	evaluator may conduct a self-administered survey in which governmental agencies provide the needed information.
	Many countries have civil society organizations that conduct social audits and track their government's budgetary processes. They may be a valuable resource.
Data source:	National and subnational budget documents with evidence of approval
Disaggregation:	Subnational levels (e.g., regions, states, districts); budget categories (i.e., administration, personnel, equipment, program activities, etc.)

Indicator 3.4	Total annual governmental budget allocation to child protection
Definition:	Budget allocation is expressed in monetary units, such as local currency or U.S. dollar conversions. It includes such resources as financial, human, physical infrastructure, and material support. For this indicator to be measured, the following conditions must be met: 1. The governmental services that provide child protection services have been established. 2. The sources of funds that are permitted within this indicator have been determined. For example, donor funding may be excluded, but loan funds may be included. Each country should follow local practices, where they exist. Where local definitions do not exist, this indicator requires a definition to be put in place. This indicator and the following indicators require common understanding of child protection services. The definition of child protection should be consistent across Indicator 1.2, Indicator 1.5, Indicator 1.6, and Indicator 3.2.
Numerator:	Total annual governmental budget allocation to child protection, measured in monetary units (e.g., U.S. dollar)
Denominator:	None
Method of measurement:	The method of measurement for this indicator depends on the existence of costed, national strategic plans that address child protection. Accordingly, two scenarios can be used to measure this indicator: **Scenario A:** **All** strategic plans that include child protection are accompanied by an approved budget. To implement this method, all strategic plans defined to include child protection programs, as defined in Indicator 1.5 and/or Indicator 1.6, should be included in the measurement of this indicator.

	Method of measurement: An assessment of the approved budget to determine how many resources have been dedicated to child protection
	Scenario B:
	Strategic plans that include child protection exist but are not adequately accompanied by approved budgets, or strategic plans that include child protection do not exist.
	Method of measurement: Assessment of budgets of relevant governmental bodies that manage child protection. Special considerations for implementing this approach are: (1) Budget data are not always readily available or presented in forms suitable for analysis. (2) Budgeting processes and formats may vary between governmental sectors, making consolidation of the information difficult. (3) Budgets may not have a line item that can be linked to child protection or child protection may be "buried" in multiple line items. (4) A large part of the budget is human resources; some staff may not be fully dedicated to child protection and estimating the proportion of their time devoted to child protection may be challenging.
	If the actual budget documents from the respective governmental bodies cannot be collected or an analysis of budget allocation to child protection is not possible, the evaluator may conduct a survey in which governmental agencies provide the needed information.
	It should also be noted that many countries have civil society organizations that conduct social audits and track their government's budgetary processes. They may be a valuable resource.
Data source:	National and subnational budget documents with evidence of approval
Disaggregation:	Subnational levels (e.g., regions, states, districts); budget categories (i.e., administration, personnel, equipment, program activities, etc.)

Indicator 3.5	Total annual governmental expenditures on child-sensitive social protection
Definition:	Financial expenditure is expressed in monetary units, such as local currency or U.S. dollar conversions. It includes such expenditures as financial, human, physical infrastructure, and material support.
	For this indicator to be measured, the following conditions must be met:
	1. The governmental services that provide child-sensitive social protection services have been established.
	2. The sources of funds that are permitted within this indicator have been determined for the country. For example, donor funding may be excluded, and loan funds may be included. Each country should follow local practices,

	where they exist. Where local definitions do not exist, this indicator requires a definition to be put in place.
	This indicator and the following indicators require common understanding of which social protection services are considered "child-sensitive": Indicator 1.1, Indicator 1.3, Indicator 1.4, Indicator 3.1, and Indicator 3.3. The definition of "child-sensitive" social protection should be consistent across all of these indicators.
Numerator:	Total annual governmental expenditure on child-sensitive social protection, measured in monetary units (e.g., U.S. dollar)
Denominator:	None
Method of measurement:	The method of measurement for this indicator depends on the existence of costed, national strategic plans that include child protection. Accordingly, two scenarios can be used to measure this indicator:
	Scenario A:
	All strategic plans that include child-sensitive social protection are accompanied by an approved budget. To implement this method, all strategic plans defined to include child-sensitive social-protection programs, as defined in Indicator 1.3 and/or Indicator 1.4, should be included in the measurement of this indicator.
	Method of measurement: An assessment of relevant expenditure documents such as annual financial statements, according to the budget categories provided in relevant strategic plans
	Scenario B:
	Strategic plans that include child-sensitive social protection exist but are not adequately accompanied by approved budgets, or strategic plans that include child-sensitive social protection do not exist.
	Method of measurement: Assessment of expenditure reports of relevant governmental bodies that provide social protection that is child-sensitive. Special considerations for implementing this approach are: (1) Budget data are not always readily available or presented in forms suitable for analysis. (2) Budgeting processes and formats may vary between governmental sectors, making consolidation of the information difficult. (3) Budgets may not have a line item that can be linked to child-sensitive social protection or child-sensitive social protection may be "buried" in multiple line items. (4) A large part of the budget is human resources; some staff may not be fully dedicated to child-sensitive social protection and estimating the proportion of their time devoted to child-sensitive protection may be challenging.
	If the actual expenditure documents from the respective governmental bodies cannot be collected or an analysis of expenditures on social protection is not possible, the evaluator may conduct a survey in which governmental agencies provide the needed information.

Data source:	Expenditure reviews/reports; expenditure data provided from the central government for finance (i.e., ministry of finance)
Disaggregation:	Subnational levels (e.g., regions, states, districts); budget categories (i.e., administration, personnel, equipment, program activities, etc.).

Indicator 3.6	Total annual governmental expenditures on child protection
Definition:	Financial expenditure is expressed in monetary units, such as local currency or U.S. dollar conversions. It includes such resources as financial, human, physical infrastructure, and material support. For this indicator to be measured, the following conditions must be met: 1. The governmental services that provide child protection services have been established. 2. The sources of funds that are permitted within this indicator have been determined. For example, donor funding may be excluded, and loan funds may be included. Each country should follow local practices, where they exist. Where local definitions do not exist, this indicator requires a definition to be put in place. This indicator and the following indicators require common understanding of child protection services: Indicator 1.2, Indicator 1.5, Indicator 1.6, and Indicator 3.2. The definition of child protection should be consistent across all of these indicators.
Numerator:	Total annual governmental expenditure on child-sensitive social protection, measured in monetary units (e.g., U.S. dollar)
Denominator:	None
Method of measurement:	The method of measurement for this indicator depends on the existence of costed, national strategic plans that include child protection. Accordingly, two scenarios can be used to measure this indicator: **Scenario A:** **All** strategic plans that include child protection are accompanied by an approved budget. To implement this method, all strategic plans defined to include child protection programs, as defined in Indicator 1.5 and/or Indicator 1.6, should be included in the measurement of this indicator. **Method of measurement:** An assessment of relevant expenditure documents such as annual financial statements, according to the budget categories provided in relevant strategic plans.

	Scenario B: Strategic plans that include child protection exist but are not adequately accompanied by approved budgets, or strategic plans that include child protection do not exist. **Method of measurement:** Assessment of expenditure reports of relevant governmental bodies that provide child protection services. Special considerations for implementing this approach are: (1) Budget data are not always readily available or presented in forms suitable for analysis. (2) Budgeting processes and formats may vary between governmental sectors, making consolidation of the information difficult. (3) Budgets may not have a line item that can be linked to child protection or child protection may be "buried" in multiple line items. (4) A large part of the budget is human resources; some staff may not be fully dedicated to child protection and estimating the proportion of their time devoted to child protection may be challenging. If the actual expenditure documents from the respective governmental bodies cannot be collected or an analysis of expenditures on child protection is not possible, the evaluator may conduct a survey in which governmental agencies provide the needed information.
Data source:	Expenditure reviews/reports; expenditure data provided from the central government for finance (i.e., ministry of finance)
Disaggregation:	Subnational levels (e.g., regions, states, districts); budget categories (i.e., administration, personnel, equipment, program activities, etc.)

4. Information Management and Accountability Systems

Indicator 4.1	Existence of a good-quality national monitoring and evaluation plan for the national strategic plans that include child-sensitive social protection
Definition:	A national M&E plan is a comprehensive narrative document that describes how the goals and objectives identified in national strategic plans will be monitored and evaluated. It explains what indicators will be used to measure progress; how the data will be collected, managed, and used; and how components of the M&E system should function.
	The national M&E plan for the national strategic plan(s) that include child-sensitive social protection is defined to include the following:
	• **A results framework,** or a logical framework, which is a description of the strategy to achieve a specific objective, often depicted by a flow diagram or chart that illustrates the intended cause and effect of the program.
	• **Detailed indicator definitions and protocols**—sometimes termed "indicator reference sheets"—are full descriptions of each indicator that should minimally include the definition of the terms used in each indicator, the numerator and denominator, the method of measurement, the data source, and data disaggregation. These must be included in the M&E plan, or referenced in the M&E plan to a note on where they can be found.
	• **M&E roles and responsibilities** of actors involved in collecting, analyzing, interpreting, and using the data are clearly defined for stakeholders at both national and subnational levels.
	• **A costed work plan** for M&E that illustrates activities and associated costs to implement the M&E plan.
	• **Guidance on how data will be used to improve services.** Decisions, policies, and/or programs that can be informed by the data collected by means of the guidelines in the M&E plan should be fully described, including differentiations between national and subnational stakeholders' data use.
	• **Approval of the M&E plan** by the relevant authority, as evidenced by a written statement from that authority or other evidence that the plan has been officially approved.
	As noted in the definition for Indicator 1.3, child-sensitive social protection may be included within a larger, comprehensive national social-protection strategic plan, or, in other cases, child-sensitive social protection may cut across multiple strategic plans. If child-sensitive social protection is captured in multiple strategic plans, each strategic plan's M&E plan must be separately evaluated according to the benchmarks.
Benchmarks:	A good-quality national M&E plan is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

	1. Results framework	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	2. Detailed indicator definitions and protocols	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	3. M&E roles and responsibilities clearly defined both for national and subnational stakeholders	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	4. A costed work plan	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	5. Guidance on how data can be used both by national and subnational stakeholders	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	6. Approval by the relevant authority	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
Method of measurement:	Content analysis of M&E plan(s) following these steps: (1) screen all relevant documents to separately assess the scope of the M&E plans for child-sensitive social protection; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison between documents; (3) review each document according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Actual social protection M&E plan(s)	
Disaggregation:	None	

Indicator 4.2	Availability of good-quality child-sensitive social protection data
Definition:	Availability of child-sensitive social protection data may be measured by: • Reports (paper-based or electronic) that are produced containing information on social protection: e.g., the number of enrolled households that received child-sensitive social-protection services during the reporting period • A national information management system that contains information on child-sensitive social protection services provided to beneficiaries

	Data on child-sensitive social protection are defined to include the following:
	Describes the delivery of social protection programs to vulnerable children and their families **Describes the estimated size of the population in need,** to inform targets and the planning and distribution of resources **Consolidated at the national level,** to enable analysis and policy making **Disaggregated by sex,** so that, when appropriate, data for females and males can be compared **Disaggregated by age,** so that, when appropriate, data for critical age groups can be compared **Disaggregated by target population,** so that, when appropriate, data for critical populations that child-sensitive social protection aims to reach can be compared **Disaggregated by geographic area(s),** so that data can be used to monitor geographic variations, successes, and challenges **Data are current,** meaning that available data are up-to-date: often defined as not more than one year old, except for special studies and surveys, which may provide data on a periodic, but not annual, basis **Data are complete,** meaning that relevant data (i.e., district reporting data) are derived from at least 75% of eligible reporting sources (i.e., district social welfare office) **Data are accurate,** meaning that relevant data have recently (within the past 12 months) been tested for accuracy and reliability, e.g., by conducting a data quality assessment As noted in the definition for Indicator 1.3, child-sensitive social protection explicitly considers dimensions of child well-being and aims to maximize opportunities and development outcomes for children. There is no single, globally accepted definition of child-sensitive social protection. This indicator and the following indicators require common understanding of which social protection services are considered "child-sensitive": Indicator 1.1, Indicator 1.3, Indicator 1.4, Indicator 3.1, and Indicator 3.3. The definition of "child-sensitive" social protection should be consistent across all of these indicators.
Benchmarks:	Availability of good-quality child-sensitive social protection data is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.
	<table><tr><td>1. Describes the delivery of social protection programs</td><td>0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results</td></tr><tr><td>2. Describes the estimated size of the population in need</td><td>0 = country has not achieved any measure at all 1 = country has made progress</td></tr></table>

		2 = country has achieved outstanding results
	3. Data are consolidated at the national level	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. Disaggregated by sex	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. Disaggregated by age	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	6. Disaggregated by target population	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	7. Disaggregated by geographic area(s)	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	8. Data are current	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	9. Data are complete	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	10. Data are accurate	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
Method of measurement:	Content and qualitative analysis of available data following these steps: (1) screen all relevant information systems and other data sources to determine all sources for available child-sensitive social protection data; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison of sources of data; (3) review each data source according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Reports containing social protection data and/or information management system containing social protection data	

Disaggregation:	Program area that the data describe (i.e., cash transfer program versus child health voucher)

Indicator 4.3	Existence of a good-quality national monitoring and evaluation plan for the national strategic plans that include child protection
Definition:	A national M&E plan is a comprehensive narrative document that describes how the goals and objectives identified in national strategic plans will be monitored and evaluated. It explains what indicators will be used to measure progress; how the data will be collected, managed, and used; and how components of the M&E system should function. The national M&E plan for the national strategic plan(s) that include child protection is defined to include the following: • **A results framework,** or a logical framework, which describes the strategy to achieve a specific objective, often depicted by a flow diagram or chart that illustrates the intended cause and effect of the program. • **Detailed indicator definitions and protocols:** Sometimes termed "indicator reference sheets," these are full descriptions of each indicator. They should minimally include the definition of the terms used in each indicator, the numerator and denominator, the method of measurement, the data source, and data disaggregation. These must be included in the M&E plan, or referenced in the M&E plan to a note on where they can be found. • **M&E roles and responsibilities** of actors involved in collecting, analyzing, interpreting, and using data are clearly defined for stakeholders at national and subnational levels. • **A costed work plan** for M&E that illustrates activities and associated costs to implement the M&E plan. • **Guidance on how data will be used to improve services.** Decisions, policies, and/or programs that can be informed by the data collected using the guidelines in the M&E plan should be fully described, including differentiations between national and subnational stakeholders' data use. • **Approval of the M&E plan** by the relevant authority, as evidenced by a written statement from the appropriate authority, or other evidence that the plan has been officially approved. As noted in the definition for Indicator 1.5, child protection may be part of a larger, comprehensive national social protection strategic plan, or it may cut across multiple strategic plans. Where child protection is captured in multiple strategic plans, each strategic plan's M&E plan must be separately evaluated according to the benchmarks.
Benchmarks:	A good-quality national M&E plan is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

	1. Results framework	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	2. Detailed indicator definitions and protocols	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	3. M&E roles and responsibilities clearly defined both for national and subnational stakeholders	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	4. A costed work plan	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	5. Guidance on how data can be used both by national and subnational stakeholders	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	6. Approval by the relevant authority	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
Method of measurement:	Content analysis of M&E plan(s) following these steps: (1) screen all relevant documents to separately assess the scope of the M&E plans for child-sensitive social protection; (2) develop an analytic grid covering key areas of interest to allow standardized analysis and comparison of documents; (3) review each document according to the analytic grid; and (4) review the entire grid to identify overlaps and gaps.	
Data source:	Actual child protection M&E plan	
Disaggregation:	None	

Indicator 4.4	Availability of good-quality child protection data
Definition:	Availability of child-sensitive social-protection data may be measured by:
	• Reports (paper-based or electronic) that are produced containing information on child protection: e.g., the number of enrolled households that received child protection services during the reporting period.
	• A national information management system that contains information on child protection services provided to beneficiaries.

	Data on child protection are defined as follows:
	Describe the delivery of child protection programs to vulnerable children and their families. **Describe the estimated size of the population in need,** to inform targets and the planning and distribution of resources. **Consolidated at the national level,** to enable analysis and policymaking. **Disaggregated by sex,** so that, when appropriate, data for females and males can be compared. **Disaggregated by age,** so that, when appropriate, data for critical age groups can be compared. **Disaggregated by child protection violation,** so that, when appropriate, data can be compared between critical areas of child abuse, neglect, and exploitation (e.g., physical abuse, child marriage, neglect, children outside of family care). **Disaggregated by geographic area(s),** so that data can be used to monitor geographic variations, successes, and challenges. **Data are current,** meaning that available data are up-to-date. This is often defined as not be more than one year old, except for special studies and surveys, which may provide data on a periodic, but not annual, basis. **Data are complete,** meaning that relevant data (i.e., district reporting data) are derived from at least 75% of eligible reporting sources (i.e., the district social welfare office). **Data are accurate,** meaning that relevant data have recently (within the past 12 months) been tested for accuracy and reliability: e.g., by conducting a data quality assessment. **Data protection mechanism** ensures that sensitive information (i.e., the names of child victims and perpetrators) is not accessible by people who are not authorized to see it. In an electronic system, this may include unique log-ins with limited access rights. In a paper-based system, this may involve locked file cabinets with restricted access.

Benchmarks:	Availability of good-quality child protection data is defined by the below benchmarks. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.	
	1. Describes the delivery of child protection programs	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. Describes the estimated size of the population in need	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	3. Data are consolidated at the national level	0 = country has not achieved any measure at all 1 = country has made progress

		2 = country has achieved outstanding results
	4. Disaggregated by sex	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	5. Disaggregated by age	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	6. Data are disaggregated by child protection violation	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	7. Disaggregated by geographic area(s)	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	8. Data are current	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	9. Data are complete	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	10. Data are accurate	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
	11. Data protection mechanism	0 = country has not achieved any measure at all
		1 = country has made progress
		2 = country has achieved outstanding results
Method of measurement:	Assessment of information management system and content analysis of other child protection reports	
Data source:	Reports containing child protection data and/or information management system containing child protection data	
Disaggregation:	Program area that the data describe (i.e., child labor versus child abuse)	

Indicator 4.5	Percentage of regions that submit timely and complete data on child-related social services to the national ministry of social services (or equivalent)
Definition:	This indicator measures timely and complete submission of reports on social services to the ministry of social services (or equivalent). The purpose of this indicator is to assess the capacity and performance of governmental staff to manage and implement basic responsibilities related to information management and accountability.
	The term "region" refers to the second level in a country's administrative structure after the national level. In some countries, the second administrative level may be a province, region, division, or state. These units are typically divided into districts (third administrative level) which, in turn, may be divided into wards (fourth administrative level). This indicator measures reporting from the second level (province, region, division, or state) to the national level.
	This indicator focuses on data that flow through the ministry of social services (or equivalent). It is important to determine the office(s), unit(s), and/or individual(s) responsible within the ministry for reporting both child-sensitive social protection data and child protection data.
	As a preliminary step to measure this indicator, evaluators must first map who, at the regional level, is responsible for reporting to the national ministry on child-sensitive social protection and child protection. This type of data flow is often described in national M&E plans, when they exist (and which are measured by Indicator 4.1 and Indicator 4.3).
	To be counted, the data submitted by the region must be related to child social services, and must be both timely and complete:
	• **Timely:** Regions submit social service data on time, according to management information system (MIS) protocols or informally set standards. For example, if MIS protocol requires all regions to submit their reports by the 15th of the month, only reports that were submitted by the 15th are regarded as timely.
	• **Complete:** Regions submit social service data that are complete. Complete data means that the information is derived from the complete list of eligible units and not just a fraction (e.g., if a region has 10 districts but only five districts submitted their reports to the region, the region's report will be considered incomplete).
Numerator:	Number of regions that submit child-related social service data that are on time and complete
Denominator:	Total number of regions in the country
Method of measurement:	As needed, a tracking system must be established at the national level that documents the date when reports were submitted by the regions. In some systems, this tracking is built into the country's MIS. In addition, the reports must indicate how many reporting units have submitted their data so that the level of completeness of the reports can be established.
Data source:	Reporting tracking system; MIS
Disaggregation:	None

5. Coordination and Networking Mechanisms

Indicator 5.1	Existence of a functional national body that provides multisectoral oversight of the implementation of the child-sensitive social-protection policy framework
Definition:	A coordinating body can be referred to as an "oversight" body or commission. It is usually located outside the government but does not have to be. This multisectoral body ensures that no abuses are made in the delivery of child protection services and that resource allocation and programs are implemented according to national policies. Thus, it oversees coordination across sectors and ensures implementation of the national social-protection policy framework (Indicator 1.1).
	A distinction should be made between technical working groups and the coordinating bodies that are the focus of this indicator. The main purpose of technical working groups is typically to harmonize the work of implementers so that overlap and duplication are reduced and to strengthen the technical approach to a problem (in this case, reducing the vulnerability of specific population groups). Technical working groups may be counted in this indicator only if they are also tasked with monitoring the implementation of the national social-protection policy framework.
	A functioning coordinating body is defined as having at least the following characteristics:
	A general oversight function: The purpose of the coordinating body is to oversee social protection policies and their implementation in the country.
	Funded to be able to fulfill its roles and responsibilities: The body has funding, from any sources, to be able to host meetings and fulfill activities related to oversight and coordination.
	An oversight function specific to child-sensitive social protection: The purpose of the body explicitly includes oversight of social protection policies that are specific to children. This means that the body monitors and ensures implementation of the national child-sensitive social-protection policy framework (Indicator 1.1).
	Authorized: The body must be endorsed formally (e.g., by decree) or informally by the national government or have some kind of independent authority and recognition to be effective.
	Multisectoral: The body is multisectoral: i.e., it comprises governmental and nongovernmental (civil society, academia, and private sector) representatives.
	A clear mandate: The body has a clear mandate (or terms of reference) that has been documented and includes information on the election or appointment of group members.
	Regular meetings: The body has met according to its terms of reference during the reporting period.

	Where multiple coordination bodies for social protection exist, it is up to the country to determine if multiple coordination bodies are ideal or if there is a desire to unify them as one coordination body. If there is consensus that multiple coordination bodies are ideal, then this indicator should be applied to assess all relevant bodies. If multiple bodies exist, but there is consensus to unify as one body, this indicator should assess the body that will become the lead, unified body.
Benchmarks:	Existence of a functional national body that provides oversight is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

	1. A general oversight function	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	2. Funded to be able to fulfill its roles and responsibilities	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	3. An oversight function specific to child-sensitive social protection	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	4. Authorized	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	5. Multisectoral	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	6. A clear mandate	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
	7. Regular meetings, according to the body's terms of reference	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

Method of measurement:	Assessment of the coordinating body's functionality that includes interviews with key informants (group members and/or nonmembers); review of the group's terms of reference; meeting minutes, websites, or newspaper articles describing the coordinating body's actions; and collecting other evidence of the group's functionality, as appropriate

Data source:	Legal codes, administrative decrees, text of national social protection policies, minutes and reports of meetings, and key informant interview questionnaire
Disaggregation:	N/A

Indicator 5.2	Existence of a functional national body that provides multisectoral oversight of the implementation of the child-protection policy framework
Definition:	A coordinating body can be referred to as an "oversight" body or commission. It is usually located outside the government but does not have to be. This multisectoral body ensures that no abuses are made in the delivery of child protection services and that resource allocation and programs are implemented according to national policies. Thus, it oversees coordination across sectors and ensures implementation of the national social protection policy framework (Indicator 1.1).
	A distinction should be made between technical working groups and the coordinating bodies that are the focus of this indicator. The main purpose of the technical working groups is typically to harmonize the work of implementers so that overlap and duplication are reduced and to strengthen the technical approach to a problem (in this case, reducing the vulnerability of specific population groups). Technical working groups may be counted in this indicator only if they are also tasked with monitoring compliance with social protection policies.
	A functioning coordinating body is defined as having at least the following characteristics:
	A general oversight function: The purpose of the coordinating body is to oversee social protection policies in the country.
	Funded to be able to fulfill its roles and responsibilities: The body has funding, from any sources, to be able to host meetings and fulfill activities related to oversight and coordination.
	An oversight function specific to child-sensitive social protection: The purpose of the body explicitly includes oversight of child protection policies that are specific to children. This means that the body monitors and ensures implementation of the national child protection policy framework (Indicator 1.2).
	Authorized: The body must be endorsed formally (e.g., by decree) or informally by the national government or have some kind of independent authority and recognition to be effective.
	Multisectoral: The body is multisectoral: i.e., it comprises governmental and nongovernmental (civil society, academia, and private sector) representatives.

	A clear mandate: The body has a clear mandate (or terms of reference) that has been documented and includes information on the election or appointment of group members. **Regular meetings:** The body has met according to its terms of reference during the reporting period.
Benchmarks:	Existence of a functional national body that provides oversight is defined by the benchmarks below. Evaluate each benchmark according to the scoring in the right column and provide a brief written justification of the score assigned.

1. A general oversight function	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
2. Funded to be able to fulfill its roles and responsibilities	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
3. An oversight function specific to child-sensitive social protection	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
4. Authorized	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
5. Multisectoral	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
6. A clear mandate	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results
7. Regular meetings, according to the body's terms of reference	0 = country has not achieved any measure at all 1 = country has made progress 2 = country has achieved outstanding results

Method of measurement:	Assessment of the coordinating body's functionality includes interviews with key informants (group members and/or nonmembers); review of the group's terms of reference; meeting minutes, websites, or newspaper articles describing the coordinating body's actions; and collecting other evidence of the group's functionality, as appropriate

Data source:	Legal codes, administrative decrees, text of national child protection policies, minutes and reports of meetings, and key informant interview questionnaire
Disaggregation:	N/A

Indicator 5.3	Number and percentage of regions/states with at least one functional coordinating body that provides multisectoral oversight of the implementation of the child-sensitive social-protection policy framework
Definition:	This indicator counts the number of regions that have a coordinating body that monitors compliance at the subnational level with policies, regulations, and/or laws pertaining to social protection of vulnerable populations, thus providing oversight of compliance with the national social protection policy framework (Indicator 1.1).

The term "region" refers to the second level in a country's administrative structure after the national level. In some countries, the second administrative level may be a province, region, division, or state. These units are typically divided into districts (third administrative level) which, in turn, may be divided into wards (fourth administrative level). This indicator measures reporting from the secondary level (region, state, province, or division) to the national level.

These bodies are usually located outside the government but do not have to be. These subnational multisectoral commissions ensure that no abuses are made in the delivery of social protection services in the respective region or state and that resource allocation and programs are implemented in the respective region or state according to national and/or subnational policies.

A distinction should be made between technical working groups and the coordinating bodies that are the focus of this indicator. The main purpose of technical working groups is typically to harmonize the work of implementers so that overlap and duplication are reduced and to strengthen the technical approach to a problem (in this case, reducing the vulnerability of specific population groups). Technical working groups may be counted in this indicator only if they are also tasked with monitoring compliance with social protection policies

A region will be counted in this indicator if it has a coordinating body that meets all of the following conditions:

1. The purpose of the coordinating body is to oversee social protection policies in the region/state.
2. The coordinating body has an oversight function specific to child-sensitive social protection.
3. The body must be endorsed formally (e.g., by decree) or informally by the regional/state government or have some kind of independent authority and recognition to be effective.

	4. The body is multisectoral: i.e., it comprises governmental and nongovernmental (civil society, academia, and private sector) representatives. 5. The body has a clear mandate (or terms of reference) that has been documented and includes information on the election or appointment of group members. 6. The body has met according to its terms of reference during the reporting period.
Numerator:	Number of regions with at least one coordinating body that provides multisectoral oversight to ensure compliance with social protection policies
Denominator:	Total number of regions in the country
Method of measurement:	Assessment of the coordinating body's functionality that includes interviews with key informants (group members and/or nonmembers); review of the group's terms of reference; meeting minutes, websites, or newspaper articles describing coordinating body's actions; and collecting other evidence of the group's functionality, as appropriate;
Data source:	Legal codes, administrative decrees, text of social protection policies, minutes and reports of meetings, and key informant interview questionnaire
Disaggregation:	N/A

Indicator 5.4	Number and percentage of regions/states with at least one functional coordinating body that provides multisectoral oversight of the implementation of the child-protection policy framework
Definition:	This indicator counts the number of regions that have a coordinating body that monitors compliance at the subnational level with policies, regulations, and/or laws pertaining to child protection, thus providing oversight of compliance with the national child protection policy framework (Indicator 1.2). The term "region" refers to the second level in a country's administrative structure after the national level. In some countries, the second administrative level may be a province, region, division, or state. These units are typically divided into districts (third administrative level) which, in turn, may be divided into wards (fourth administrative level). This indicator measures reporting from the secondary level (region, state, province, or division) to the national level. These bodies are usually located outside the government but do not have to be. These subnational multisectoral commissions ensure that no abuses are made in the delivery of social protection services in the respective region or state and that resource allocation and programs are implemented in the respective region or state according to national and/or subnational policies. A distinction should be made between technical working groups and the coordinating bodies that are the focus of this indicator. The main purpose of technical working groups is typically to harmonize the work of implementers so that overlap and duplication are

reduced and to strengthen the technical approach to a problem (in this case, reducing violence, abuse, exploitation, and neglect experienced by children). Technical working groups may be counted in this indicator only if they are also tasked with monitoring compliance with child protection policies.

A region or state will be counted in this indicator if it has a coordinating body that meets all of the following conditions:

1. The purpose of the coordinating body is to oversee child protection policies in the region.
2. The body must be endorsed formally (e.g., by decree) or informally by the regional government or have some kind of independent authority and recognition to be effective.
3. The body is multisectoral: i.e., it comprises governmental and nongovernmental (civil society, academia, and private sector) representatives.
4. The body has a clear mandate (or terms of reference) that has been documented and includes information on the election or appointment of group members.
5. The body has met according to its terms of reference during the reporting period.

Numerator:	Number of regions with at least one coordinating body that provides multisectoral oversight to ensure compliance with child protection policies
Denominator:	Total number of regions in the country
Method of measurement:	Assessment of the coordinating body's functionality that includes interviews with key informants (group members and/or nonmembers); review of the group's terms of reference; meeting minutes, websites, or newspaper articles describing coordinating body's actions; and collecting other evidence of the group's functionality, as appropriate.
Data source:	Legal codes, administrative decrees, text of child protection policies, minutes and reports of meetings, and key informant interview questionnaire
Disaggregation:	N/A

APPENDIX B. INDICATOR REVIEW AND DATA SOURCE MAPPING TEMPLATE

Guidance: Use the template below and follow these instructions to facilitate the initial participatory stakeholder review of the indicators, as for data source mapping.

- Step 1: Review the indicators and their reference sheets for background. Note that reviewing indicator reference sheets will provide essential context for many indicators and influence answers to the questions in this tool.
- Step 2: As part of the core assessment team, answer the questions in Columns A and B for all indicators.
- Step 3: For any indicators with a "no" in either Column A or B, ask what tweaks to the indicator would make it more useful or relevant? Make revisions.
- Step 4: Answer the questions in Columns C, D, E, and F for all indicators that are useful or relevant (including indicators that were revised).
- Step 5: Proceed to plan the assessment with all indicators that are useful or relevant and that have available or feasible data sources.

Indicator	A. Is this indicator and its definition (i.e., benchmarks) useful to stakeholders involved in system strengthening?	B. Is this indicator and its definition (i.e., benchmarks) in line with social-service system-strengthening priorities?	C. Are data sources available to measure this indicator according to its definition?	If yes…		F. If no, is it possible to collect information for this indicator within the scope of this assessment?
				D. List the data source	E. List the stakeholder responsible for the data source	

Indicator	A. Is this indicator and its definition (i.e., benchmarks) useful to stakeholders involved in system strengthening?	B. Is this indicator and its definition (i.e., benchmarks) in line with social-service system-strengthening priorities?	C. Are data sources available to measure this indicator according to its definition?	If yes…		F. If no, is it possible to collect information for this indicator within the scope of this assessment?
				D. List the data source	E. List the stakeholder responsible for the data source	

APPENDIX C. FRAMEWORK PROCESS CHECKLIST

This checklist provides instructions to implement the framework. The following steps should be completed with the management support of the oversight committee.

Step 1: Obtain stakeholder buy-in	
☐	Conduct a stakeholder analysis
☐	Develop a stakeholder engagement plan
☐	Review indicators and indicator definitions and map required data sources
Step 2: Determine the assessment's purpose and method	
☐	Reach an agreement with stakeholders on the overall purpose, outlining how results will be used
☐	Determine factors that will influence the assessment: timeline, available funding, available human capacity, etc.
☐	Reach an agreement on the methods to be used
Step 3: Form an assessment team	
☐	Determine the skill set required based on the chosen method
☐	Update the stakeholder engagement plan to describe how each stakeholder will engage in data collection, analysis, and use
☐	Reach an agreement on the core assessment team / task force / oversight committee
☐	Assign specific roles and responsibilities to each team member
Step 4: Adapt the indicators to the context	
☐	Organize a participatory indicator review meeting
☐	Collect feedback on each indicator
☐	Update indicators and their definitions based on feedback
☐	Update the data mapping exercise completed in Step 1 based on revised indicator definitions
Step 5: Develop a data collection or data management tool	
☐	Update MEASURE Evaluation's data collection tool[4] based on final indicator definitions
☐	Train the assessment team on the data collection tool and its purpose
☐	Collect data

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[4] Forthcoming

		Step 6: Analyze the data
	☐	Analyze all data to calculate each indicator
	☐	Present results to the assessment team for validation
		Step 7: Disseminate and use the results
	☐	Convene a stakeholder meeting to disseminate the results and plan next steps
		Step 8: Plan a future round of data collection
	☐	Reach an agreement on the timeline to start preparing for the next round of data collection, including assigning responsibility for funding and managing the assessment

APPENDIX D. DESCRIPTION OF THE LITERATURE REVIEW METHOD AND LIST OF SOURCES

We reviewed key documents provided by USAID that focus on the United States child welfare system review process, social service strengthening initiatives, and health systems literature. We expanded our collection of tools, literature, and other documentation through consultations with colleagues in the child protection and social protection arenas at UNICEF, Save the Children, Maestral International, Child Frontiers, World Vision, Displaced Children and Orphans Fund, the World Bank, and the United Kingdom's Department for International Development. We then collected additional gray and peer-reviewed literature through online Google Scholar and PubMed searches using the following terms related to "evaluation" and "monitoring": "social welfare system," "social protection system," "informal child protection system," "information social protection system," "child protection systems," and "child maltreatment system."

This culminated in a review of the following sources:

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APPENDIX E. ORGANIZATIONAL AFFILIATIONS OF THE EXPERT ADVISORS ON THIS FRAMEWORK

The list below represents the affiliations of most of the stakeholders who advised MEASURE Evaluation during the development of this framework. Other consultants without institutional affiliations also contributed to this framework, but are not listed here by name. Nor are the affiliations of stakeholders who contributed through the field validation interviews in Tanzania and South Africa.

- Better Care Network
- Boston College, International Programs
- Brigham Young University, Department of Social Work
- Capacity Plus
- Case Western Reserve University, Child Welfare Fellows, Jack, Joseph and Morton Mandel School of Applied Social Sciences
- Casey Family Programs
- Catholic Relief Services
- Child Frontiers
- Connor Clinic
- CPC Learning Network, Mailman School of Public Health, Columbia University
- Duke University, Center for Health Policy and Inequalities Research
- ICF International
- International Labour Organization
- IntraHealth
- Maestral International
- National Association of Childcare Workers, South Africa
- Office of the U.S. Global AIDS Coordinator and Health Diplomacy
- Pact
- Peace Corps
- Population Council
- Regional Psychosocial Support Initiative
- Rutgers University, School of Social Work
- Save the Children
- Tulane University
- University College London, Institute for Global Health
- United Nations Children's Fund (New York office and representatives from field offices)
- United States Agency for International Development
- University of Colorado, School of Medicine, Kempe Center for the Prevention and Treatment of Child Abuse & Neglect
- University of North Carolina
- University of Pittsburgh
- United Arab Emirates, College of Humanities and Social Services, School of Social Work
- United Nations Development Programme
- United States Centers for Disease Control and Prevention
- United States Department of Health and Human Services, Office of Child Abuse and Neglect
- USAID Displaced Children and Orphans Fund
- World Vision