

# Child Protection in Emergencies

Coordination Handbook

March 2016. *The Child Protection in Emergencies Handbook* is a product of the Child Protection AoR, formerly known as the Child Protection Working Group (CPWG). While the Child Protection AoR team coordinated the writing and editing, inputs were provided by Child Protection AoR member agencies as well as field-based coordinators. For more information on the CPWG please visit: <http://cpwg.net/>.

Editing by Scriptoria: [www.scriptoria.co.uk](http://www.scriptoria.co.uk)

Design and layout by Phoenix Design Aid: [www.phoenixdesignaid.com](http://www.phoenixdesignaid.com)

# Contents

<b>ACRONYMS</b> .....	<b>ii</b>
<b>INTRODUCTION</b> .....	<b>iv</b>
<b>Section 1: Framework for humanitarian coordination</b>	
01 Types of humanitarian coordination .....	1
02 National humanitarian coordination .....	3
03 International humanitarian coordination architecture.....	5
04 Coordination of protection and child protection in the cluster approach.....	11
05 Humanitarian Programme Cycle .....	13
06 Mandates and responsibilities of United Nations agencies in relation to clusters .....	15
<b>Section 2: Establishing coordination</b>	
07 Setting up child protection coordination groups.....	19
08 Working with the Protection Cluster.....	23
09 Staffing the child protection coordination group.....	29
10 Leadership of the child protection coordination group .....	33
11 Running the coordination mechanism .....	37
12 National and sub-national level coordination .....	41
13 Membership of the coordination group .....	43
14 Information management.....	47
15 Inter-cluster coordination and working with other sectors .....	57
16 Transitioning and cluster deactivation.....	59
<b>Section 3: Coordination functions in support of the response</b>	
17 Inform strategic decision making .....	63
18 Plan and implement cluster strategies .....	67
19 Clarify funding requirements.....	71
20 Monitor and evaluate .....	75
21 Ensure preparedness.....	87
22 Ensure accountability to affected populations .....	91
23 Build capacity .....	95
24 Support advocacy.....	97
25 Key skills for coordinators .....	101
<b>Section 4: Ensuring quality and coverage in the response</b>	
26 Child Protection Minimum Standards.....	109
27 What every coordinator, IMO and member should know about child protection.....	111
28 Monitoring and reporting grave violations of children's rights .....	115
<b>ANNEXES</b>	
Annex 1: Characteristics and accountabilities of clusters or sectoral coordination.....	121
Annex 2: Principles of Partnership .....	122
Annex 3: Child protection assessment flow chart .....	123
Annex 4: CERF life-saving criteria.....	125
Annex 5: Competencies for cluster coordinators and IMOs.....	126
Annex 6: Guideline note on selected HRP indicators developed by the UNICEF West and Central Africa Regional Office (WCARO) in January 2016 .....	127
<b>INDEX</b> .....	<b>133</b>

# Acronyms

AAP	Accountability to Affected Populations
AoR	Area of Responsibility
CAAC	Children and Armed Conflict
CAAFAG	Children Associated with Armed Forces and Armed Groups
CAC	Children in Armed Conflict
CAP	Consolidated Appeals Process
CCPM	Cluster Coordination Performance Monitoring
CCRM	Cluster Coordination Reference Module
CERF	Central Emergency Response Fund
CFS	Child Friendly Spaces
CHF	Common Humanitarian Funds
CLA	Cluster Lead Agency
CPiE	Child Protection in Emergencies
CPIMS	Child Protection Information Management System
CPMS	Minimum Standards for Child Protection in Humanitarian Action
CPRA	Child Protection Rapid Assessment
CPWG	Child Protection Working Group
CRC	Convention on the Rights of the Child
CTFMR	Country Task Forces on Monitoring and Reporting
DMU	Disaster Management Unit
DPKO	Department of Peacekeeping Operations
EMOPS	Office of Emergency Programmes
ERC	Emergency Relief Coordinator
ERF	Emergency Response Funds
ERP	Emergency Response Preparedness
FTS	Financial Tracking System
GA	General Assembly
GBV	Gender-based Violence
GCCU	Global Cluster Coordination Unit
GHP	Global Humanitarian Platform
GIS	Geographic information system
GPC	Global Protection Cluster
GTPE	Groupe de travail sur la protection de l'enfance
HAC	Humanitarian Action for Children
HAP	Humanitarian Accountability Partnership
HC	Humanitarian Coordinator
HCF	Common Humanitarian Funds
HCT	Humanitarian Country Team
HCX	Humanitarian Data Exchange
HNO	Humanitarian Needs Overview
HPC	Humanitarian Programme Cycle
HRP	Humanitarian Response Plan
IARRM	Inter-Agency Rapid Response Mechanism
IASC	Inter-Agency Standing Committee
ICC	International Criminal Court
ICL	International Criminal Law
ICVA	International Council of Voluntary Agencies
IDP	Internally Displaced Person
IHL	International Humanitarian Law

IHRL	International Human Rights Law
IM	Information management
IMO	Information Management Officer
INGO	International NGO
IOM	International Organization for Migration
L3	Level 3 emergencies, as declared by the IASC
LoU	Letter of Understanding
MHPSS	Mental health and psychosocial support
MIRA	Multisector Initial Rapid Assessment
MoU	Memorandum of Understanding
MRM	Monitoring and Reporting Mechanism
NDMA	National Disaster Management Agency
NGO	Non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OPAC	Optional Protocol on the Involvement of Children in Armed Conflict
PCA	Programme Cooperation Agreement
PDMA	Provincial Disaster Management Agency
PKO	Peacekeeping operations
POLR	Provider of Last Resort
PSS	Psychosocial support
PTSD	Post-traumatic stress disorder
RC	Resident Coordinator
RRT	Rapid Response Team
SAG	Strategic Advisory Group
SBP	Standby Partner
SDR	Secondary Data Review
Sitrep	Situation report
SOP	Standard Operating Procedure
SRSG	Special Representative of the Secretary-General
SSFA	Small-scale Funding Agreement
ToR	Terms of reference
TWiG	Technical Working Groups
UASC	Unaccompanied and Separated children
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund

# Introduction

*"If you want to walk fast, walk alone.  
If you want to walk far, walk together."*  
— African proverb

---

## Importance of coordination

Emergency contexts present many challenges regarding delivery of aid. The coordination of humanitarian assistance plays a central role in addressing these.

The *Minimum Standards for Child Protection in Humanitarian Action* (CPMS), CPWG, 2012 outlines 26 standards required to ensure adequate protection of children in emergencies. Standard 1 addresses coordination:

"Relevant and responsible authorities, humanitarian agencies, civil society organizations and representatives of affected populations coordinate their child protection efforts in order to ensure full, efficient and timely responses."

Coordination is also embedded in many of the quality and accountability frameworks that guide humanitarian actions, such as the *Core Humanitarian Standard for Quality and Accountability* (CHS) (2014), the *Red Cross and Red Crescent Code of Conduct* and the *Sphere Standard* (2011).

As these standards state, **coordination is not a goal in and of itself**. Humanitarian actors coordinate in order to improve the effectiveness of the response.

---

## Purpose of the Handbook

The purpose of this Handbook is to provide actors with guidance on how to coordinate child protection responses in humanitarian contexts in order to ensure more predictable, accountable and effective child protection responses in emergencies around the world.

This Handbook is designed for situations where the international community is formally engaged with the humanitarian response and where the cluster system has been activated. The Handbook may, however, also be useful for contexts where there is no cluster approach.

---

## Audience for the Handbook

Although the Handbook is primarily addressed to child protection coordination teams, which may include coordinators, co-leads and information managers, the guidance is equally valid for all members of the child protection coordination group, including national and international non-governmental organizations (NGOs), government representatives and other members, who seek to achieve an effective and coordinated response.

---

## Terminology and definition

Throughout this Handbook, the term 'child protection coordination group' will be used and may be taken as referring to 'child protection sub-cluster', 'child protection working group', 'child protection Area of Responsibility' or 'child protection sector coordination group'.

This Handbook is an updated version of the 2010 *Child Protection in Emergencies Coordinator's Handbook* (CPWG). It includes guidance on

the Transformative Agenda Protocols as well as learning on coordination since 2010.

Child protection in emergencies is defined in the CPMS as “the prevention of, and response to, abuse, neglect, exploitation of and violence against children in emergencies”.


This Handbook has four sections, each of which is divided into chapters:

- **Section 1** explains the operating environment in which international humanitarian coordination takes place. It presents a brief background to, and key elements of, the United Nations system for humanitarian coordination as well as the mandates and responsibilities of relevant organizations. The section also provides an overview of the international standard framework that is central to child protection responses in emergencies.
- **Section 2** unpacks the first core function of cluster coordination: to establish a platform for service delivery. The section presents the criteria for cluster activation and explores the foundations for setting up a child protection coordination structure, including establishing a coordination group at national and sub-national levels, managing the group, systems for information management, defining the roles of members in the coordination group, and transitioning and cluster deactivation.
- **Section 3** focuses on the five other core functions of cluster coordination: informing strategic decision making, developing a child protection response strategy, building national capacity for preparedness, monitoring and evaluation, and advocacy. It also highlights key competencies for humanitarian child protection coordination and provides tips on how to interact with members, organize meetings, build consensus and resolve conflicts.
- **Section 4** provides guidance to ensure standards for quality child protection programming are promoted and upheld.

Within each chapter in each section, reference documents are highlighted as either **recommended reading**, which coordinators should study, or further reading, which are optional but will enhance understanding.







**Section 1:**  
Framework for  
humanitarian  
coordination



## 01 Types of humanitarian coordination

Factors determining type of coordination structure

The shape that humanitarian coordination takes varies in different emergency contexts. The type of coordination structure that is appropriate depends on the size of the emergency and its impact, the strength of the government to address the resulting needs and its stance towards the affected population. Determining questions are:

Type of emergency	Is it a natural disaster or a complex emergency? Or both?
Impact type	Is the emergency sudden onset or protracted? Are the affected populations IDPs or refugees?
Government position	What is the position of the government towards the affected population and the response organizations?
Emergency size	What is the estimated size of the affected population?
Government strength	The national government has the mandate to coordinate and ensure the response to the emergency, but does it have adequate capacity?

Where the government has the capacity to coordinate the response to an emergency, it will do so based on established national humanitarian coordination structures and procedures. These are explored in chapter 2. International partners can reinforce the government's coordination capacity if requested.

Where the government does not have the capacity to coordinate the response to an emergency, the international community will usually be requested to support the relief effort. For these contexts, the UN and the Inter-Agency Standing Committee (IASC) have outlined the recommended methods of coordination.<sup>1</sup> This architecture is explored specifically in chapters 3 and 4.

### Recommended reading for coordinators:

International Council of Voluntary Agencies, 'The Context of Coordination', section 3 in *NGO Coordination Guide*, version 1.0, 2013, ICVA, <[www.icvanetwork.org](http://www.icvanetwork.org)>.

Further reference

<sup>1</sup> If it is a response involving refugee populations, UNHCR has the mandate to respond and will do so using a Refugee Coordination Model. As mentioned in the introduction, this Handbook was developed for situations where the IASC cluster approach has been adopted.



## 02 National humanitarian coordination

Each State has the responsibility first and foremost to take care of the populations affected by disasters and other emergencies on its territory. The affected State therefore has the primary role in the initiation, organization, coordination and implementation of humanitarian assistance within its territory.<sup>2</sup>

However, an evaluation conducted in 2010 of humanitarian responses found:

“In their current implementation, clusters largely exclude national and local actors and often fail to link with, build on, or support existing coordination and response mechanisms. Among other reasons, this is due to insufficient analysis of local structures and capacities before cluster implementation, as well as a lack of clear transition and exit criteria and strategies. As a result, the introduction of clusters in several cases weakened national and local ownership and capacities.”<sup>3</sup>

Ensuring a better analysis of national coordination structures is vital to improving our collective humanitarian responses.

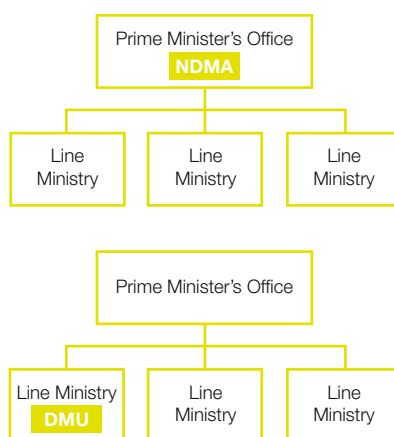
A national response involves a large number of government departments or agencies, including those responsible for health and social welfare. This is why, in many countries, a body has been established within the government whose role it is to coordinate this range of departments. This body has different names in different countries, such as the National Disaster Management Agency (NDMA) or National Civil Protection. NDMA is used in this Handbook to refer to all such bodies.

In terms of structure, there are three main models for where this NDMA sits within the overall government structure:

The NDMA can sit within the Prime Minister's Office. This model is used, for example, in Colombia and Uganda.

The NDMA can also take the form of a Disaster Management Unit (DMU) located within a line ministry, as it is in Bangladesh and Zimbabwe.

In the third model, there is no single NDMA, but instead line ministries have their own DMUs. This is the case in Turkey, for example.



2 United Nations General Assembly Resolution 46/182.

3 Steets et al., *Cluster Approach Evaluation 2: Synthesis Report*, IASC Cluster Approach Evaluation Phase 2, Global Public Policy Institute and Groupe URD, Berlin, April 2010.

The role of the NDMA is to develop government policies, plans and guidelines for disaster management, carry out emergency preparedness measures, including contingency planning, and, in the event of a national-level emergency, to coordinate the response.

The structure of the NDMA often covers federal/national level plus regional/provincial and local levels. In Nigeria, for example, there is a National Emergency Management Agency (NEMA) at the federal level, and there are also emergency management agencies at state and local levels – the State Emergency Management Agency (SEMA) and Local Emergency Management Agency (LEMA) respectively. During an emergency, it is the responsibility of each level to carry out response coordination within its area of jurisdiction. If an emergency overwhelms one level, the next is responsible for providing support.

For a list of the designated NDMA in different countries, refer to <reliefweb.int> under the topics tab.

Unlike the overall coordination of the response, the responsibility for the coordination of individual sectors (e.g. education, health, protection), or government-led emergency or crisis sectoral coordination, may be led by the relevant DMU.

For example, in Pakistan, the responsibility for the coordination of child protection lies with the NDMA at federal level and with the Provincial Disaster Management Agency (PDMA) at provincial level. The

NDMA leads the child protection coordination group at national level and the PDMA leads at the provincial level.



In the Philippines, on the other hand, even though a disaster management authority exists (the Office of Civil Defence), a National Disaster Risk Reduction and Management Council (NDRRMC) has been created. The responsibility for the coordination of sectoral responses is designated to different government

departments. For protection and child protection, this responsibility lies with the Department of Social Welfare and Development (DSWD).

The coordination structures for international humanitarian coordination are further described in the next chapter.

### Recommended reading for coordinators:

- Inter-Agency Standing Committee, 'Operational Guidance for Cluster Lead Agencies on Working with National Authorities', IASC, 2011.
- Steets et al. *Cluster Approach Evaluation 2: Synthesis Report*, for IASC Cluster Approach Evaluation Phase 2, Global Public Policy Institute and Groupe URD, Berlin, April 2010.

Government-led emergency sectoral coordination

Further reference

### 03 International humanitarian coordination architecture

“The magnitude and duration of many emergencies may be beyond the response capacity of many affected countries. International cooperation to address emergency situations and to strengthen the response capacity of affected countries is thus of great importance. ... The United Nations has a central and unique role to play in providing leadership and coordinating the efforts of the international community to support the affected countries.”

When the government of an affected State is unable or unwilling to attend to the humanitarian needs of the affected population, the **United Nations General Assembly (GA) Resolution 46/182**, also known as the ‘humanitarian resolution’, assigns this responsibility to the UN. The Resolution, adopted on 19 December 1991, provides the current overarching framework and guiding principles for international humanitarian coordination.

The Resolution laid down a number of cornerstones in the architecture of international humanitarian coordination, including the role of the Emergency Relief Coordinator (ERC), the Consolidated Appeals Process (now replaced by the Humanitarian Programme Cycle), the Central Emergency Revolving Fund (which in 2005 became the Central Emergency Response Fund (CERF)<sup>4</sup>), and the role of the Department of Humanitarian Affairs (which in 1998 transformed into the Office for the Coordination of Humanitarian Affairs (OCHA)). For more information on General Assembly Resolution 46/182 visit: <[www.un.org](http://www.un.org)>.

The **IASC** was established in June 1992 in response to United Nations GA Resolution 46/182 on the strengthening of humanitarian assistance. IASC is the primary mechanism for inter-agency coordination of humanitarian assistance.

Under the leadership of the ERC, IASC develops humanitarian policies, agrees on a clear division of responsibility for the various aspects of humanitarian assistance, identifies and addresses gaps in response, and advocates for effective application of humanitarian principles. It is the only decision-making

group that includes United Nations agencies, the World Bank, International Organization for Migration (IOM) and humanitarian organizations.

In terms of structure, IASC consists of Principals, working groups and subsidiary bodies.



4 Please see section 3, chapter 18 for more details on the funding mechanisms.

The IASC Principals are the heads of all IASC member organizations or their representatives, while the working groups bring together the Emergency Directors or other directors from IASC members. The member organizations of IASC include UNDP, UNICEF, UNHCR, UNFPA, WFP, FAO, WHO, UN-HABITAT and OCHA. In addition, there is a standing invitation to IOM, ICRC, IFRC, OHCHR, the Special Rapporteur on the Human Rights of Internally Displaced Persons, and the World Bank. The NGO consortia ICVA, InterAction and Steering Committee for Humanitarian Response are also invited on a permanent basis to attend. For more information on IASC visit: <<http://interagencystandingcommittee.org/>>.

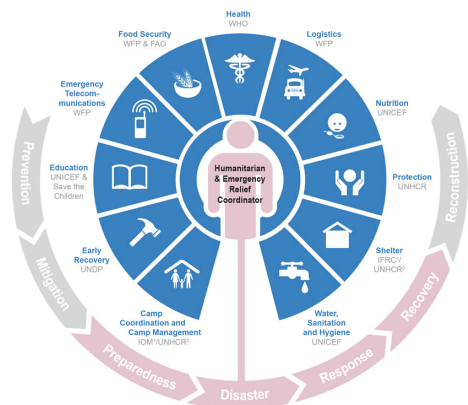
The international humanitarian coordination architecture has undergone a series of reforms since the 1991 GA Resolution was adopted, in reaction to the changing nature of emergencies and lessons learned from past responses. Two reform processes were particularly important: the Humanitarian Reform process and the Transformative Agenda.

The Humanitarian Reform process was prompted by significant changes in humanitarian operations, namely a growing proliferation of humanitarian actors, greater competition for funding and resources, increased public scrutiny and the changing role of the United Nations. Dissatisfied with the international community's response to the humanitarian crisis in the Sudan's Darfur region, Jan Egeland, who was the ERC at the time, commissioned what has become known as the Humanitarian Response Review. A number of the ensuing recommendations formed the bedrock of the Humanitarian Reform Agenda that was rolled out later in 2005, and consisted of the following three pillars.

1. More adequate, flexible and timely humanitarian financing.
2. Strengthening strategic leadership through humanitarian coordinators.
3. Improving coordination of sectoral responses through the cluster approach.

A fourth cross-cutting element was that of establishing stronger humanitarian partnerships among and between humanitarian actors, using the Principles of Partnership. These Principles are described in annex 2.

The aim of the Humanitarian Reform process was to improve the effectiveness of humanitarian response through greater predictability, accountability, responsibility and partnership. The most visible aspect of the reform was the creation of the **cluster approach**. Clusters are groups of humanitarian organizations (United Nations and outside groups)





Responsibility under the cluster approach

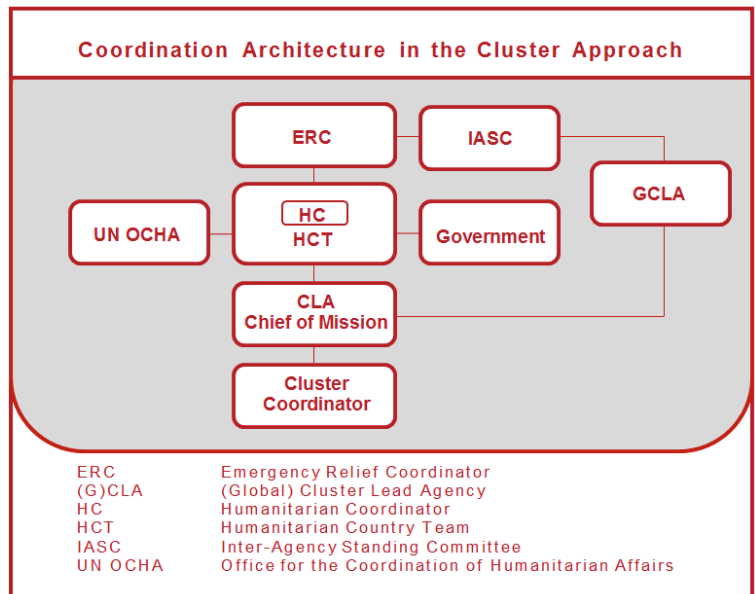
working in the main sectors of humanitarian action. They are created when clear humanitarian needs exist within a sector, when there are numerous actors within sectors and when national authorities need coordination support. There are currently 11 clusters as illustrated in the diagram above.

Clusters provide a clear point of contact and are accountable for ensuring adequate and appropriate humanitarian assistance. Clusters create partnerships among international humanitarian actors, national and local authorities, and civil society.

The cluster approach was applied for the first time during the response to the 2005 Pakistan earthquake. Today the cluster approach has been used in more than 30 countries to deliver humanitarian assistance.

Which actors are responsible for what under the cluster approach?

- Emergency Relief Coordinator (ERC)** is the Under-Secretary-General for Humanitarian Affairs who leads IASC and is responsible for the oversight of all emergencies requiring United Nations humanitarian assistance.
- Humanitarian Coordinator (HC)** is accountable to the ERC and is responsible for assessing whether or not an international response is warranted and for ensuring humanitarian efforts are organized.
- Humanitarian Country Team (HCT)** is a strategic and operational decision-making and oversight forum established and led by the HC. It is made up of representatives from the United Nations, IOM, international NGOs (INGO), and the Red Cross/Red Crescent Movement. Agencies that are also designated cluster leads should represent clusters as well as their respective organizations.



- **Government** retains the primary role in the initiation, organization, coordination and implementation of humanitarian assistance in the country.
- **Cluster Lead Agency (CLA)** leads and manages a given cluster. At country level the heads of CLAs are accountable to the HC.
- **Cluster coordinators** are responsible for ensuring that cluster-specific concerns and challenges that cannot be solved within the cluster are raised and discussed with the HCT. They ensure, for example, that strategic decisions are shared and acted upon at operational level as described in section 3.

#### Cluster activation

IASC clusters are activated in contexts where existing government sectoral coordination mechanisms are overwhelmed or constrained in their ability to respond to identified needs in line with humanitarian principles. Cluster activation is based on an analysis of humanitarian need, existing coordination mechanisms and capacity on the ground.

The IASC Principals have agreed that activation of clusters should be strategic, deliberate and time limited. The aim of the cluster activation is to strengthen rather than replace government sectoral coordination, under the overall leadership of the HC, and to improve international coordination in support of the national response. When a cluster is not activated, it does not mean that the sector concerned is not a priority. Rather, the government is deemed to have the capacity to ensure coordination in that sector. The Resident Coordinator (RC) or HC will recommend the activation of clusters only when an identified coordination need is not being addressed.

To ensure that clusters continue to operate only while they are strictly needed, plans to deactivate and transition clusters should be prepared as soon as possible after activation. Building the capacity of local partners and government should be an objective from the outset. Formal activation may be difficult to implement in circumstances where government capacity is constrained and different ways of augmenting coordination and response capacity may therefore need to be found. These should still be underpinned by the principles of the cluster approach.

#### Criteria for cluster activation

The **criteria for cluster activation** are met when:

1. response and coordination gaps exist due to a sharp deterioration or significant change in the humanitarian situation;
2. existing national response or coordination capacity is unable to meet needs in a manner that respects humanitarian principles (due to the scale of need, the number of actors involved, adoption of a more complex multisectoral approach, or other constraints on the ability to respond or apply humanitarian principles).

The Humanitarian Reform process made important progress towards improving the effectiveness and efficiency of humanitarian responses, but weaknesses and operational challenges in the humanitarian response system still remained. These weaknesses and operational challenges were clearly exposed in 2010 when two devastating emergencies struck: the Haiti

earthquake in January, followed by large-scale flooding in Pakistan.

Building on the Humanitarian Reform process from 2005, the IASC Principals agreed in December 2011 to a set of actions and protocols that collectively aim to represent a substantive, or transformative, improvement to the current humanitarian response model. Collectively, these actions and protocols are referred to as the **Transformative Agenda**, and include the following.

1. Empowered leadership:

This protocol empowers the HC to have quick access to key information, to take decisions and to better support the accountability of all partners for the overall response. Empowered leadership applies to anyone responsible for HC functions during the initial three-month period of an L3 response, whether it is an existing RC who has been assigned HC responsibilities, a new HC deployed to lead the humanitarian response, or a senior/emergency HC deployed from the L3 roster for a temporary period.

2. System-wide mobilization:

The IASC Principals have agreed that major sudden-onset humanitarian crises triggered by disasters or conflict that require a system-wide response are to be subject to a Humanitarian System-Wide Emergency Activation (a 'Level 3 activation'). The activation period will vary but should not exceed three months initially. The priority will be to revert as soon as possible to the regular methods of working of the humanitarian system, under a strong national leadership.

3. Level 3 emergency declaration:

The ERC, in consultation with the IASC Principals, will designate an L3 emergency on analysis of five criteria: scale, complexity, urgency, capacity and reputational risk. The procedure engages IASC members to ensure that they put in place the right systems and mobilize resources to contribute to the response according to their mandate areas.

4. Cluster Coordination Reference Module (CCRM) at the country level:

The *Reference Module for Cluster Coordination at Country Level* outlines the basics of cluster coordination in non-refugee contexts. This module covers both L3 or large-scale responses and smaller-scale ('non-level 3') responses. Sections 2 and 3 of this Handbook are based on the CCRM.

5. Humanitarian Programme Cycle (HPC):

The *Reference Module for the Implementation of the Humanitarian Programme Cycle* serves as a guide for all crises by defining the complementary roles and responsibilities of the different organizations involved in a humanitarian response. It creates a process that redefines the way in which international humanitarian actors engage with each other, with national and local authorities, and with people affected by crises.

For more information on the Transformative Agenda, visit:  
<[www.humanitarianresponse.info](http://www.humanitarianresponse.info)>.

Accountability takes many forms at many levels. This explains the great variety of definitions. One definition is that accountability is the means through which power is used responsibly (CHS 2014). Accountability is therefore a process of taking into account the views of, and being held accountable by, different stakeholders, primarily the people affected by the exercise of power or authority. Accountability contributes to ensuring that all partners in a programme honour their commitments. It can help to identify what works and what needs to be improved. This in turn helps ensure that programme activities translate into tangible results and better long-term outcomes.

Accountability to children and communities has been an area of strategic focus for many organisations in the INGO sector in the last decade. The recent collaborative development and piloting of the Core Humanitarian Standard confirms on going national and international NGOs and other stakeholders commitment to accountability.

For more information on AAP see section 23 or visit: <<http://interagencystandingcommittee.org>>.

### **Recommended reading for coordinators:**

Inter-Agency Standing Committee, *Reference Module for Cluster Coordination at Country Level*, 2015.

Core Humanitarian Standard on Quality and Accountability, *Guidance Notes and Indicators*, 2015 (available at: <[www.corehumanitarianstandard.org](http://www.corehumanitarianstandard.org)>).

### **Further reading:**

- IASC Transformative Agenda Protocols.
  1. *Humanitarian System-Wide Emergency Activation: definition and procedures.*
  2. *Accountability to Affected Populations Operational Framework.*
  3. *Inter-Agency Rapid Response Mechanism (IARRM) Concept Note.*
  4. *Common Framework for Preparedness.*
- United Nations General Assembly Resolution 46/182, Strengthening of the coordination of humanitarian emergency assistance of the United Nations, 1991.

## 04 Coordination of protection and child protection in the cluster approach

Definition of protection

Protection, as defined by IASC, refers to:

“All activities aimed at ensuring full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law (i.e. human rights law, international humanitarian law and refugee law)”.<sup>5</sup>

Given that the definition of protection is very broad, “it was agreed by the IASC in 2005 to divide the work of the Global Protection Cluster (GPC) into technical Areas of Responsibility (AoR) under the coordination of the global cluster lead agency”. The four AoRs are: Child Protection, Gender-based Violence, Mine Action, and Housing, Land and Property. Their focal point (or ‘lead’) agencies are:

Protection cluster			
Child Protection (Lead agency: UNICEF)	Gender-based Violence (Lead agency: UNFPA / UNICEF)	Mine Action (Lead agency: UNMAS)	Housing, Land and Property (Lead agency: NRC; co-facilitator: IFRC)

Child protection within broader protection

Experience has shown that it is essential to understand the differences between child protection and the wider notion of protection in order for the two to complement each other.

	Child protection	Protection
Origin	Child (and family) welfare/ Convention on the Rights of the Child (CRC).	International humanitarian law, refugee law and human rights law.
Rights focus	Prevention of and response to abuse, violence, exploitation and neglect.	International humanitarian law, refugee law and human rights law.
Professional profile	Social work, psychology, health, education, law, public health.	Law, political science, international relations, human rights.
Core element of analysis	Child well-being.	State responsibility.
Strategic focus	Programming to respond to violence, abuse, exploitation and neglect; advocacy.	Compliance, advocacy and political persuasion, capacity building, response to abuse, legal recourse.
Core skills and knowledge	<ul style="list-style-type: none"> <li>- CRC, human rights law.</li> <li>- CP Minimum Standards.</li> <li>- GBV Minimum Standards.</li> <li>- Child-friendly participatory methods.</li> <li>- Interdisciplinary.</li> <li>- Case management.</li> <li>- Social work.</li> </ul>	<ul style="list-style-type: none"> <li>- International humanitarian law, refugee law and human rights law.</li> <li>- Sphere Protection Principles.</li> <li>- Participatory methods.</li> <li>- Political analysis.</li> <li>- Interdisciplinary.</li> <li>- Investigations.</li> <li>- Legal case management.</li> </ul>

<sup>5</sup> Inter-Agency Standing Committee, *Protection of Internally Displaced Persons*, IASC Policy Paper, 1999. The definition was originally adopted by a 1999 workshop of the International Committee of the Red Cross (ICRC) on protection.

Global Protection Cluster

Established in 2005 as part of the Humanitarian Reform process, the GPC, led by UNHCR as CLA, includes United Nations human rights, humanitarian and development agencies as well as non-governmental and other international organizations active in protection.

The GPC coordinates and provides global-level inter-agency policy advice and guidance on the implementation of the cluster approach to Protection Clusters in the field, supports protection responses in non-refugee settings and leads standard and policy setting relating to protection.



UNHCR, as CLA, is committed to providing leadership in field-level Protection Clusters in emergency contexts with conflict-induced internally displaced persons (IDPs). In situations where internal displacement is induced by disasters, the leadership of field-level Protection Clusters will be agreed upon at country level by UNHCR, UNICEF and OHCHR in consultation. For more information about the GPC visit: <[www.globalprotectioncluster.org](http://www.globalprotectioncluster.org)>.

Child Protection AoR at the global level (CPWG)

At the global level, the Child Protection AoR, known for several years as the Child Protection Working Group (CPWG), brings together NGOs, United Nations agencies, academics and others under the shared objective of ensuring more predictable, accountable and effective child protection responses in emergencies.



The Child Protection AoR is part of the GPC Strategic Advisory Group (SAG), along with the three other AoRs and key protection agencies, and participates actively in the task teams and working groups of the GPC. For more information about the global-level Child Protection AoR visit: <[www.cpwg.net](http://www.cpwg.net)>.

## 05 Humanitarian Programme Cycle

Purpose of the HPC

The Humanitarian Programme Cycle (HPC) was developed by IASC to guide responses to all types of crisis. It provides a framework for the way in which international humanitarian actors interact with each other, with national and local authorities, and with people affected by crises. It aims to achieve timelier, more effective and more efficient responses, with improved outcomes for the affected population.

Recognizing that the primary responsibility for assisting and protecting people affected by emergencies lies with the State, the international humanitarian community must engage with and complement the State's role where assistance is requested. The HPC is intended to guide this engagement by creating a process that defines complementary roles and responsibilities. The defined steps replace the Consolidated Appeals Process (CAP) and consist of a set of interlinked tools to assist the HC and the HCT in the delivery of humanitarian assistance through a better collective response.

Key elements of the HPC

The cycle consists of six key elements.

1. Emergency response preparedness.
2. Needs assessment and analysis.
3. Strategic response planning.
4. Resource mobilization.
5. Implementation and monitoring.
6. Operational peer review and evaluation.

Coordination and information management (IM) are two 'enablers' supporting the implementation of the cycle. The six elements combine into a single strategic process that runs through the cycle of inter-agency coordination, with one step logically building on the previous and leading to the next.

The IASC *Reference Module for the Implementation of the Humanitarian Programme Cycle* (2015) outlines suggested timelines and triggers for the implementation of these six elements according to the following two scenarios:



- sudden-onset crisis or escalation of crisis;
- annual or multi-year planning in protracted crises.

Section 3 will outline tools relevant for the HPC in more detail.

For more information, visit: <[www.humanitarianresponse.info/en/programme-cycle/space](http://www.humanitarianresponse.info/en/programme-cycle/space)>.

---

Further  
reference

**Further reading for coordinators:**

Inter-Agency Standing Committee, *Reference Module for the Implementation of the Humanitarian Programme Cycle*, IASC, 2015.



## 06 Mandates and responsibilities of United Nations agencies in relation to clusters

UNICEF and clusters



In addition to the Child Protection AoR, UNICEF also leads the Water, Sanitation and Hygiene (WASH) and Nutrition global clusters, co-leads the Global Education Cluster with Save the Children and the Gender-based Violence (GBV) AoR with UNFPA. Together, these five clusters and AoRs represent responsibility for approximately one third of the IASC cluster system.

The functions and responsibilities of lead agencies for AoRs within the Protection Cluster are identical to those of the CLA for clusters.<sup>6</sup> As such, the same level of investment and support is required from UNICEF for the clusters for which it is CLA as for the AoR for which it is the lead agency.

Global support for UNICEF-led clusters and AoRs is coordinated by a dedicated team in the UNICEF Office of Emergency Programmes (EMOPS), which includes the Global Cluster Coordination Unit (GCCU).

At the regional level, UNICEF offices have the responsibility for providing guidance, support, oversight and coordination to UNICEF country offices, supporting them to prepare for and respond to emergencies, including leadership and representation, strategic planning and policy development, and performance monitoring and administration.

UNICEF has developed *Cluster Coordination Guidance for Country Offices* as well as *Core Commitments for Children in Humanitarian Action* that outline the core commitments UNICEF aims to uphold in humanitarian responses, including its responsibility for ensuring leadership for coordination in the five areas for which it is the lead or co-lead agency.

UNHCR and clusters



UNHCR has the mandate for ensuring the protection of and providing assistance to refugees. Implicit in this is the requirement to coordinate others' efforts in this area. As explained in the 'Refugee Coordination Model', the UNHCR framework for leading, coordinating and delivering refugee operations, States have the primary responsibility for protecting refugees, and coordination is largely determined by the capacities and approaches of the host government. Wherever possible, responses are led by the host government and build on the resources of refugees and the communities in which they live.

Additionally, UNHCR is the designated cluster lead in three areas of conflict-induced emergencies where there are IDPs: protection, emergency shelter, and camp coordination and camp management. When assuming this responsibility UNHCR stipulates that this should not be to the detriment of its ability to protect and assist refugees, and there should be no transfer of resources from refugee responses to responses with IDPs.

<sup>6</sup> Inter-Agency Standing Committee, *Handbook for RCs and HCs on Emergency Preparedness and Response*, IASC, Geneva, 2010 p. 41.

In 'mixed situations' (i.e. countries that have a refugee response as well as a cluster system), the coordination model should adapt in order to harmonize approaches and reduce duplication. It should expand or contract depending on the characteristics of the situation (the size of the emergency, the geographical locations of affected populations and capacity to meet refugee needs). Regardless of the form the coordination model takes, UNHCR maintains coordination and oversight structures that allow it to fulfil its ultimate accountability for ensuring the international protection and delivery of services to refugees. For more information on mixed situations, refer to the 'Joint UNHCR–OCHA Note on Mixed Situations: Coordination in Practice' and the 'UNHCR Refugee Coordination Model'.

In view of the multiple challenges faced by the humanitarian community, a strong alliance between UNICEF and UNHCR is both a strategic and an operational necessity. Strong partnership presents many opportunities across a range of operations to promote timely and effective assistance for IDPs, refugees and host communities.

With this in mind, several countries have drafted Letters of Understanding (LoU) to clarify and support the collaboration on the ground. Eight LoUs have recently been agreed in major refugee situations, and more are under discussion. Additionally, a global-level LoU has been developed by the two agencies covering different aspects of cooperation, with a section on coordination. Both the global LoU and a contextualized LoU are useful references for UNICEF and UNHCR management when designing or reviewing coordination arrangements in mixed settings.

UNHCR and UNICEF can work jointly to provide services and programmes to children, either directly or through an implementing partner, in all areas of child protection. More broadly, joint activities and initiatives are suggested in the following areas, which may be applied across all the technical areas of child protection: assessment and situation analysis, strategic planning, advocacy, technical support, capacity building and contribution of human and material resources.

Colleagues in both organizations can rely on support from headquarters when difficulties arise. Coordinators can contact the global-level Child Protection AoR if challenges need global support. For more information, read *UNHCR-UNICEF Partnership: Guidance Package for Field-level Collaboration*.



The Department of Peacekeeping Operations (DPKO) is dedicated to assisting the Member States and the Secretary-General in their efforts to maintain international peace and security. DPKO provides political and executive direction to United Nations peacekeeping operations (PKO) around the world and maintains contact with the Security Council, troop and financial contributors, and parties to the conflict in the implementation of Security Council mandates.

To date, child protection sub-clusters or working groups (hereinafter referred to as child protection coordination groups) have been established in eight countries that have either PKOs and/or special political missions (SPMs): MINUSCA (the Central African Republic), MINUSMA (Mali), MONUSCO (the

---

## OHCHR and clusters



---

## Further reference

Democratic Republic of the Congo), UNAMID (the Sudan) and UNMISS (South Sudan), UNAMA (Afghanistan), UNAMI (Iraq) and UNSOM (Somalia). The deployment of United Nations Child Protection Advisers is mandated by the Security Council through country-specific resolutions that establish United Nations Missions. Their role is less programmatic and more political and the way that they engage with child protection coordination groups will differ by context.

OHCHR, the United Nations agency working to promote and protect the human rights guaranteed under international law and stipulated in the Universal Declaration of Human Rights of 1948, engages with humanitarian action at the global and field levels. In this, the emphasis of OHCHR is to ensure that the protection of human rights is maintained as a central tenet of humanitarian action.

At the global level, OHCHR is a member of IASC and GPC. At the field level, OHCHR has led the Protection Cluster in a number of places, including in Palestine and Mauritania, and it currently co-leads the Protection Cluster in Ukraine and in the Pacific (with UNHCR).

### **Recommended reading for coordinators:**

- UNICEF, *Cluster Coordination Guidance for Country Offices*, UNICEF, 2015.
- UNICEF, *Core Commitments for Children in Humanitarian Action*, UNICEF, May 2010.

### **Further reading:**

- Global Protection Cluster, 'Diagnostic Tool and Guidance on the Interaction between Field Protection Clusters and UN Missions' (draft), July 2013.
- United Nations High Commissioner for Refugees, 'Refugee Coordination Model', UNHCR, November 2014.
- United Nations High Commissioner for Refugees and Office for the Coordination of Humanitarian Affairs, 'Joint UNHCR–OCHA Note on Mixed Situations: Coordination in Practice', April 2014.
- United Nations High Commissioner for Refugees and UNICEF, 'UNHCR–UNICEF Partnership: Guidance Package for Field-level Collaboration', UNHCR and UNICEF, January 2015.





**Section 2:**  
Establishing  
coordination



## 07 Setting up child protection coordination groups

Activation of the Protection Cluster and its sub-clusters

Activation of the Protection Cluster means activation of all aspects of protection, and this may or may not require the activation of sub-clusters. The activation of the Protection Cluster cannot be a partial activation (i.e. when the Protection Cluster is activated, no single protection issue can be excluded). Where a sub-cluster is not activated, the corresponding issue will be addressed by the broader Protection Cluster, which then also takes on Provider of Last Resort (POLR) responsibility. Where a sub-cluster is required, the lead agency responsibility is to ensure that one is established, with appropriate leadership.

Mapping existing child protection coordination structures

Ensuring a good understanding of the coordination mechanisms that exist in country is a necessary first step in setting up a child protection coordination group for any emergency response. This understanding should include an analysis of the capacities of any existing coordination mechanisms for both development and emergency coordination, since the aim of clusters is to strengthen national coordination, not replace it.

Chapter 2 included a description of government-led emergency sectoral coordination mechanisms. Recall that these can either be part of the disaster management coordination structure or they can exist within dedicated line ministries or departments within the government. It is important to note that sectors used by governments for emergency sectoral coordination do not always align with the sectors outlined in the IASC cluster approach. Given their multisectoral nature, protection and child protection are rarely dealt with by distinct government-led emergency sectoral coordination groups. Some creativity is therefore encouraged when mapping government-led structures to see which forums cover issues around the protection of children.

In addition, non-emergency or development coordination structures often exist for child protection. These structures take on different forms, mandates and geographical focus depending upon the country and context. In some countries where there is no emergency sectoral coordination for child protection but coordination groups for child protection exist for the non-emergency or development context, these groups can take on emergency coordination as part of their mandate as well.

Questions for setting up child protection coordination structures

The main questions that need to be asked when setting up child protection coordination groups for an emergency response relate to the areas of need, existing structures and capacity:

Need	Existing structures	Capacity
<ul style="list-style-type: none"> <li>- What are the coordination needs for the humanitarian child protection response?</li> <li>- What is the scale of the response, how many child protection actors are there to be coordinated and what geographical areas need to be covered?</li> </ul>	<ul style="list-style-type: none"> <li>- Are there emergency sectoral coordination structures that include issues of child protection?</li> <li>- What structures exist in country for child protection coordination in non-emergency or development?</li> <li>- What are the specific mandates of these existing coordination mechanisms?</li> <li>- Who are the members of these existing structures? How are the levels of engagement?</li> </ul>	<ul style="list-style-type: none"> <li>- What is the capacity of the various existing coordination mechanisms?</li> <li>- Could they absorb the coordination of child protection humanitarian responses as well?</li> </ul>

If there is an existing government-led emergency sectoral coordination structure that includes or has the capacity to coordinate emergency child protection responses as part of its mandate then this is preferable.

If there is a government-led existing emergency sectoral coordination mechanism that does not have the capacity to incorporate the coordination of child protection emergency responses then it will be necessary to establish a child protection coordination group. If a Protection Cluster has been established, this may also create the demand for a child protection sub-cluster.

Links to any existing relevant structures must be considered if establishing a new coordination group, including links to non-emergency child protection coordination mechanisms, to ensure that early recovery approaches are aligned with national development objectives and that steps are taken to strengthen national preparedness and response capacity.

In some contexts coordination mechanisms are called child protection sub-clusters, but in others they are called child protection working groups. Regardless of the name, a formally activated cluster must have specific characteristics and accountabilities. The needs that coordination must address and the coordination functions in emergencies are the same.

The three examples below from Uganda, the Sudan and Kenya provide an insight into the coordination structure mapping that was done in country at the onset of the emergency, the choices that were made regarding coordination structures to use for the emergency and what the outcome was of the decisions taken.

Examples of how child protection groups were set up



## Uganda

Existing coordination structures	What was done?	Outcome
<p>Prior to the cluster approach in Uganda, the primary child protection coordination mechanism in country was the National Psychosocial Support Group. However, the group faced a number of challenges, including its narrow focus, limited connections with the field and inconsistent leadership.</p>	<p>For the emergency response, clusters were activated and a child protection coordination group was established. This was not set up from scratch, but rather built on the pre-existing National Psychosocial Support Group. The collaboration of member agencies was revitalized and new members joined the group for the response.</p>	<p>As a result, Uganda developed a strong child protection coordination structure for the emergency response. It succeeded in putting in place an extensive network of child protection actors from the grassroots to the provincial level. After the emergency this group also transitioned into a national child protection working group (CPWG). This includes a focus on development work and emergency preparedness.</p>

## The Sudan

Existing coordination structures	What was done?	Outcome
<p>In the Sudan, child protection working groups existed at state level prior to the establishment of the child protection coordination group at the federal level. A child protection forum with the government also existed, which was regularly convened and focused on long-term child protection issues.</p>	<p>When it was established for the emergency response, the child protection coordination group at the federal level built upon the strong state-level child protection working groups.</p>	<p>The federal child protection coordination group is now active and includes all major partners and covers areas beyond Darfur (previously the main focus).</p>

## Kenya

Existing coordination structures	What was done?	Outcome
<p>Prior to the post-election violence in Kenya, no national child protection coordination mechanism existed, either for the development context or for emergency preparedness.</p>	<p>A child protection coordination group was established at the national level, bringing together a number of child protection actors in country for the first time in such a forum. Two Technical Working Groups were established on separated children and psychosocial issues.</p>	<p>Although fragile, this new network provided an opportunity to build a more permanent coordination body for child protection in emergencies in Kenya and to be better prepared for future crises. The two working groups created a new, albeit rather weak, network of organizations to be built upon.</p>

---

Further  
reference

**Recommended reading for coordinators:**

The global Child Protection AoR online *Starter Pack for Child Protection Coordinators and Information Management Officers* contains examples of terms of reference (ToR) for child protection coordination groups and other useful documents. Available at: <<http://cpwg.net/starter-packs>>.

## 08 Working with the Protection Cluster

As was described in chapter 4, in the cluster system child protection is an AoR within the Protection Cluster.

At field level, sub-clusters do not have to meet independently of the Protection Cluster. Meeting and other arrangements should be as efficient as possible, requiring the minimum amount of time commitment from partners. There are two main models for how child protection actors and the child protection response can be coordinated within the Protection Cluster coordination structure.

1. A distinct child protection coordination group is established that feeds into the wider Protection Cluster.
2. Child protection is handled as part of the wider Protection Cluster and no separate child protection coordination group is established.

In both of these instances, child protection is an integral part of the Protection Cluster response plan. The decision on which approach is most suitable to the context will be based on the following main questions:

<b>Actors</b>	<ul style="list-style-type: none"> <li>- How many sub-cluster actors are active in the humanitarian response?</li> <li>- Are the sub-cluster actors the same as those working on wider protection responses?</li> </ul>
<b>Technical issues</b>	<ul style="list-style-type: none"> <li>- Is there sufficient time for discussing technical aspects of the sub-cluster needs and responses in the Protection Cluster alone?</li> <li>- If not, would a separate group enable these discussions to occur?</li> <li>- Do sub-cluster issues require a separate space to guarantee safety around sensitive issues?</li> </ul>
<b>Government counterparts</b>	<ul style="list-style-type: none"> <li>- Are the government counterparts for the sub-cluster and for wider protection the same or are they different?</li> </ul>

In most cluster contexts, the first model described above is found to be the preferred one. In these instances, child protection coordination groups are established with assigned coordinators and the group meets separately from the Protection Cluster.

The table below provides examples of where this model has been adopted. Note that in two of the contexts (the Philippines and the Democratic Republic of the Congo) the name of the child protection coordination group is not child protection sub-cluster but rather CPWG and GTPE (Groupe de travail sur la protection de l'enfance) respectively.

Country	Name of child protection group	National-level structure (in 2014)
Afghanistan, the Central African Republic, Mali, Pakistan, Somalia, the Sudan, Yemen	Child protection sub-cluster.	The child protection coordination group is a separate group but sits within the wider Protection Cluster.
The Philippines	Child Protection Working Group (CPWG).	
The Democratic Republic of the Congo	Groupe de travail sur la protection de l'enfance (GTPE).	

In a few other contexts, however, model two is the preferred approach, where there is no separate child protection coordination group but instead only one bigger forum for all protection actors.

Country	Name of child protection group	National-level structure (in 2014)
Palestine	N/A – Protection Cluster only.	Child protection issues are raised within the Protection Cluster. There is no separate child protection group.
Mauritania	N/A – Protection Cluster only.	Child protection issues are raised within the Protection Working Group led by OHCHR. There is no separate child protection group. (Child protection issues related to refugees are raised in the Protection Working Group led by UNHCR).

Working within the broader Protection Cluster: frequently asked questions

Developing effective ways of working is key to successful integration of child protection within the broader Protection Cluster. Here are some key questions extracted from a longer document developed jointly by the GPC and its AoRs at the global level.

### 1. What are the principles guiding the working relationship between the Protection Cluster and the sub-clusters?

- Adherence to the Partnership Principles of equality, transparency, result-oriented approach, responsibility and complementarity.
- Respect for the diversity of mandates, approaches, expectations and modus operandi among actors contributing to protection outcomes.
- Promotion of consensus decision making and speaking in unison, or at least in a coordinated manner, as the Protection Cluster.

## **2. What are the accountabilities and responsibilities of the Protection Cluster CLA towards the sub-clusters and vice versa (reporting requirements, obligation to consult and seek advice, including IM)?**

- Sub-cluster coordinators collaborate on all HPC processes, in particular submission of regular reports as required to fulfil response monitoring obligations; contribute to protection advocacy (including but not limited to advocacy on adequate inclusion of protection issues in HPC processes); collaborate on protection analysis, mainstreaming, provision of protection advice and support to the HCT.
- Protection Cluster coordinators facilitate the development of a comprehensive protection strategy that acts as a guide to programming of humanitarian action, and provide guidance on identifying and quantifying population(s) in need and corresponding targets for sub-clusters under HCT appeals and response plans (HRPs/SRPs), ensuring IM support to the sub-clusters and the centrality of protection; provide the overall coordination for protection (i.e. among the sub-clusters and the other areas of work); ensure full and adequate representation of all protection issues of sub-clusters in relevant forums, advocacy and processes.
- The Protection Cluster coordinator is responsible for facilitating decision making within the Protection Cluster on the basis of full and/or adequate consultation and using consensus in line with the principles outlined above. This includes, for example, the development of agreed protection policy positions. This process can be facilitated by a SAG.
- Both coordinators are responsible for timely and transparent sharing of information between all components of the Protection Cluster and third parties, such as OCHA, the HCT and Missions. As far as possible, assessment, advocacy and capacity building should be integrated or at least harmonized to use synergies and avoid duplication or inconsistencies.

## **3. What should happen in a situation where either the Protection Cluster or sub-cluster(s) is/are not working according to functions and responsibilities?**

- Ideally bilateral discussions between coordinators should identify and resolve challenges in a constructive fashion, drawing on the global-level Protection Cluster and AoRs for advice and support as necessary.
- Failing this, the issue should be raised with the relevant lead agency in country.
- As a last resort, outstanding issues should be raised with the HC.

## **4. Can the Protection Cluster coordinator represent the sub-clusters?**

- In whatever way the Protection Cluster is represented, it is essential that it comes across as a cohesive whole. Consideration should be given to ensuring that, in the eyes of external actors such as other clusters, the Protection Cluster is seen as a credible, consistent actor.

- The Protection Cluster coordinator should be fully enabled to represent all protection issues, therefore the sub-cluster coordinators should support the Protection Cluster coordinator as necessary.
- The Protection Cluster can be represented by any one or any combination of the following: the Protection Cluster coordinator, the CLA, the co-lead agency, the sub-cluster coordinators, the cluster lead agencies of sub-clusters, and the co-lead agencies of sub-clusters. Members of the Protection Cluster or sub-clusters may also, with agreement, represent the cluster.
- Representation of the cluster should be agreed among the Protection Cluster coordinator and the sub-cluster coordinators by consensus. The Protection Cluster coordinator or CLA is not able to bar sub-cluster coordinators from attending meetings or representing the cluster.
- Representation will likely need to be adapted according to context, objective, occasion and the level of confidence and knowledge in different technical areas required. At regular meetings such as inter-cluster coordination meetings and HCT meetings (where coordinators are invited to these), consistency may be an important consideration. Overall, sub-cluster lead agencies have the equivalent responsibilities to cluster lead agencies and should engage alongside the Protection Cluster in all inter-cluster processes.<sup>7</sup>
- For meetings such as inter-cluster coordination meetings and meetings of the Humanitarian Coordination Team that help to steer the response, it may be best for the coordinators of the cluster and the sub-clusters to participate as a team, since this will:
  - limit the requirement for additional pre- and post-meeting briefings;
  - ensure that all aspects of protection are fully considered in decision making;
  - ensure that discussions are underpinned by the relevant technical expertise;
  - enable the lead agencies of the sub-clusters to fulfil their responsibilities of ensuring an adequate response for their sector.

---

<sup>7</sup> Inter-Agency Standing Committee, *Introduction to Humanitarian Action: A Brief Guide for Resident Coordinators*, IASC, October 2015.

### Good practice: tips developed by current coordinators on effective ways of working within the broader Protection Cluster

Focus on results and highlight that the end result is more important than individual cluster positions. An holistic protection approach will achieve better outcomes for all vulnerable populations.

The sub-clusters should be a standing item on the Protection Cluster meeting agenda, allowing for regular updates to the wider group.

Where possible, sub-cluster meetings should be held prior to Protection Cluster meetings so that updates from the last sub-cluster meeting can be shared directly at the Protection Cluster meeting.

The Protection Cluster Coordinator should attend the meetings of the sub-clusters as far as possible in order to ensure that they are aware of all ongoing discussions and can better make links among the sub-clusters as well as with the wider protection group.

Equally, sub-cluster coordinators should strive to be part of the cluster leadership, participate in Protection Cluster meetings and ensure that the Protection Cluster is regularly updated on the discussions held in the sub-clusters.

For example, it is essential for the sub-cluster coordinators to ensure systematic reporting to the Protection Cluster on progress/barriers in meeting response targets committed to under Humanitarian or Strategic Response Plan frameworks (HRP/ SRP).

Where possible, keep governance arrangements lean and agile, consider time-bound working groups to address specific issues; avoid over-complication.

Avoid overrepresentation for the Protection Cluster in relevant forums where this may dominate the group or give an impression of disconnection within the cluster.

Having fully dedicated coordinators for the Protection Cluster and sub-clusters and information management officers allows for a most productive collaboration. Adequate information management capacity is also an enabling factor.

Protection Cluster leads and sub-cluster coordinators should be trained on both broader protection and sub-cluster protection issues and have a good understanding of IASC documents.

Strong soft skills, team spirit and humour in coordination staff will guarantee better coordination.

Further  
reference

### Recommended reading for coordinators:

- Global Protection Cluster, Protection Mainstreaming Training Package, available at <[www.globalprotectioncluster.org/en/areas-of-responsibility/protection-mainstreaming.html](http://www.globalprotectioncluster.org/en/areas-of-responsibility/protection-mainstreaming.html)>.
- International Committee of the Red Cross, *Professional Standards for Protection Work*, 2nd ed., 2013.
- Q&A (full version): How field based protection clusters and sub-clusters work together, December 2015 <[www.cpwg.net](http://www.cpwg.net)>





## 09 Staffing the child protection coordination group

Different contexts require different levels of staffing to ensure effective coordination. Coordination teams can comprise a coordinator who is dedicated to the role on a full-time or part-time basis, a government co-lead and/or an NGO co-lead, and information managers at national and/or sub-national levels.

As CLA, UNICEF is responsible for ensuring the timely recruitment of sufficient coordination staff with the appropriate level of seniority, facilitation skills and technical skills to ensure effective management of the child protection coordination group, including IM. Decisions as to how much capacity is required will depend on context. UNICEF's *Cluster Coordination Guidance for Country Offices* outlines the responsibilities of the country office with regard to staffing, which include:

- developing a strategy for staffing of child protection clusters and coordination groups based on analysis of the coordination capacity and need;
- securing funding for clusters and recruiting coordinators and information managers; note that in addition to recruitment of staff the country office may fulfil the cluster coordination position through secondment of staff from an in-country NGO or through the use of various mechanisms for temporary or surge support.

In some cases (e.g. in smaller-scale or some protracted emergencies) it may be feasible and appropriate for UNICEF programme staff to function as cluster coordinators or information managers in addition to their UNICEF programme responsibilities (called 'double hatting'), whereas in other situations dedicated full-time child protection coordinators and IM staff will be necessary. In this situation where staff are double hatting it is recommended that:

- cluster coordination responsibilities and allocation of time for cluster functions should be clearly articulated in the job description and in the performance appraisal of the post holder, and monitored through regular meetings with the supervisor(s) to ensure that the dual role is sustained;
- a double-hatting cluster coordinator must always make it clear when speaking on behalf of and representing the cluster and when speaking on behalf of and representing UNICEF;
- where possible, another person should represent UNICEF at meetings, especially in a situation where UNICEF is likely to take a different position from other cluster partners; and it is absolutely essential that another person should represent UNICEF where funding allocations are being made.

The decision on the best option for direct line management of UNICEF coordinators will be taken at country level, based on analysis of the context and capacities, and on the following general recommendations and principles.

- In L3 emergencies it is recommended that the UNICEF country office should identify a person of an appropriate level of seniority to manage the clusters (e.g. chief of field operations) or, if the scale of response requires, recruit a dedicated cluster manager. The manager of the clusters should work under the direct supervision of the Country Representative, providing strategic direction and ensuring streamlined and effective coordination of the UNICEF clusters and child protection coordination groups, with responsibility for direct line management of the coordinators. Information managers are normally managed by coordinators.
- In non-L3 emergencies (may be designated L1 or L2 by UNICEF internally), coordinators may be managed by the UNICEF Country Representative. Where this is not feasible, the following should be considered: all coordinators should be managed by one person; the manager should be of an appropriate level of seniority and have the required capacity to manage the coordinators; the manager should regularly brief the representative and attend HCT meetings with him or her; and there should be regular meetings between the representative and the manager to give the cluster coordinators the opportunity to engage with the representative.

In the event that insufficient personnel are available to ensure adequate staffing of the coordination function, surge support can be requested by UNICEF country offices as an interim measure to complement existing capacity. Surge support for coordination and IM is available from the following sources, noting that each has different time limitations and costs.

- **UNICEF child protection in emergencies global electronic web roster:** The roster is for vetted and technically cleared internal and external candidates. When emergencies arise, candidates receive an email from the UNICEF Division of Human Resources Emergency Unit to ask about their interest and availability. Hiring offices are able to directly select candidates from the roster to deploy immediately.
- **Child Protection AoR Rapid Response Team (RRT):** The RRT provides high-quality, rapidly deployable child protection coordination and IM capacity to humanitarian situations. Deployments are made to UNICEF country offices to support the coordination of child protection responses.
- **UNICEF Standby Partner (SBP) arrangements:** An SBP is an organization or entity that, having signed an agreement with UNICEF, maintains a roster of emergency surge capacity personnel who can be deployed upon request to enhance UNICEF's response to humanitarian crises.
- **UNICEF internal redeployments:** Requests for internal staff member redeployments to emergencies may be made to the regional human resources emergency focal point.

- **ProCap:** A resource for the provision of senior-level expertise and leadership in protection through deployment of senior protection officers. ProCap is used in existing, protracted or neglected crises and in transitional contexts, as well as for disaster-related and new, emerging or rapidly changing humanitarian emergencies, particularly, but not exclusively, involving internal displacement.
- **GenCap:** The IASC Gender Standby Capacity project seeks to build the capacity of humanitarian actors at country level to mainstream gender equality programming, including prevention and response to gender-based violence, in all sectors of humanitarian response.

Many NGOs also have surge support available via emergency teams that can be requested at headquarters level; and where co-leadership arrangements are being considered or are in place these may be a source of interim staffing for the coordination function.

#### **Recommended reading for coordinators:**

- Child Protection Working Group, *Menu of External Support Options for Child Protection Coordination and Information Management*, CPWG, 2015.
- UNICEF, *Cluster Coordination Guidance for Country Offices*, UNICEF, 2015.
- The Child Protection AoR online *Starter Pack* also contains templates and examples of ToR and other support documents on staffing. Available at: <<http://cpwg.net/starter-packs>>.

Further  
reference



## 10 Leadership of the child protection coordination group

When clusters are activated, and a child protection coordination group is established, this is done based on an analysis of gaps in sectoral coordination. Often the gap identified relates to the leadership of emergency child protection coordination. In these instances, as the designated lead agency for the Child Protection AoR, UNICEF is required to lead and manage the child protection coordination group. Where possible, this leadership should occur in collaboration with government bodies since sectoral coordination should be strengthened, not replaced, as a result of cluster activation. Co-leadership with NGOs, both international and national, is also an option to consider.

Types of leadership arrangements

There are four types of leadership that can be considered for the child protection coordination group based on the context:

- **Government and UNICEF lead the group together;**
- **UNICEF and an NGO lead the group together;**
- **UNICEF leads the group alone;**
- **Government, UNICEF and an NGO lead the group together.**

The following questions should be asked when considering which type of leadership arrangement is most suitable:

- Which government body is the most appropriate to lead or co-lead the child protection coordination group in the given context?
- Does the government have the capacity to co-lead?
- Are there any foreseen sensitivities with having the government co-lead?
- Would an NGO co-lead be beneficial to the group? If so, what would be the division of roles and responsibilities?
- In a mixed setting what will be the arrangements for leadership with UNHCR?

Examples and parameters of shared leadership

Of the four leadership types, three involve some form of shared leadership. Shared forms of leadership are most effective when they set out clear roles, define accountabilities and promote mutual understanding. The appropriate and transparent sharing of leadership among different actors is a true reflection of the interdependency of the humanitarian community to deliver an effective strategic response.<sup>8</sup>

When considering sharing the leadership of a child protection coordination group, the following should be taken into account:

<sup>8</sup> Refer to the good practice catalogue on the IASC website at <<http://interagencystandingcommittee.org>>.

- ToR or Memorandums of Understanding (MoU) *must* be developed between the parties, to ensure they have a shared understanding of roles, responsibilities and accountabilities. Those involved should jointly determine which shared leadership model works best in their context. The ToR must be completed and understood in advance, because organizations that take on a shared leadership role may need to recruit staff.
- Sharing leadership can strengthen leadership but does not displace the core responsibilities and accountability of the designated in-country CLA, including its role as POLR.<sup>9</sup>

Terms used to describe sharing leadership vary from co-facilitator, co-coordinator, co-lead to task force chair. Harmonization of language should be sought in country.

Note that sharing leadership will not compensate for poor core leadership. It is often wrongly assumed that by increasing the capacity, leadership will improve and thereby the coordination and the response will improve as well.

In contexts where there is shared leadership with government representatives, there are a few points that should be taken into consideration.

Government sensitivities: There may be certain issues that the government either disapproves of or makes impossible to discuss in the group. In these instances, one way this can be overcome is by having the government present as co-lead only in alternate meetings. In a recent cyclone response, for example, the child protection coordination group developed a system whereby the government was only present at every other meeting. This decision was taken since the government did not allow certain child protection issues to be discussed as they were deemed too sensitive.

NGO co-leadership is being promoted as it has been shown to increase the overall effectiveness of cluster coordination in contexts where the leadership arrangements are defined and managed well. A number of evaluations have found that clusters sharing leadership generally benefit by improving partnership and stronger engagement, advocacy and information sharing for a better response.

NGOs that have taken on co-leadership roles suggest that benefits include:

- organizations are more in touch with the other clusters or sectors than before;
- better identification of needs and gaps within the sector;

<sup>9</sup> The 2008 definition of Provider of Last Resort (POLR) was revised by the IASC Principals in December 2011 and now reads: "Where necessary, and depending on access, security and availability of funding, the cluster lead, as POLR, must be ready to ensure the provision of services required to fulfil critical gaps identified by the cluster and reflected in the HC-led HCT Strategic Response Plan" (revision underlined).

Government  
co-leadership

NGO co-  
leadership

- improved transparency and needs-based decision making in the allocation of pooled funding;
- co-facilitators enable changes (within cluster procedures, among others) to take place more readily;
- organizations are more inclusive of NGO perspectives;
- organizations learn a lot from the process, increasing their capacity;
- visibility of the organizations increases;
- organizations take away a better understanding of the overall coordination processes and functions and how to engage with them.

---

#### Key tips for co-leadership

NGOs are often well established in remote field locations where the United Nations has limited or no presence. They can offer technical expertise by, for example, leading on a thematic sub-group such as Assessment or Unaccompanied and Separated Children. They also generally show long-term involvement in and knowledge of the community and have leadership potential. Co-leadership arrangements must be clearly thought through and discussed by all members, however, before any such arrangement is initiated.

---

#### Key tips for co-leadership

Here are a few key tips for NGO co-leadership on appointing co-leads, defining roles, time commitment and effective communication.

#### 1. Appointment of NGO co-leads:

- When processes to appoint a co-lead are transparent and based on the inputs of coordination group members, there is greater commitment and support. In the Sudan, for example, NGOs wishing to take on the co-leadership role were asked to submit an application and a process of selection was undertaken including a question and answer session with the Country Director of the selected NGO.
- Rotating co-lead structures are popular among coordination groups. For this to be most effective, it is suggested NGO co-leads remain in place for at least one year. Coordination groups that have had NGO co-leads rotate after six months have found that this has been too short a time frame.

#### 2. Defining roles and time commitment:

- It is important to clearly define the roles and responsibilities of the lead and co-lead in the ToR of the group and also ensure that members are aware of their respective responsibilities.
- Time spent on the coordination role by co-leads varies from approximately 20 per cent in some contexts to full-time in others. The deciding factor in successful co-leadership relationships is not how much time the co-lead can dedicate, but how clearly defined the role is based on time available.

- There is great diversity in terms of what roles and responsibilities the co-leads assume. Experience suggests cooperation works well when tasks are distributed based on the comparative strengths of the lead and co-lead. For example, the NGO co-lead may be strong in one particular technical area, and so could lead the task force on this, whereas UNICEF's strength may be in representation and building relations with government.

### 3. Effective collaboration:

- When setting up a new co-leadership role, the lead and co-lead should come to agreement on how they understand accountability and what processes they will use for dispute resolution. The ToR for the coordination group can, for example, be supplemented by an MoU between the lead and co-lead including provisions for dispute resolution.
- Communication channels, both between lead and co-lead as well as between the leadership and membership, need to be agreed. It is helpful if the lead and co-lead clarify who will be the focal point for which types of information.



Shared  
responsibility

Terms of  
Reference  
(ToR)

## 11 Running the coordination mechanism

Even though ensuring a well-run child protection coordination group is one of the formal deliverables of UNICEF as lead agency for the Child Protection AoR, the efficient functioning of a child protection coordination group is a joint responsibility of UNICEF, the coordinator, the resourcing partners and all members in national and sub-national coordination groups.

From the outset, it is important for each child protection coordination group to agree upon, and document, a clear ToR on the scope, purpose and ways of working of the group. This should also include a clear description of the roles and responsibilities of the various actors – the lead, co-lead (where relevant) and the members of the group.

Outlined in the IASC *Reference Module for Cluster Coordination* are six core functions of clusters that should be reflected in all child protection coordination group ToR.

1. To support service delivery by:
  - providing a platform that ensures service delivery is driven by the Humanitarian Response Plan and strategic priorities;
  - developing mechanisms to eliminate duplication of service delivery.
2. To inform the HC/HCT's strategic decision making by:
  - preparing needs assessments and analysis of gaps (across and within clusters, using IM tools as needed) to inform the setting of priorities;
  - identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues;
  - formulating priorities on the basis of analysis.
3. To plan and implement cluster strategies by:
  - developing sectoral plans, objectives and indicators that directly support realization of the overall response's strategic objectives;
  - applying and adhering to common standards and guidelines;
  - clarifying funding requirements, helping to set priorities, and agreeing cluster contributions to the HC's overall humanitarian funding proposals.
4. To monitor and evaluate performance by:
  - monitoring and reporting on activities and needs;
  - measuring progress against the cluster strategy and agreed results;

- recommending corrective action where necessary.
5. To build national capacity in preparedness and contingency planning.
  6. To support robust advocacy by:
    - identifying concerns, and contributing key information and messages to HC and HCT messaging and action;
    - undertaking advocacy on behalf of the cluster, cluster members and affected people.

The ToR should also clearly outline the relationships between the national and sub-national level child protection coordination groups. The national level should provide support and policy direction to sub-national groups. Ideally, national meetings should take place after sub-national ones, and both should produce a reliable record of decisions. The links between sub-national groups and the national child protection coordination group should:

- facilitate reporting, information sharing and collaboration with national and other sub-national groups;
- promote the coherence of national programming and overall coordination;
- help to track trends;
- identify shared and common concerns in operational areas;
- develop future advocacy and programming strategies.

On the basis of experience, IASC has recognized several models of management. In 2011, IASC Principals agreed that “participation in clusters should be better defined and managed to enhance the ability of clusters to provide strategic direction, including, where appropriate, through the creation of small ‘Steering Committees’ or ‘Strategic Advisory Groups’ (SAG) of key operational partners, complemented by separate forums or mechanisms to ensure broader information exchange for all cluster/sector partners, as has been implemented by some clusters at country level”.<sup>10</sup>

A **Steering Committee or SAG** is made up of key partners that come together more regularly to provide strategic direction to the collective coordination group. Members’ characteristics often include: operational relevance in the emergency, technical expertise, and a demonstrated capacity to contribute strategically and to provide practical support and commitment to contribute consistently.

Often chaired by the cluster coordinator, SAGs develop and adjust a cluster’s or sector’s strategic framework, priorities and/or work plan. Membership should represent the overall cluster partnership and improve effectiveness and efficiency. The group is expected to interact with its

<sup>10</sup> Final Summary and Action Points, IASC Principals meeting, 13 December 2011, recommendation 29.

broader membership to ensure a regular flow of information.

Possible SAG members	
National level	Sub-national level
<ul style="list-style-type: none"> <li>- Cluster or sector coordinator.</li> <li>- Government (technical) representatives.</li> <li>- National NGO technical experts.</li> <li>- International NGO technical experts.</li> <li>- Red Cross or Red Crescent Movement technical experts.</li> <li>- United Nations agency technical experts.</li> <li>- OCHA (inter-cluster).</li> </ul>	<p>The national-level SAG should determine whether sub-national management is needed, taking account of the context (see the section on sub-national coordination). Its membership does not need to mirror that of national clusters and often includes more representatives of local authorities and NGO partners.</p>
Potential invitees (as appropriate)	
<ul style="list-style-type: none"> <li>- Sub-national cluster or sector focal points.</li> <li>- Donor representatives.</li> <li>- Regional focal points with technical expertise based at regional level.</li> <li>- Military representatives and other authorities, as appropriate.</li> </ul>	

Technical Working Groups

Technical Working Groups (TWiGs or TWGs) are small, task oriented and time limited. They advise the SAG and can complete tasks such as agreeing minimum standards and formulating technical practices. TWGs are coordinated by a focal point or technical adviser, and are composed of relevant technical experts. Typical TWGs in child protection coordination groups include, for example: Unaccompanied and Separated Children, Psychosocial Support and Child-Friendly Spaces, Case Management, Assessment, and Capacity Building.

Further reference

**Recommended reading for coordinators and those considering co-leadership:**

- *Child Protection AoR Resource Pack on NGO Co-leadership of Child Protection Coordination Mechanisms* (forthcoming by the Child Protection AoR).
- Inter-Agency Standing Committee, *Reference Module for Cluster Coordination at Country Level*, IASC, 2015.
- The Child Protection AoR online *Starter Pack* also contains examples of documents supporting co-leadership. Available at: <<http://cpwg.net/starter-packs>>.



## 12 National and sub-national level coordination

Importance of sub-national level coordination

Depending on the size of the emergency and the areas most affected, child protection coordination groups may be established at national and sub-national levels. Sub-national coordination occurs when national coordination is decentralized and clusters or sectors are established in zones of special operational importance. Structures may be established at more than one administrative level if required (for example, in Pakistan and the Democratic Republic of the Congo, structures were established at provincial and district level), although the principle is that the number of coordination structures should be minimized. Sub-national coordination is critical when responses take place in remote areas (such as parts of the Sudan) or extend over a large territory (such as in the Democratic Republic of the Congo).

Humanitarian operations that employ national and sub-national groups have been found to be more effective than ones that coordinate through a single national child protection coordination group. Though sub-national coordination structures may vary across regions, they should facilitate decentralized decision making and shorten response time. They are also in a better position to:

- adapt standards to local circumstances;
- work closely with local authorities and international, national and local NGOs;
- implement the strategic plan, and cross-cutting and multidimensional issues;
- strengthen AAP.

Sub-national cluster establishment

The establishment of sub-national clusters should be formalized in ToR (endorsed by the national CLA). Sub-national child protection coordination groups need not mirror the national structure exactly. If there is no Protection Cluster at sub-national level, sub-national coordination groups for child protection may still be set up, as necessary.

Sub-clusters at sub-national level report to their sub-cluster at national level, unless other arrangements are agreed in country. ToR should be framed in terms of clusters' core functions and establish clear lines of accountability between national and sub-national clusters. It is important to carefully consider the communication flow between national and sub-national levels and ensure adequate structures are in place. Inter-cluster coordination at sub-national level may require dedicated support. In some cases, a sub-national HCT (with cluster representation) has replaced an inter-cluster forum.

Relationship between national and sub-national clusters

Depending on available resources and the operational context, sub-national clusters should make staff available to meet cluster needs, including for coordination and IM. Sub-national clusters also offer opportunities for humanitarian partners and national authorities to share cluster leadership.

In some cases, more capacity and seniority are needed at sub-national level, close to operations, than at national level; experience has shown that clusters at capital level have not always been needed.<sup>11</sup> As with all clusters, sub-national clusters should only be established on the basis of operational needs and should be deactivated as soon as local coordination capacity is adequate.

**Recommended reading for coordinators:**

- Inter-Agency Standing Committee, *Reference Module for Cluster Coordination at Country Level*, IASC, 2015.
- The Child Protection AoR Starter Pack includes some example ToR for sub-national coordination mechanisms and other useful documents. Available at: <<http://cpwg.net/starter-packs>>.

---

<sup>11</sup> In such cases, regional clusters assume the responsibilities of national clusters.

Who should be a member?

## 13 Membership of the coordination group

Consideration should be given from the outset to the following questions about membership of the Child Protection sub-cluster.

1. Should membership be open to all actors or are there restrictions to consider?
2. Are there actors outside of child protection whom it would be beneficial to have as members?
3. Which government bodies should be invited to join the coordination group?
4. Could ties between development and emergency child protection actors be strengthened through membership?

Question 1 could consider, for example, actors who are party to a conflict, actors who have interests or approaches that are not aligned with the best interests of children, and actors who may breach any confidentiality principles of the group. In these instances careful reflection needs to take place on what the risks and benefits of membership for these actors would be. Different types of membership, such as observer status and associate member (i.e. not a fully participating member, but one who can benefit from information shared by the coordination group) may be useful for different categories of actors.

Agencies joining the child protection coordination group should have a discussion about the roles of members and their commitments to the group, including promoting the Principles of Partnership. Membership has tended to be unrestricted in the past and consideration should be given to:

- private sector;
- representatives from governments other than the host government (to include donors);
- organizations with little or no child protection programming;
- individuals.

Commitment by participants

All partners (including UNICEF in its role as implementer) have a shared mutual responsibility to meet the humanitarian needs of affected people in a timely manner. The minimum commitments are not prescriptive and should be adapted to actual needs and context, since cluster-based responses vary greatly in scale and complexity. Country-level coordination groups should use this Handbook as a starting point when developing or updating their own ToR and commitments.

The minimum commitments for participation in child protection coordination groups may include:

- commitment to humanitarian principles, the 'Principles of Partnership' (see annex 2), cluster-specific guidance including the CPMS and internationally recognized programme standards, including the Secretary-General's Bulletin on *Special Measures for Protection from Sexual Exploitation and Sexual Abuse*;
- commitment to mainstream protection in programme delivery (including respect for the principles of non-discrimination, Do No Harm, and others);
- readiness to participate in actions to specifically improve AAP, in line with the IASC Commitments to Accountability to Affected Populations (CAAP) and the related Operational Framework;
- a demonstrated understanding of the duties and responsibilities associated with membership of the cluster, as defined by IASC ToR and guidance notes, any cluster-specific guidance and country cluster ToR, where available;
- active participation in the child protection coordination group and a commitment to consistently engage in the group's collective work;
- capacity and willingness to contribute to the Child Protection Response Plan and activities, which must include inter-cluster coordination;
- commitment to mainstream key programmatic cross-cutting issues (including age, gender, environment and HIV/AIDs);
- commitment by a relevant senior staff member to work consistently with the child protection coordination group;
- commitment to work cooperatively with other cluster partners to ensure an optimal and strategic use of available resources and share information on organizational resources;
- willingness to take on leadership responsibilities in sub-national or working groups as needed, subject to capacity and mandate;
- willingness to undertake advocacy and disseminate common advocacy messages to affected communities, the host government, donors, the HCT, the CLA, the media and other audiences.

#### Country-level cluster membership

A global-level CPWG survey of field-based child protection groups in 2015 highlighted that the number and type of organizations participating in child protection coordination groups vary greatly. Half of the responding countries had between 20 and 30 members in their group at the national level. Across contexts, the average proportion of national organizations (predominantly national and local NGOs) at national and sub-national level was roughly half.



		Approximate number of coordination group members			
		National level	What % are national organizations	Sub-national level	What % are national organizations
Country	Central African Republic	47	60%	47	55%
	Colombia	20	100%	25	70%
	Democratic Republic of the Congo	30	60%	50	70%
	Iraq	15	5%	-	-

Tips for good membership

Tips for promoting good membership include the following:

- **Members:** Appoint a focal point within your organization to maintain consistency of attendance; the focal point should be senior enough to take positions on behalf of the agency.
- **Coordinator:** Work with members to identify what each can contribute to the collective. This could be expertise in one area of programming, translation services, a venue, background data on the context, leadership of a sub-national coordination group, brokering relations with national organizations, among others.
- **Members:** Report on your organization's programme and funding situation to develop a full picture of the response and gaps. This entails submitting the 3W information on time.
- **Members:** Support other organizations less familiar with or less connected with the cluster system to engage, for example by providing transport, translating or sharing information.

Lessons learned on membership

Lessons learned on membership and participation in coordination groups include the following.

- Although strong partnership alone does not ensure a successful response, poor partnership undermines joint decision making and limits the group's ability to effectively identify and respond to programmatic and geographical gaps.
- A challenge for child protection coordination groups remains the better inclusion of national and local actors. In some contexts national and local actors view the cluster approach as isolationist in the first months after establishment, and in other contexts it remains so throughout the lifetime of the cluster. Active steps need to be taken from the beginning to support the involvement of a diverse range of child protection actors in the coordination group. Experience has shown that seemingly 'small' matters – such as transport to a meeting, location of the meeting and security clearance, timeliness of minutes when people could not attend, language of the meeting and/or simultaneous translation – need to be

resolved rapidly. Interpretation may be necessary (into one or more appropriate languages) so that all partners are able to participate, including local organizations (and national and local authorities where appropriate).

- The sub-national coordinator should take time to clearly explain to sub-national coordination group members the objectives, responsibilities and targets committed to under Humanitarian or Strategic Response Plan frameworks developed at the national level. Regular updates on progress and ‘check-in’ with the members for the targets that have been set help ensure inclusivity, participation and motivation in contributing to the larger response.
- Defining roles and responsibilities of the child protection coordination group is an effective way of avoiding the build-up of tension among members and the creation of false expectations, especially around funding and fundraising.
- Donor perceptions of the cohesiveness of the coordination mechanism can affect funding of operational members of the group.

---

Further  
reference

#### **Recommended reading for coordinators:**

Chapter on membership in Inter-Agency Standing Committee, *Reference Module for Cluster Coordination at Country Level*, IASC, 2015.

What is information management?

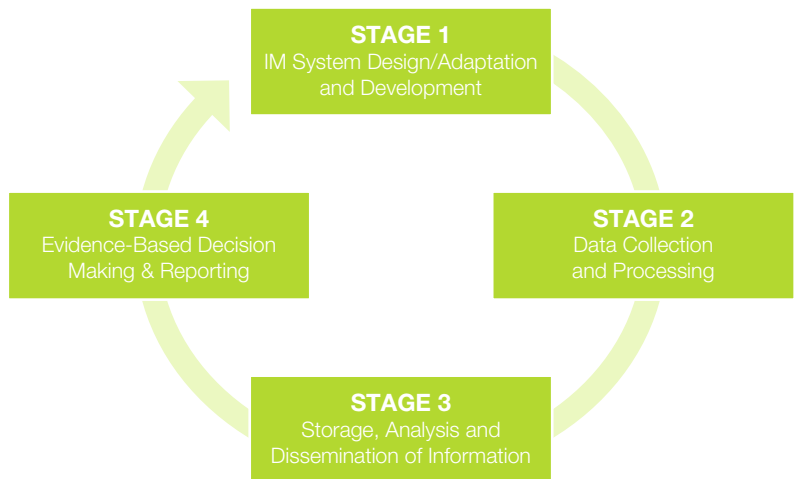
## 14 Information management

As stated in the CPMS, in the context of humanitarian response there are three categories of IM. The following two relate to the coordination function (the third relates to the way operational agencies manage individual case formation).

- Information is collected or collated on the overall situation of children in a given context, looking into overall risk factors and violation patterns (see Standard 6 on monitoring).
- Information is collected, processed and used to describe the nature and extent of the response (see Standard 4 on programme cycle management).

Information management (IM) can be viewed as a four-stage process:

1. designing/adapting and developing IM systems;
2. collecting and processing data;
3. storing, analysing and disseminating information;
4. using data for evidence-based decision making and reporting.



Where the coordination team does not have an Information Management Officer (IMO), understanding these steps will enable the coordinator to ensure a 'good enough' IM system is established and used.

In contexts where the coordination group has an IMO, on the other hand, understanding the steps will allow the coordinator to work more effectively with the IMO.

**Effective IM is the foundation for effective coordination.**

As far as possible the IM tools being used across each of the sub-clusters and the Protection Cluster should be integrated or harmonized to ensure efficiency. Sensitive matters should be adequately addressed; for example, confidential information should only be shared according to agreed protocols. This will also reduce the burden on members who report activities to the Protection Cluster and/or different sub-clusters.

In order to design, adapt and develop an IM system for a child protection coordination mechanism, consider the following steps, taking into account the IM needs and processes for the wider Protection Cluster:

- Identify what the coordination group needs to know, and what time and resources are available for collection and analysis of data. This will be the basis for deciding what IM tools to use, how to use them and how frequently. Only collect information for essential decision making and reporting. It is a common mistake to overestimate information needs, and this results in waste and inefficiency, with time and money being spent collecting information that is then not used.
- Review the existing sources of data and IM systems. This often ranges from existing government data collection tools and national surveys to humanitarian-led assessments and child protection IM systems to support case management. This step allows the child protection coordination group to make realistic decisions about how and where to collect information and other IM issues.
- Review the feasibility, pros and cons of combining the IM system for child protection with that for broader protection and/or other AoRs. Creating an overall IM system for protection means child protection IM is likely to become more efficient. However, it may be a complex undertaking, or may entail compromising on the level of detail required for child protection.
- Find out the common agreed terminology in terms of boundaries and places: the Common Operational Datasets. They are critical datasets that are used to support the work of humanitarian actors across multiple sectors. They are considered an essential standard for the humanitarian community. Common operational datasets can be found at <https://data.hdx.rwlab.org>. These will be particularly important for the 3/4/5Ws.
- Design or adapt 'good enough' tools. The IM tools must be able to provide the data needed for the analysis and must be simple enough to be used effectively given the capacity of the coordination group and the time available for IM.
- Agree on resources, processes and responsibilities. IM tools will only work if partners commit to sharing their information and agree on processes and responsibilities. Partners can be briefed on the IM tools and clear agreements should be made on a reporting schedule from members and back to members.

Stage 2: Data collection and processing

- Plan progressive development of the IM system. Likely changes in information needs and the IM environment should be analysed. Based on analysis, the IM system and tools should evolve according to the information needs.

Data from partners is usually collected through the five tools that all coordinators and IMO's should set up as part of their IM system.

Tool	Description	Frequency
Contact list	Helps to have an overview of who the child protection coordination group members are (by organization, type of organization), helps when members need to be contacted and information shared, and can also be used to keep track of attendance at meetings. As soon as possible, the contact list should be automated through Humanitarian ID (< <a href="http://about.humanitarian.id">http://about.humanitarian.id</a> >), which is a single contact management solution for everyone working in humanitarian crises and disasters.	After each meeting.
Meeting minutes	Supports the coordinator in conducting effective meetings that focus on strategic discussions. Along with other tools (3W, Secondary Data Review (SDR), etc.), the meeting minutes tool facilitates writing updates for UNICEF or UNOCHA Situation Reports.	During each meeting.
Meetings and events calendar	Helps the coordinator and members keep up to date with the various meetings taking place and events planned. As such it helps to avoid overlap. The calendar/events tool at < <a href="http://www.humanitarianresponse.info">www.humanitarianresponse.info</a> > is usually used.	Can be done once using the 'repeat' function of the calendar/event tool on the website.
Desk review / Secondary Data Review (SDR)	A desk review is a compilation of existing secondary data in a coherent and usable format (Microsoft Word). It usually includes pre- and post-onset data (i.e. from before and during the crisis/emergency).  An SDR matrix consolidates child protection information from assessments, sitreps, etc. into a spreadsheet that can be further analysed. Secondary data is information obtained from secondary (rather than primary) sources, such as pre-existing evaluations, reports, assessments and media.	Prior to an assessment.
3/4/5W	The 3W (Who does What and Where), 4W (Who does What, Where and When) and 5W (Who does What, Where, When and for Whom) tools help collect data on the operational presence of child protection organizations. Once analysed, the data collected provide information on gaps, overlaps, performance, etc. While the 3/4/5W is often spreadsheet-based, other tools such as ActivityInfo are increasingly used. Please see below in this section for more information on ActivityInfo.	To be defined in country depending on the reporting schedule for the overall response, including the frequency of sitreps.

A full set of IM tools and products is available in the *Starter Pack* for coordinators at <http://cpwg.net/starter-packs>, and guidance notes are provided for each.

In order to set up the 3/4/5Ws and the rest of the IM system, agree on a clear categorization of activities in the child protection response that is representative of what members are doing on the ground and relates to the Humanitarian Response Plan. A list of 18 standard activities is proposed by the global Child Protection AoR based on good practice at the national level, and this should be adapted in country:

- Advocacy
- Alternative Care arrangements
- Awareness raising
- Case Management
- Child-friendly space / recreational activities
- Disarmament and Demobilization
- Diversion and the use of alternatives to detention
- Documentation
- Family Support Strengthening
- Focused Non-specialized Mental Health and Psychosocial Support (MHPSS)
- Identification / Referral
- Legal reform
- Mine Risk Education
- Reunification
- Socioeconomic reintegration
- Specialized MHPSS services
- Tracing
- Training and/or mentoring

These ‘activities’ can be linked to the ‘needs’ in the CPMS. Linking activities and needs will provide layers of analysis, for example the number of beneficiaries by activity (e.g. awareness raising, training and/or mentoring) and by need (e.g. psychosocial distress and mental disorders, sexual violence).

As with all components of the IM system, the 3/4/5W can be a standalone tool for child protection, or it can integrate information from protection and the AoRs and be a common tool for the whole cluster and for informing the Humanitarian Response Plan.

Overall, it is essential to exploit all opportunities to lighten information and reporting processes. The box below gives examples of how to do this.

#### Five ways that 3W data collection was streamlined in South Sudan

1. The 3W reporting was spreadsheet-based, and a reporting schedule was defined with partners. The schedule was aligned with sitrep reporting as well as OCHA 3W reporting.
2. Since the Child Protection Information Management System (CPIMS) was operational in country, it was agreed with partners that data on the number of unaccompanied and separated children (UASC) identified, documented, traced and reunified would not be collected through the 3W but rather through the CPIMS.
3. UNICEF agreed to use 3W data as the reporting tool for organizations that were implementing a project through a Programme Cooperation Agreement. When UNICEF was directly implementing activities it was reported in the ‘organization’ column of the 3W; when UNICEF was a financial or technical partner of international and national NGOs it was reported in the ‘financial/technical partner’ column.
4. Appointments were made with partners to help them fill in data for the first time and training was organized to help them fill in the 3W.
5. Analyses were produced quickly to encourage the participation of partners who were not yet reporting.

Once data has been collected for 3W, it should be processed in the following way:

1. **Data cleaning** is achieved using spreadsheet pivot tables, sorting and filtering functions in order to spot potential errors and to correct them. Using data validation will prevent most common errors and data cleaning will be easier. Training on the CPMS (as they form the data collection and analysis framework) and training on how to use the IM tools may also be useful.
2. Making sure data is formatted for the data analysis stage can be done by **designing pivot tables** that respond to information analysis needs. A pivot table can automatically sort, count, total or give the average of the data stored in one table or spreadsheet, displaying the results in a second table showing the summarized data. The user sets up and changes the summary's structure by dragging and dropping fields graphically (e.g. number of children targeted and reached in the most affected regions, number of children and adults reached by awareness-raising activities).
3. **Data storage** is most often done in Dropbox or any other cloud-based storage system. This is especially useful in order to share information among several coordination hubs in a country and to induct new team members. In terms of data confidentiality, the storage and sharing of sensitive material should always be discussed and agreed within the child protection coordination group. When files are stored, they should have a common naming convention. The following naming convention is usually used:

COUNTRY\_INITIAL\_CPSC\_NAME of the DOCUMENT\_YYYY-MM-DD

Example: PHL\_CPWG\_5W\_Analysis\_2013-12-03 for a 5W analysis of the CPWG in the Philippines on 3 December 2013.

4. **Data analysis** consists of moving from a pivot table designed during the data processing phase to understandable information (mostly tables, graphs and maps). It can be done exclusively in Microsoft Excel in order to develop dynamic products using Word, or infographic software such as Inkscape (free and open-source) or Adobe Creative Suite. In order to be fully analysed, the different pieces of information should be summarized, compared and interpreted.

There are five main products produced based on data analysis.

- **Snapshot of child protection needs:** Data from a desk review or an SDR matrix can be analysed to show main needs in country. These analyses can also be used to develop the Humanitarian Needs Overview (HNO).
- **3W operational presence:** Demonstrates who is doing what and where with data from the 3W tool.

- **5W dashboard:** Shows comprehensive monitoring information based on 5W data and other information (such as presence of IDPs, armed conflict location, funding status, etc.) to provide gap analysis. These analyses can be used to report on the Humanitarian Response Plan.
- **Bulletin:** Provides main information from the previous products to which some pictures, success stories and interviews can be added.
- **Funding analysis:** Provides a snapshot of the current funding status and should be done using Financial Tracking System (FTS) data.

The usable information must then be **disseminated** in order to reach the target audience, namely the members of the child protection coordination group and other relevant actors (e.g. government, donors) in one or more of the following ways:

- Presenting it back to members at the coordination meetings. This can be done through presentations, printouts and/or sending out regular emails.
- Reporting to coordination mechanisms and donors, the public and the affected population through regular and ad hoc reporting mechanisms (e.g. sitreps, printed reports, humanitarian dashboards, bilateral meetings, events).
- Reporting back to the public and the affected population using whatever media are most likely to reach them at scale, including radio, newsprint, television and social media.
- Adding it to cloud storage for ease of reference as well as institutional memory.
- Humanitarian Response (<[www.humanitarianresponse.info](http://www.humanitarianresponse.info)>) provides a page for each child protection coordination group to upload information.
- ReliefWeb (<<http://reliefweb.int/>>). Child protection coordinators can share their information products by emailing them to [submit@reliefweb.int](mailto:submit@reliefweb.int) or using the 'submit to ReliefWeb' facility when posting a document on Humanitarian Response.
- Humanitarian Data Exchange (HDX) (<<https://data.hdx.rwlab.org/>>) is an open platform for sharing data. The goal of HDX is to make humanitarian data easy to find and use for analysis.

Top tips for contributing to **OCHA situation reports** (sitreps) include the following.

- 1 bullet point = 1 idea supported by figures.
- Be short and straight to the point. A total of 200 words is the limit for each cluster input. As child protection is part of the Protection Cluster, input should be limited to 100 words.



- Strike a balance in the response update between responses in the past week on high priority issues and cumulative achievements since the start of the crisis. This gives the reader a sense of the overall scale of the response.
- Avoid acronyms.
- Avoid mentioning agencies, but report on collective achievements and issues.
- Be specific about gaps and constraints.
- Use desk review and SDR data to report on needs identified, 3W data to report on response, and meeting minutes to report on gaps and constraints.
- Avoid reporting that meetings have taken place except in the first two weeks of a sudden-onset emergency (when cluster set up and processes are an indication of progress in the response).

Here is an example of good practice reporting:

*Psychosocial support provided: 34,624 primary school-aged girls and 42,321 primary school-aged boys have been assisted through structured and sustained psychosocial support (PSS) activities since January 2014, a 9 per cent increase since the last report of 28 August (definitions of 'structured' and 'sustained' are available).*

Stage 4:  
Evidence-based  
decision  
making

The final step of the IM process is to provide information for evidence-based decision making and reporting. Setting up a 3W matrix in the first days of an emergency will facilitate the allocation of resources and response planning by avoiding gaps and overlaps. In the Philippines, the child protection coordination group provided tables on numbers of planned child-friendly spaces for the Haiyan Typhoon emergency by location and organization, facilitating response planning.

Summarizing, comparing and analysing information will help partners have the same understanding of child protection in emergency needs and responses. Partners will also use this information for project proposals and to improve consistency and complementarity across different requests to donors.

Finally, IM products can provide an evidence base for advocacy with key stakeholders such as government, donors and HCT.

Useful Excel  
functions for  
information  
management

There are eight Excel functions that are particularly useful for IM to support coordination, and guidance on each of these is available online.

- **Hide/Unhide Worksheets:** This is particularly useful in order to enable people to see or not see a worksheet. Excel workbooks are normally composed of a worksheet where partners can fill in data, usually from a named database or matrix. This worksheet is usually linked to other worksheets in the workbook where lists used for dropdown menus are defined.

- **Format as Table:** Converting a data range into a table extends functionality (e.g. sort and filter, data validation, lookup, pivot table), which can then be used to work more efficiently and effectively. It also reduces the size of the workbook.
- **Inserting/deleting columns/rows:** When you insert blank cells, Excel shifts other cells in the same column down or cells in the same row to the right to accommodate the new cells. Similarly, you can insert rows above a selected row and columns to the left of a selected column. You can also delete cells, rows and columns.
- **Sort and filter:** When entering data into a worksheet it often appears unorganized, so when analysing data in a worksheet, data may need to be rearranged. Excel's sorting feature can help rearrange data so it can be used more efficiently (e.g. sorting names of places or organizations by alphabetical order). Filtering is a way to extract certain data from the worksheet. Unlike sorting, filtering does not just reorder the list; it actually hides the rows containing data that do not meet the filter criteria (e.g. keeping only a specific activity in the 3W or a specific location). Note: cells should not be merged if using these functions.
- **Data validation:** This is particularly useful when designing forms or worksheets that other people will use to enter data, such as 3W. It defines what type of data should be entered in a cell (e.g. a list of activities, a list of places). Data validation is used to prevent users from entering data that is not valid, preventing the need for data cleaning and therefore facilitating analysis.
- **Inserting formulas:** Formulas are equations that perform calculations on values in a worksheet. A formula starts with an equals sign (=) and should be entered in the required cell. There are various predefined formula functions available in Excel that can be used for simple to complicated calculations. One such formula is VLOOKUP, which stands for vertical lookup. It can be used to look up specific information located in a table of data or database. VLOOKUP normally returns a single field of data as its output.
- **Pivot table:** Pivot tables allow you to quickly summarize and analyse large amounts of data, independent of the original data layout in the worksheet, by dragging and dropping columns to different rows, columns or summary positions. For example, within seconds pivot tables can provide the total number of beneficiaries for a specific activity or a specific location from a 3W. Note: cells in the database should not be merged in order to insert a pivot table.
- **Charts:** Used to display series of numeric data in a graphical format to make it easier to understand large quantities of data and the relationship between different series of data, charts can provide the audience with a summary of the number of beneficiaries by activities, among other things.

Other software used by the wider humanitarian community includes the following.

- **Quantum GIS (QGIS)** is a free and open-source geographic information system. It provides a continuously growing number of capabilities provided by core functions and plugins. Users can visualize, manage, edit, analyse data and compose printable maps. More information on QGIS: <[www.qgis.org/en/site](http://www.qgis.org/en/site)>.
- **ActivityInfo** is an online humanitarian project monitoring tool (an online 3W) that helps humanitarian organizations to collect, manage, map and analyse indicators. It has been developed to simplify reporting and allow for real-time monitoring. More information on ActivityInfo: <[www.activityinfo.org](http://www.activityinfo.org)>.
- **Tableau** facilitates exploration and visualization of any data. It offers five main products: Tableau Desktop, Tableau Server, Tableau Online, Tableau Reader and Tableau Public. More information on Tableau: <[www.tableausoftware.com](http://www.tableausoftware.com)>.
- **Gmail, Google Docs and Google Spreadsheets:** Gmail can be used in addition to email clients to reinforce the independence of the child protection coordination group. Google Docs and Google spreadsheets can be used to collaborate on documents and spreadsheets. More information: <<https://mail.google.com>>, <<https://docs.google.com>>.
- **MailChimp** is used to create, send and track email newsletters. You can create signup forms and send your subscribers product updates, event invitations, announcements or editorial content. MailChimp is free for lists of up to 2,000 subscribers. More information on MailChimp: <<http://mailchimp.com>>.
- **KoBoToolbox** is an open-source suite of tools for data collection and analysis in humanitarian emergencies and other challenging environments that was built to address this gap. It is especially useful for assessments. More information on Kobo: <[www.kobotoolbox.org](http://www.kobotoolbox.org)>.

Managing information requires not only technical skills but also specific soft skills. Tips include the following.

- Be proactive in collecting data, for example through continuous contact, telephone calls, building relationships, keeping up to date and remaining available for support.
- Be accommodating to the capacities of members in supplying and requesting data, such as internet access restrictions, as well as capacity to analyse information collected.
- IM tools should not simply be sent by email but should be explained to partners in person. Sit with partners, take advantage of coordination meetings and explain how the tools work. If tools need to be sent by email, also send an explanation note on how to use the tools, highlighting that support is available.

- Produce regular analyses and share these with partners. Use this as a basis for discussion during coordination meetings so that partners will be encouraged to share more data. Data and information are usually collected in an emergency context but rarely analysed.
- IM should support decision making: make sure systems and tools are aligned with the Humanitarian Response Plan.
- Do not confuse community-level information with individual case information. Always respect confidentiality rules.

The following structures are available to support coordination groups with IM:

- The global level Child Protection AoR Rapid Response Team Information Management Officer provides support, both remote and in country, to child protection coordination groups in emergency contexts.
- The OCHA IM unit in country can usually provide IM support, especially in terms of GIS and mapping. There is sometimes an inter-agency IM Skype group managed by OCHA in country.
- The Protection Cluster Information Management Officer is a helpful resource where the child protection coordination group does not have capacity.
- IMOs of other UNICEF-led clusters (such as Education, Nutrition, WASH and Gender-based Violence) can also help child protection coordination groups.
- UNICEF monitoring and evaluation staff usually have access to background data and key contacts in country, and can help when defining indicators.

## 15 Inter-cluster coordination and working with other sectors

Definition and purpose of inter-cluster coordination

Inter-cluster coordination takes place at the national and sub-national levels to coordinate the implementation of the response through each step of the HPC. Guided by the HCT, inter-cluster coordination processes provide a platform for clusters to define common priorities and ways of working together to achieve greater efficiency and effectiveness in the response. The inter-cluster coordination platform is chaired by OCHA and comprises the cluster and AoR coordinators.

Inter-cluster coordination and links between HCT and clusters

Delivering an effective response and achieving the strategic objectives require continuous two-way communication between the HCT and clusters. This link is necessary to ensure that the HCT is advised of critical operational developments impacting upon the overall response and that clusters receive strategic guidance about the evolving context. OCHA supports this communication and facilitates inter-cluster coordination by providing direct support, facilitation and secretariat services as determined by the RC or HC and the HCT. The diagram below shows how these different links work.

### Humanitarian Country Team

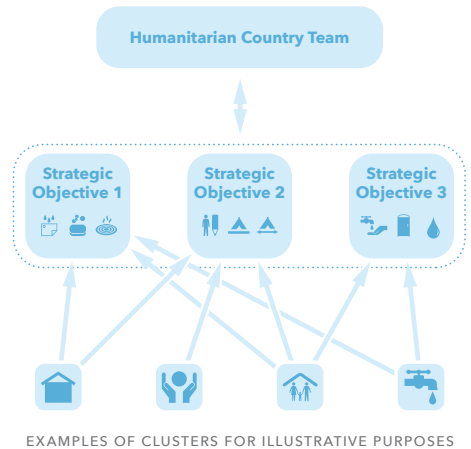
Provides strategic direction through the articulation of strategic objectives and operational support to their achievement. CLAs ensure an inter-sectoral analysis informs HCT decision-making.

### Strategic Objectives (SOs)

Determined by the HCT, relevant clusters group together to develop multi-sectoral strategies in achievement of the SO and coordinate to implement and monitor their achievement.

### Inter-cluster

Clusters work together throughout the components of the HPC to achieve the humanitarian priorities as set by the SOs. Focusing on key operational issues which impact on an effective and efficient response; clusters highlight issues which require strategic support.



Types of inter-cluster collaboration

Representation of the Protection Cluster in inter-cluster meetings and any other forums should be agreed between the Protection Cluster Coordinator and the sub-cluster coordinators by consensus. The Protection Cluster Coordinator or CLA is not able to bar sub-cluster coordinators from attending meetings or representing the cluster. Overall, sub-cluster lead agencies have the equivalent responsibilities to CLAs and should work alongside the Protection Cluster in all inter-cluster processes (Inter-Agency Standing Committee, *Introduction to Humanitarian Action: A Brief Guide for Resident Coordinators*, IASC, October 2015).

Child Protection and other AoRs will often need to liaise directly with other clusters. For example, one priority for any child protection coordination mechanism is, where possible, to seek direct collaboration with the GBV sub-cluster. This is a self-evident need given the overlap in essential, multisectoral service provision and the advocacy needed for girls, boys, women and men

at risk of, or who are survivors of, gender-based violence. Complementary and interdependent systems building across the two sub-clusters is vital. At the same time, efforts to mainstream child protection are likely to be more efficient when undertaken as part of a joint effort with the broader Protection Cluster. This coordination among clusters also helps in the identification of core advocacy concerns emerging from the operational response and the identification of resource gaps that are impacting upon operational delivery.

### Examples of inter-cluster response issues

Issue	Main clusters or sectors potentially concerned
Malnutrition	Nutrition, WASH, Food Security, Health, Child Protection for psychosocial assistance.
Host family support	Shelter, WASH, Protection, CCCM and Child Protection.
Mental health and psychosocial support	Health, Protection, Education.
Early recovery strategies: rubble removal	Shelter, Logistics, Protection.
Population movement	CCCM, Protection and potentially all clusters.
Child labour	Child Protection, Livelihoods, Cash, Education.

While sub-cluster lead agencies have the equivalent responsibilities to CLAs and should work alongside the Protection Cluster in all inter-cluster processes, in certain contexts it may be agreed that sub-clusters can be represented by any one or a combination of the following: the Protection Cluster coordinator, the Protection CLA, the co-lead agency or the co-lead agencies of sub-clusters.

Even if it is agreed that the child protection coordination group will be represented by someone else in inter-cluster processes, make sure that the group plays an active role and collaborates in the in-house inter-cluster coordination across UNICEF-led clusters and AoRs to ensure increased efficiency and effectiveness in the response and to reduce duplication.

## 16 Transitioning and cluster deactivation

### Transition and deactivation

A cluster is time-bound and is not formed automatically. It is created to fill a specific coordination gap in a humanitarian response, and should dissolve when that gap no longer exists. Periodic reviews of the cluster architecture make sure that clusters adapt to changing circumstances and remain efficient, effective and fit for purpose. They also ensure that clusters make timely plans to transfer leadership and accountabilities to national or other structures and design transition processes and, where necessary, activities to build capacity in relevant areas. Where clusters are not formally activated, it is strongly recommended to carry out regular reviews of the cluster or sector humanitarian coordination architecture for the same reason.

**Cluster transition** refers to the process (and potentially the activities) by which the transfer of leadership and accountabilities is planned and implemented, leading to deactivation. A plan is required to map phases in the transition, set transition or deactivation benchmarks for each phase and schedule activities to meet them.

**Cluster deactivation** is the closure of a formally activated cluster. Deactivation includes the transfer of core functions (in line with the *Reference Module for Cluster Coordination at Country Level*) from clusters that have international leadership and accountability to sectors or structures that are led nationally.<sup>12</sup> Functions may be transferred to existing or pre-crisis coordination and response structures, or to new ones. Deactivation of the Protection Cluster entails deactivation of all sub-clusters.

### Criteria for deactivation

Cluster deactivation is considered in circumstances where response and coordination gaps exist and national response or coordination capacity cannot meet needs in a manner that respects humanitarian principles. The deactivation of formally activated clusters may therefore be considered when at least one of the following conditions is no longer present:

1. The humanitarian situation improves, significantly reducing humanitarian need and therefore associated response and coordination gaps.
2. National structures acquire sufficient capacity to coordinate and meet residual humanitarian needs in line with humanitarian principles.

### Principles for transition and deactivation

The transition and deactivation processes should be guided by four principles.

1. They should be initiated and led by the HC, in consultation with the HCT, and wherever possible in close collaboration with national authorities and supported by OCHA. CLAs, cluster partners and national counterparts should also be involved in drafting and agreeing the review and its recommendations, and preparing transition or deactivation plans.
2. They should be based on assessment of national capacity, including: presence, structure and resources of relevant response and coordination mechanisms; a government declaration that an emergency is over; the functions of clusters that will likely be transferred to national structures;

<sup>12</sup> Deactivation can transfer leadership and accountabilities to other internationally supported mechanisms, such as INGOs.

clusters must not all be deactivated at the same time, but deactivation should relate to needs and presence of national structures to manage functions.

3. They should take into account the context, including the scale of humanitarian needs and the ability of successor mechanisms to respond in line with humanitarian principles.
4. They should be guided by early recovery and resilience-building objectives. Humanitarian actors should consider the sustainability of their response, including building the capacity of national counterparts.

Transition plans should outline how accountabilities will shift from the CLA to the government or to other coordination mechanisms.

The table below summarizes the recommendations for a review of cluster coordination architecture, transition and deactivation in two different contexts.

Context	Review	Implications
Sudden-onset emergency	<i>Within three months.</i> Review the cluster coordination architecture to ensure it is fit for purpose.	The HC/HCT should ensure that clusters have developed an outline of a transition or deactivation strategy 90 days after activation.
Protracted crises	<i>Annually.</i> Review the cluster coordination architecture to ensure it is fit for purpose. Do this more often if strategic response plans are revised to reflect changes in the humanitarian context. Where possible, review before the start of new strategic planning cycles.	The HC should report annually to the ERC on review results, the rationale for structures and any plans for transition or deactivation. Previous versions of the transition or deactivation plans should be updated based on the annual review.

When preparing transition and deactivation plans, a cluster should:

- map preparedness arrangements, as well as response and coordination needs;
- identify government and other coordination and response mechanisms that are competent to assume leadership and accountability for the cluster's functions, noting that responsibilities and accountabilities may pass to a range of officials or institutions and that not all need to be transferred at the same time;
- assess the capacity of these mechanisms to assume responsibility;
- determine what must be done over what period to build capacity, during the transition or to enable deactivation;
- assess whether the criteria are met for creating new clusters;
- define how CLAs and national counterparts are accountable for cluster functions during transition and deactivation, and take steps to

Reviewing the coordination architecture

Preparing a transition or deactivation plan



---

Role of global clusters

---

Lessons learned on transition

ensure accountability is preserved; set benchmarks to indicate phased transitions towards deactivation;

- propose a timetable for transition or deactivation;
- propose a timetable for additional cluster reviews as appropriate;
- decide how preparedness will be maintained or strengthened after deactivation and define any continued role for the CLA.

When a review occurs, global clusters and AoRs should support the process and share lessons learned. They should be involved in the planning reviews and should be kept informed at every stage.

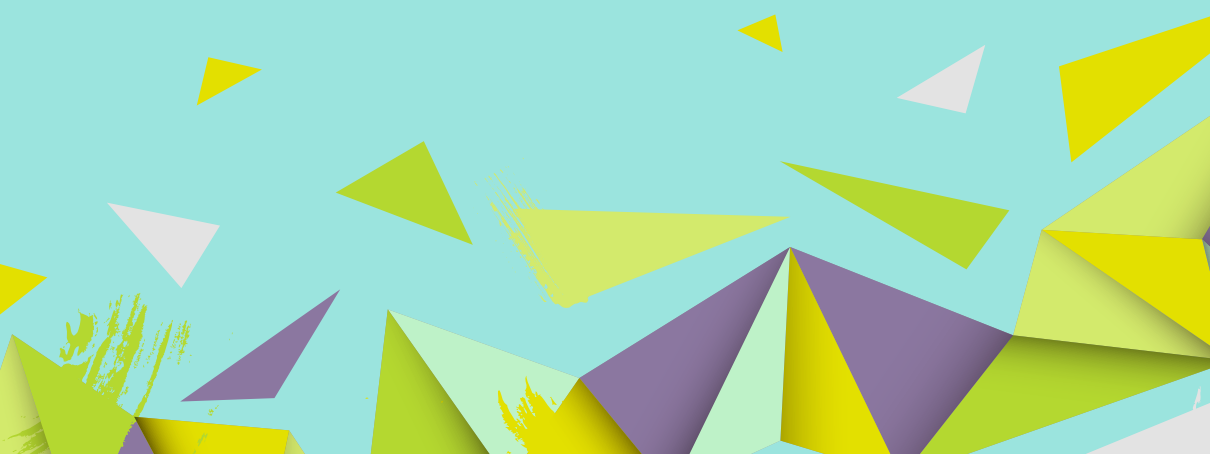
Child protection coordination groups in a variety of contexts have experience of the transition process post-emergency, including Haiti, Pakistan, the Philippines and Uganda. Here are some lessons learned during the processes:

- Relevant government departments should be involved in child protection coordination mechanisms from the very beginning of the response. Consideration should be given to the role of both the Department of Social Welfare or similar as well as the Disaster Management Agency as both have relevant mandates for child protection and emergency response.
- Engaging local NGOs or the Red Cross as co-leads for the coordination group at district level can promote the sustainability of the group.
- Enabling coordination group members to define their roles and responsibilities in the transition phase together through a participatory workshop can be one way to increase ownership of the group and bring together suggestions for next steps.
- The ToR for the coordination group should be revised for the transitional phase, reflecting any changes in roles and responsibilities of group members.
- Ongoing support or mentoring for the (new) leadership of the coordination group is important to factor into any transition plan, when the responsibility for leadership of the group is transitioning from one organization, such as UNICEF, to the government and/or NGOs as co-leads.
- Passing responsibility to lead a group should not be seen as a one-off activity but as an ongoing process.
- It is important for Protection, Gender-based Violence and Child Protection actors to streamline their approach to transition as many of the actors working on these issues are the same.
- Where it is possible to get formal government recognition of coordination groups, and they have a legitimate place post-emergency, these can be forums that are well placed to engage in issues of emergency preparedness.



## **Section 3:**

Coordination  
functions in support  
of the response





## 17 Inform strategic decision making

Needs assessments play a critical role in the overall strategy development of a humanitarian response. Assessments provide the information needed to define the strategic objectives at the outset of an emergency, and later for operational planning, staffing and resource requirements.

There are two types of inter-agency needs assessment. These take place at different phases of an emergency.

1. Joint needs assessments, such as the Multi-cluster/Multisector Initial Rapid Assessment (MIRA).
2. Cluster-specific assessments, such as the Child Protection Rapid Assessment (CPRA).

When a sudden-onset disaster strikes, a joint needs assessment process, such as the MIRA, can be one of the first steps in the HCT's emergency response. The MIRA is an inter-agency tool and process that enables actors to quickly reach a common understanding of the situation and its likely evolution. The MIRA is often a precursor to sectoral needs assessments.

### What the MIRA can deliver

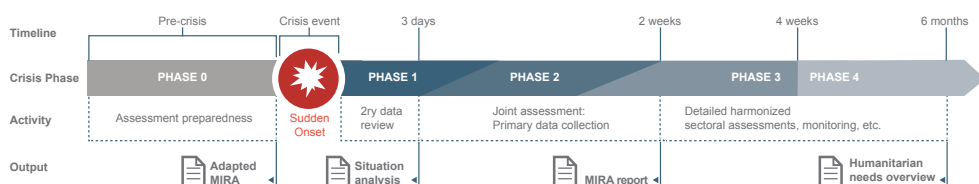
- An initial common understanding of the most pressing needs affected areas, and groups
- A voice for the affected population
- Information to help guide the planning of subsequent assessments which are more detailed and operationally specific
- An evidence base for response planning
- A light, fast inter-agency process based on global best practices in rapid needs assessment

### What the MIRA does not provide

- Information to directly inform the design of specific and localized humanitarian interventions
- Statistically representative primary data for quantitative analysis on humanitarian needs
- A substitute for detailed or in-depth sectoral assessments

The MIRA is implemented through a phased process of secondary and primary data collection, joint analysis and reporting that takes place in the first two weeks following a disaster. After that period it is expected that the results from sector- or agency-specific needs assessments will then be released to yield more specific information for response. Having an 'adapted' MIRA preparedness package in place before a crisis strikes (phase 0 in the diagram below) will also help to ensure a successful

MIRA exercise. It should be noted that the time frame associated with the MIRA is conceptual in nature, as few crises proceed in a purely linear fashion.



### Child protection assessments

Once **multisectoral assessments** have been undertaken, the next phase of the coordinated assessment cycle in rapid-onset emergencies is for individual clusters to conduct sector-specific assessments. These assessments are highly targeted in the information they seek to collect in relation to the specific protection concerns, while multisectoral assessments provide more of an overview. Assessment of child protection needs should be carried out in coordination with the wider protection needs analysis.

Different natures of emergencies and contexts (timing, accessibility) will call for different types of child protection assessment to be considered. A flow chart in annex 3 highlights some of the points for consideration.

### CPRA Toolkit

The **Child Protection Rapid Assessment (CPRA)** is one of the tools most commonly used by child protection coordination groups for assessing needs.

The success of an inter-agency CPRA is dependent on the collective effort of child protection actors, including the government when appropriate. A single organization is unlikely to have the resources and expertise necessary for this process. As a coordinator supporting a CPRA in country, the first step is to form a task force within the child protection coordination group. It is important that this includes technical oversight and administrative support, with some level of IM technical capacity to support an assessment working group.

### Top tips for a CPRA

Based on learning from CPRAs conducted in a variety of contexts, the following are top tips coordination groups should consider before undertaking a CPRA.

- Review the Child Protection Assessment Flow Chart (annex 3) to see if the CPRA is the appropriate toolkit for the context or if another methodology would be more suitable.
- Read part 1 of the CPRA Toolkit, the Guide. It contains valuable step-by-step information about the CPRA process and requirements.
- Reach out to the global-level AoR for support with the process.

The needs assessment information collected from multi-cluster and multisectoral assessments, together with other secondary data on needs, vulnerabilities and capacities of affected people, are compiled into an HNO. This consolidates and analyses information on needs, vulnerabilities and capacities of affected people and serves as the basis for humanitarian response planning and strategic decision making.

An HNO should be produced at least once a year to support the HCT in developing a shared understanding of the impact and evolution of a crisis and to inform response planning. This document presents a comprehensive analysis of the overall situation and associated needs. It is structured using the analytical framework developed for the MIRA.

HNOs are initiated by the HC and HCT or national authorities and are coordinated by OCHA.

The HNO should thoroughly explore the main protection themes and the interlinkages of protection issues affecting specific vulnerable groups. The HNO should be a comprehensive analysis, giving adequate visibility to all the sub-clusters. An effective solution to achieve this aim is to have separate paragraphs for all sub-clusters.

The following advice comes from lessons learned by coordination groups involved in the HNO process.

- Consider using the SDR tool. The development of the HNO requires the review of multiple documents in order to develop a clear picture of the impact of the emergency on child protection. As this process can be time-consuming, the SDR tool is a helpful way to compile a quick snapshot of the situation that can be easily updated.
- Consider developing a severity or vulnerability ranking. In addition to the narrative, groups will most probably develop a severity/vulnerability ranking in order to prioritize the child protection and GBV response geographically. Remember to keep it simple and formulate straightforward questions or criteria for the data-based ranking.

### **Recommended further reading for coordinators:**

- CPWG Guidance on integrating child protection into other sector assessments, March 2015. <[www.cpwg.net](http://www.cpwg.net)>.
- Global Protection Cluster, Child Protection Working Group, *Child Protection Rapid Assessment Toolkit*, CPWG, December 2012.
- Inter-Agency Standing Committee, *2015 Humanitarian Needs Overview Guidance*, IASC, July 2014.
- Inter-Agency Standing Committee, *Multi-Sector Initial Rapid Assessment Guidance*, IASC, March 2015.
- The Child Protection AoR *Starter Pack* has examples of completed CPRAs and other useful documents. Available at: <<http://cpwg.net/starter-packs>>.

- Inter-Agency Standing Committee 'Guidance on Humanitarian Needs Overview', IASC, 2015.
- Prioritization ranking tools: <[www.humanitarianresponse.info/en/applications/tools/category/prioritization-ranking-0](http://www.humanitarianresponse.info/en/applications/tools/category/prioritization-ranking-0)>.
- Severity ranking tools: <[www.humanitarianresponse.info/en/applications/tools/category/severity-estimate-ranking](http://www.humanitarianresponse.info/en/applications/tools/category/severity-estimate-ranking)>.
- The Child Protection AoR online *Starter Pack* has examples of child protection response plans and other useful documents. Available at: <<http://cpwg.net/starter-packs>>.



## 18 Plan and implement cluster strategies

### Humanitarian Response Plan

The Humanitarian Response Plan is a response management tool for country-based decision makers, primarily the HC and HCT, but also agency and NGO directors and coordinators. Its purpose is to support decision making based on solid analysis of the needs and concerns of the affected people. It has two interlinked parts:

- a country or context strategy with a narrative, strategic objectives and indicators;
- cluster plans, with objectives, activities and accompanying projects that detail how the strategy will be implemented and how much funding is required.

### Protection Cluster Plan

In contexts where the Protection Cluster is activated, the Humanitarian Response Plan will include a Protection Cluster Plan, which also covers the AoRs. It is therefore important to ensure that any planning undertaken by child protection actors is in line with the Protection Cluster and the other AoRs. The Protection Cluster response plan will typically have three to five objectives, three to five activities under each objective and three to five indicators. It is these activities and indicators that will be monitored as part of the overall response monitoring process.

In order to clearly describe the child protection needs and response, and because funding does not flow through the Protection Cluster to the AoRs but rather needs to flow directly to the AoRs, it is often useful for child protection issues to be covered in a distinct sub-section of the Protection Cluster Plan, or in a protection chapter of the Humanitarian Response Plan. Sometimes, one of the objectives in the Protection Cluster Plan relates to child protection, thereby providing the distinct space to highlight the planned child protection response.

### Child Protection Response Plan

Most child protection coordination groups develop a Child Protection Response Plan in addition to the Protection Cluster Plan, as there is a need for a more detailed version for the child protection coordination group. This includes some of the steps to get there, such as collective plans to build the capacity of responding agencies, agreed ways of working, coordination arrangements including specific links with the gender-based violence sub-cluster, and agreed methodologies for response and situation monitoring.

Response plans (sometimes referred to as response strategies) may differ in format, but there are a number of standard components to ensure that the document is clear, action-oriented and practical, including the following:

- **Background and situation analysis:** An outline of the relevant facts that have led to the existing humanitarian crisis and have triggered the development of a child protection strategy, including pre-existing social conditions. This would include a summary of the findings of analyses and assessments. It should also include a list of stakeholders, both agencies and communities.

- **Basic principles and legal framework:** It might be necessary to reaffirm technical guiding principles and standard operating procedures for all agencies involved in its implementation. There should be a clear reference to the law applicable in the specific country context, including international instruments.
- **Coordination:** A clear description of the mechanisms for coordinating the implementation of the strategy at national and sub-national level, and for defining how the sector reports to the Protection Cluster or HC.
- Existing country/regional emergency **preparedness plans.**
- **Objectives:** Short-, medium- and long-term objectives based on the priorities identified and the legal framework.
- **Action plan:** An outline of activities that will be undertaken (collectively or by individual organizations) in order to achieve the stated objectives. The list of activities must be based on what resources and capacities are currently available, humanitarian access and security. The strategy should be realistic, practical and appropriate to context. The action plan should include:
  - activities: listed in order of priority;
  - geographic area: where activities will be undertaken;
  - populations: who these activities will be implemented for/with;
  - responsibility for implementation: assigning responsibilities for activities should take into account who is best placed to do what.
- **Key indicators:** Setting indicators to measure the outputs and outcomes of child protection activities can be difficult, but there are certain key indicators that can be used to assess progress. A list of child protection indicators has been compiled by the global-level Child Protection AoR and can be found under Humanitarian Indicator Registry.
- **Targets:** These should be realistic. If the target is a percentage of the total estimated need for a specific response (e.g. number of children displaced as identified within the HNO), the absolute value required to monitor the indicator should also be added. For example, if the target is percentage of affected children reached through Activity A, the number of children affected and reached through Activity A is also needed. While developing targets please also assess the capacity of the partners to respond (e.g. through the 3W). If the response is constrained and only a few actors are on the ground, a target of 100 per cent of affected children reached is not realistic.
- **Constraints and assumptions:** It is important to understand what may affect the implementation of the strategy. Common constraints include insecurity, lack of access to affected populations, low operational presence of partners in the areas of greatest need, inadequate staffing and lack of resources.

- **Costs:** It may be necessary to include the total cost of implementing the strategy, particularly when additional funds need to be raised. A common mistake is to forget to double-check budgets and figures in the text and in tables and to make sure the figures in the text are the same as in the tables. Also do not forget to budget in staff costs for cluster coordination and IM.

Child Protection Response Plans or strategies should be organized around the CPMS and where possible should include key actions from the CPMS, indicators from the CPMS or IASC Humanitarian Indicator Registry.

#### **Recommended reading for coordinators:**

- Humanitarian Indicators Registry: <[www.humanitarianresponse.info/en/applications/ir/indicators/global-clusters/10/domain/p1-pc-child-protection-675](http://www.humanitarianresponse.info/en/applications/ir/indicators/global-clusters/10/domain/p1-pc-child-protection-675)>.
- Inter-Agency Standing Committee, 'Guidance for Humanitarian Response Planning', IASC, 2015.

Further  
reference



## 19 Clarify funding requirements

Fundraising for child protection

According to the global-level Child Protection Working Group 2014 annual survey of field-based coordination groups, the lack of funding for child protection responses was the most frequently cited challenge for coordination groups. Mobilizing resources to support child protection responses in humanitarian contexts is a vital part of the role of both child protection coordinators and child protection coordination group members. The coordinator is responsible for advocacy with donors, heads of agency (including UNICEF) and the Protection Cluster.

Role of the coordinator in fundraising

The role of the coordinator in fundraising is twofold: firstly, to clarify funding requirements and coordinate budgeting for the sector, and secondly to fundraise for the sector. Coordinators play a key role in the first task by:

- collecting information about ongoing and proposed projects by members;
- developing the overall plan, price tag and funding gaps by involving all members;
- providing necessary information and coaching about funding requirements, sources of humanitarian funds (see below), how to write strong project proposals, the use of inter-agency indicators and the submission of project sheets;
- agreeing on criteria for project selection;
- establishing a representative and transparent working group to review and select projects;
- collaborating with government, partners, the Protection Cluster (where applicable) and other clusters to maximize complementarity in the selection of projects;
- communicating agreed priorities and funding gaps to donors in country.

There are three essential principles:

- The coordinator does not fundraise for particular projects or particular organizations.
- Agencies submitting projects to the FTS should clearly label them as child protection.
- Proposals should consider budgeting for child protection coordination and for inter-agency activities such as assessments, monitoring and capacity building.

Sources of humanitarian funding

In the second task, fundraising for the sector, coordinators play an important role in cultivating relations with donors and generating support for child protection. In addition to guiding cluster members on funding opportunities and strategies, coordinators can take the initiative to contact local donor representatives, foundations and potential private-sector donors in country

to explain child protection priorities and resource needs. Donors can also participate in child protection coordination meetings, site visits or assessment missions. Ideally, joint planning and the coordinated implementation of agreed activities would be followed by joint reporting back to donors.

Humanitarian Response Plans articulate funding needs for child protection work in country for protracted crises as well as rapid-onset emergencies. They are presented together in what is known as the Global Appeal. Humanitarian Response Plans state a specific target, offer a detailed breakdown about how that target was derived, and which bodies should be funded to do what and where.

#### Pooled funds

Collective appeals coordinated through the child protection coordination mechanism, such as the child protection section of the Humanitarian Response Plan, are great opportunities for increasing the visibility and recognition of the sector among donors.

Humanitarian pooled funds are managed by OCHA on behalf of the United Nations system to provide timely funding for humanitarian responses, allowing humanitarian organizations to address time-critical needs in rapid-onset emergencies, address gaps in countries with protracted crises and attend to the needs of the affected populations in forgotten emergencies.

There are three types of pooled funds:

CERF – Central Emergency Response Fund (available worldwide).

ERF – Emergency Response Fund (available only in certain countries).

CHF – Common Humanitarian Fund (available only in certain countries).

#### Central Emergency Response Fund (CERF)

The primary objectives of the **Central Emergency Response Fund (CERF)** are either to jump-start critical operations in emergencies that have not yet been funded through CERF Rapid Response Grants, or to strengthen core elements of humanitarian response in underfunded crises through the CERF Underfunded Emergencies window. *It is important to note that only United Nations agencies and the IOM can receive CERF funding.*

CERF is administered by the ERC and has three windows.

1. Rapid Response Grants (2/3 of the grant facility):
  - To meet immediate relief need; for local procurement and/or transport.
2. Underfunded crises (1/3 of grant facility):
  - If no other funding source is immediately available, including un-earmarked agency funds and earmarked donor funds.
3. Loans (\$50 million):
  - Funding committed but not yet paid; or commitment very likely.

CERF has two essential criteria: life-saving activities or services and time-critical actions or resources. In terms of child protection activities, the following have been declared life-saving by the CERF Secretariat responsible for reviewing requests:

- identification, registration, family tracing and reunification or interim care arrangements for separated children, orphans and children leaving armed groups/forces;
- ensuring proper referrals to other services such as health, food, education or shelter;
- identification, registration, referral and follow-up for other extremely vulnerable children, including survivors of GBV and other forms of violence, children with no access to basic services and those requiring special protection measures;
- provision of psychosocial support to children affected by the emergency, for example through provision of child-friendly spaces or other community-based interventions, return-to-school or emergency education, and mental health referrals where expertise exists;
- identification and strengthening, or establishment of, community-based child protection mechanisms to assess, monitor and address child protection issues.

#### Emergency Response Funds (ERF)

The **Emergency Response Funds (ERF)**, at times also known as Humanitarian Response Funds, are multi-donor funding mechanisms at country level set up to provide humanitarian organizations with rapid and flexible funding in emergencies. Overseen by the HC, ERFs have been established in 20 countries since 1997.

Unlike CERF, it is *mainly NGOs that receive ERF*, although United Nations agencies and IOM can also apply. Compared with CERF and CHF, however, ERF are relatively small.

#### Common Humanitarian Funds (CHF)

**Common Humanitarian Funds (HCF)** are also pooled, country-based funds like the ERF, but were established exclusively to fund activities within a Humanitarian Response Plan or similar framework. Currently, CHF are available in five countries: the Democratic Republic of the Congo, Somalia, South Sudan, the Sudan and the Central African Republic. All humanitarian organizations are eligible to apply for CHF funding but 80 per cent of the direct funding is received by NGOs.

#### Pooled funds and the Protection Cluster

The recommended method for distribution of pooled funds within the Protection Cluster and sub-clusters is that the Protection Cluster coordinator should set up a committee, including all sub-cluster coordinators, where the distribution is decided in a transparent fashion and according to clearly agreed criteria developed at the country level (e.g. according to HRP priorities, geographical relevance, appropriate budget). Decisions should be taken by consensus following the principles outlined above. Appealing organizations or partners should step down from the panel while their submission is reviewed in order to avoid conflicts of interest. The actual allocation of funds must be determined by the needs and activities prioritized by the cluster and sub-clusters.

A recent study on funding for protection in humanitarian settings commissioned by the GPC identified several issues influencing donor decision making on funding for protection in emergencies. Several are related to communication and terminology around protection, and the difficulty in explaining the work in concrete and measurable terms. However, there are also challenges around the quality of protection programming. Most donors would like to see better outcome-level reporting of protection results. The top five tips from the CPWG *Fundraising Handbook* are summarized as follows.

- **Guarantee evidence-based child protection and gender-based violence programming:** There are real challenges relating to the availability of reliable data on these areas. At the same time, evidence is a key requirement for many donors.
- **Develop quality proposals:** Developing a good proposal does not guarantee funding. However, poor proposals will almost certainly not be funded. Projects with well-articulated logical pathways leading to clear results (measured qualitatively or quantitatively) are much more likely to attract funding than those without.
- **Ensure joint advocacy:** Protection actors face challenges in explaining to other humanitarian colleagues, donors and decision makers exactly what protection is, because protection is usually less tangible than other humanitarian sectors and lacks a simple, consistent narrative. Partly as a result of these challenges, some humanitarian actors remain reluctant to acknowledge child protection as a life-saving intervention to be included in the early emergency response.
- **Engage with the collective:** Humanitarian donors strongly support this inter-agency approach, and are therefore more likely to support funding applications for projects that have been developed as part of a coordinated, inter-agency process.
- **Build and maintain relationships with key donors:** In the words of one government donor: “Humanitarian funding is ultimately about donors using the best information they have to invest tax-payer funds to try and save lives, reduce suffering and help restore dignity for communities affected by conflict and disaster.” Understanding this perspective is critical for coordination group membership engagement with government donors.

#### **Recommended reading for coordinators:**

- Child Protection Working Group. *A Matter of Life and Death: Child protection programming's essential role in ensuring child wellbeing and survival during and after emergencies*, CPWG, December 2015.
- Child Protection Working Group, *Fundraising Handbook for Child Protection and Gender Based Violence in Humanitarian Action*, CPWG, March 2014.
- Office for the Coordination of Humanitarian Affairs, ‘Global Guidelines for Country-based Pooled Funds’, OCHA, January 2015.



## 20 Monitor and evaluate

**Monitoring** is the systematic collection of data on specific indicators, and the analysis of this information, to provide management and the main stakeholders of an ongoing intervention with indications of progress and achievement of objectives in the use of allocated funds. This process identifies an intervention's strengths and weaknesses and helps to provide an understanding of the reasons for these so that decisions can be made to resolve any limitations. Monitoring, and specifically the analysis of the collected data, informs the decision making about and improvement of programmatic adjustments during the lifetime of the project and sub-cluster's response plan.

**Evaluation** is the systematic and objective assessment of an ongoing or completed project, programme or policy, its design (objectives and plan), implementation (inputs and outputs) and results (outcomes and impacts). The aim is to determine the relevance and fulfilment of objectives, efficiency, effectiveness, impact and sustainability of a programme or response. Evaluations can be done on an ongoing basis, at the mid-term point or at the end of a project either by external people or as self-evaluations by organizations, but in most cases are done as a one-off exercise. Data from programme and sub-cluster monitoring can feed into evaluations. Evaluation is not a substitute for response monitoring, or vice versa. For further information you can also consult the *UNICEF Child Protection Resource Pack on How to Plan, Monitor, and Evaluate Child Protection Programmes*.

### Monitoring and evaluation: Why is it necessary?

- Collects reliable data on a continuous basis and creates an evidence base.
- Measures progress of the humanitarian response against set targets or any change in the situation.
- Supports informed decision making, effectiveness and efficiency.
- Provides opportunity for improvement and swift adaptation for effective programming and a strategic response.

### Monitoring and evaluation: The bigger picture

- Monitoring and evaluation starts in the planning phase of the response and programming.
- It is important to establish a monitoring group to oversee the agreed monitoring plan.
- Monitoring and evaluation is performed before, during and after an intervention to inform about outcomes and impact.
- Ensures accountability towards affected populations, local governments, partners and donors.



- Creates lessons learned and good practice.
- Ethical considerations: Do No Harm! Best Interest of the Child! Confidentiality of Information!
- Provides the basis for an early warning early action mechanism.
- Provides a strong foundation to engage with donors for further funding.

#### Ethical considerations

In designing and implementing any data collection system, ethical considerations should be taken into account. The principles of Do No Harm, Best Interest of the Child and Confidentiality of Information are the most important principles to be considered for a child protection monitoring system. For more on this, consult Standard 5 of the CPMS,<sup>13</sup> as well as the IASC *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action*<sup>14</sup> and the *Child Protection Rapid Assessment Toolkit*.<sup>15</sup> In light of the Do No Harm principle and the sensitivity of interviewing children in emergency contexts, the monitoring task force should determine whether the necessary team and technical capacity are available to safely interview children.

#### Situation versus response monitoring

Three types of monitoring that child protection coordination groups can be involved in are:

- response monitoring;
- situation monitoring;
- cluster performance monitoring.

**Response monitoring** is the ongoing and coordinated measurement of the humanitarian response in a humanitarian context; i.e. activities planned and carried out by humanitarian actors. For example, measuring ‘percentage of unaccompanied children who are reunified with family members,’ can be part of response monitoring. The purpose of response monitoring is to provide humanitarian actors with: a) an evidence base to guide practitioners towards a more effective and efficient humanitarian response, in the short and long term b) reliable data on progress against strategic response plan and specific CP Sub-Cluster goals; and c) means of accountability towards affected populations, governments and donors by providing an ongoing source of data on achievement of results and quality of programs outlined in the strategic response plan and Sub-Cluster goals.

**Situation monitoring** is the ongoing and systematic data collection and analysis of child protection risks, concerns, violations and capacities in a given humanitarian context. For example, measuring the ‘number of children who are newly separated from their usual caregivers’, can be part of situation monitoring. The purpose of situation monitoring is to produce situational evidence on child protection risks and existing capacities to respond as to inform and adapt the response.

<sup>13</sup> [www.cpwg.net](http://www.cpwg.net)

<sup>14</sup> [www.interagencystandingcommittee.org](http://www.interagencystandingcommittee.org)

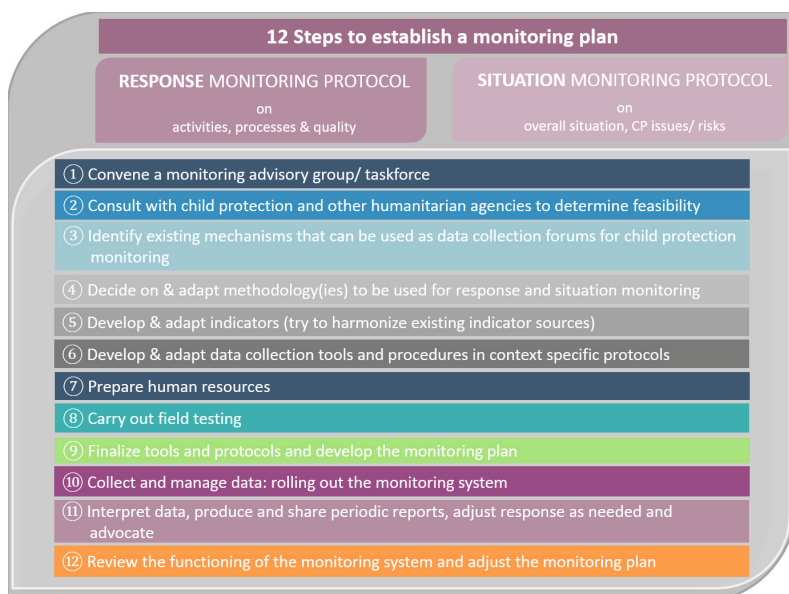
<sup>15</sup> [www.cpwg.net](http://www.cpwg.net)

**Response and situation monitoring** are two sides of the same coin. They produce complementary information. Without knowing the needs, our response may not target the most pressing issues. And without knowing how programs are being implemented, it is impossible to know if the needs are being catered to. For example, situation monitoring may reveal that large numbers of children are being recruited into armed groups in area X. At the same time, response monitoring reveals that only a small NGO with limited capacity is providing services to the affected communities. The combination of the two can lead the actors on the ground to take action in mobilizing resources and efforts to fill the gap. In most contexts, response monitoring is more evolved than situation monitoring. In dynamic humanitarian contexts, especially that of chronic emergencies, it is preferable to establish both types of monitoring to inform and optimize the child protection response.

Assessments, such as the CPRA, provide a snapshot of and information about a situation at a moment in time. Assessments can be carried out on a regular basis to capture change and trends (i.e. situation monitoring). However, this is rarely done because assessments require significant resources and time and repeating them regularly is not always feasible. Assessments are commonly used to set the baseline at the start of a monitoring process.

**The link between evaluation and response monitoring** is also an important one to make. Data from program monitoring can feed into program evaluations, which are in most cases a one off exercise used to evaluate the effectiveness and impact of a program. Evaluation is not a substitute for response.

Below are suggested steps to be taken in when establishing child protection monitoring system. For detailed guidance on response and situation monitoring see the Child Protection in Emergencies Monitoring Toolkit, Child Protection AoR, 2016 monitoring, or vice versa.



For detailed instructions on the individual steps, please consult the *CPIE Monitoring Toolkit*, forthcoming publication of the Child Protection AoR in 2016.

Three top tips are:

- Take sufficient time (three full-time weeks) to meet and consult sub-cluster partners (national and sub-national) with at least three face-to-face meeting days for steps 1 to 6 to obtain buy-in. Where it exists, prioritize building a collaborative relationship with the GBV sub-cluster.
- Try to harmonize indicators and monitoring and reporting requirements with UNICEF's child protection programme department. Often child protection coordination group partners are also UNICEF partners with a Programme Cooperation Agreement (PCA) or Small-Scale Funding Agreement (SSFA). This can reduce reporting fatigue and enhance overall alignment.
- Use findings from periodic monitoring reports for advocacy, discussions and to engage with donors based on the implications of the data for programmatic and strategic changes and to support funding proposals with evidence.

Response monitoring

**Response monitoring** tracks the achievements of the child protection response so that shortcomings and gaps can be identified and rectified in a timely fashion. For example if there are an estimated 4,000 separated children in one area and only 200 of them are receiving services by agency X, response monitoring can reveal this so that necessary measures can be taken. A response monitoring plan includes two components: 1) Coverage Monitoring: to measure reach and coverage of interventions and 2) Quality Monitoring: to assess the quality of responses.

Coverage Monitoring	<ul style="list-style-type: none"> <li>- 5 W tool</li> <li>- Online activity tracking</li> </ul>
Quality Monitoring	<ul style="list-style-type: none"> <li>- Independent monitoring</li> <li>- Agency self monitoring</li> <li>- Peer-to-peer monitoring</li> </ul>

Coverage monitoring

This component focuses on reach—in the geographical sense—and coverage—both in terms of thematic areas and provision of services to all children in need. In addition to the two options presented below, other options may also be used depending on the context and available resources and expertise.

### 5W tool

Many child protection coordination groups use the “Who does What, Where, When and for Whom” (5W) tool to monitor the response. The Child Protection AoR has developed an adaptable version of the tool, along with guidance, for use in any context.<sup>16</sup> When using a 3/5W tool, it is important

<sup>16</sup> <http://cpwg.net/resource-topics/3w-matrix/>

to first ensure that the information collected in this tool is sufficient to inform the indicators defined in country for response monitoring and reporting needs of the HPC. The tool has to be adapted and tested before the data collection process begins.<sup>17</sup> The 5W tool can help us measure reach and coverage. For example, through the 5W tool, we try to determine how many children have received psychosocial services during a given period. But a 5W matrix will not be able to tell us whether protocols were followed, what the quality of services was, and whether children and their parents were satisfied with the services as a 3W measures outputs and not outcomes.

### **Online activity tracking**

Activity Info is one example of an online humanitarian project monitoring tool - an online 3W - which helps humanitarian organisations to collect, manage, map and analyse indicators. It has been developed to simplify reporting and allow for real time monitoring.<sup>18</sup>

The 5W matrix does not provide the necessary information for monitoring quality. Therefore a complimentary data collection and data management system is required to help capture the quality of the response. Quality monitoring should also reflect the voice of the beneficiaries.

### **Independent monitoring of quality**

Independent monitoring is when data collection is undertaken by a group of trained independent monitors, meaning they are not connected to the project being monitored. This group will travel to different sites on a regular basis and collect data against defined indicators. This option will require dedicated and trained staff and logistical support for traveling and carrying out the monitoring.

### **Agency self-monitoring of quality**

This option will require commitment from implementing agencies to collect data on a regular basis, using commonly agreed quality indicators and data collection tools. To operationalize this option tools should be developed based on the sample quality monitoring tool provided, indicators from the CPMS, other standard indicators adopted by the Child Protection AoR (such as the Indicator Registry), as well as on the context.<sup>19</sup> Focal points from implementing agencies should be trained on how to use the agreed tools. If this option is selected, measures should be taken to minimize potential biases. One way to do this is to establish a spot-check process. Such spot checks should be done randomly to maximize the incentive for agencies to report accurately. Agencies should also commit to maintaining evidence for all the reports they provide as to facilitate spot-checks.

### **Peer-to-peer monitoring of quality**

This approach is in effect a mix of options A and B. This option requires

<sup>17</sup> See annex 10 for a recommended process for testing the tools

<sup>18</sup> <http://www.activityinfo.org/>

<sup>19</sup> <http://cpwg.net/?get=006914%7C2014/03/CP-Minimum-Standards-English-2013.pdf>

implementing agencies to monitor each other's' work. It can be done in a reciprocal manner (i.e. agency X monitors agency Y and vice versa), or it can be rotational (i.e. agency X monitoring agency Y, then agency Y monitors agency Z and agency Z monitors agency X). It is based on the premise that agencies not only have the technical expertise to conduct such monitoring, but will also be able to exchange learning and best practices back and forth. However, this approach does require a significant amount of trust among agencies.

Situation monitoring

**Situation monitoring** generates data on emerging or changing child protection risks and threats so that necessary response can be organized. For example, if children start disappearing in an area, situation monitoring is meant to capture the increasing trend. But to identify causes and details of each case, follow up investigation has to ensue. Key components of situation monitoring include: 1) Secondary data collection and 2) Primary data collection.

For situation monitoring it is advisable that you reach out to a wide range of actors for relevant information on the situation as different ad-hoc missions and monitoring activities can take place in isolation or individually. Sources of information may include: the GBV Area of Responsibility, the Protection Cluster, UNHCR, the Education Cluster, the Health Cluster and Government ministries. Stakeholders such as these may have existing functioning information management or surveillance systems and/or regular assessment or monitoring programs that collect relevant child protection data or are willing to add one or more relevant child protection indicators or questions to their existing situational data collection mechanisms.

*In South Sudan, the Rapid Response Mechanism (RRM) was identified as an existing structure that can be used for collecting situational data. A specific data collection tool, procedure and sampling approach were developed to enable child protection focal points to more systematically collect data on child protection issues during RRM missions.*

Inclusion of Secondary Data collection is highly recommended for situation monitoring. The Primary Data Collection component can be done using two methods: community-based and/or agency-based situation monitoring.

Secondary data collection	- Secondary data review (SDR) tool
Primary data collection	- Community-based situation monitoring - Agency-based situation monitoring

Secondary data collection

**Secondary data** is any information extracted from existing sources of information, such as reports, assessment data, case management data, etc. Using a mix of quantitative and qualitative data a preliminary situation analysis of child protection needs and capacities in country can be carried out.

The Secondary Data Review (SDR) template is a tool developed by the global level Child Protection AoR that should be adapted to context before

use for situation monitoring or otherwise.<sup>20</sup> It requires a dedicated person who can update the SDR on an ongoing basis and proceed with analysis and reporting. Based on a defined frequency (e.g. bi-monthly), the focal point of SDR will analyze the data and produce a narrative report of all newly emerging and changing child protection risks and needs.

The objective of primary data collection is to establish a source of primary information from humanitarian-affected areas, including where the affected population might have moved to. Primary data refers to any data that is collected directly from its original source for the objective in question.

### **Community-based situation monitoring**

Primary data collection can use a 'community-based' model. This approach requires identification and training of community focal points to become active data collectors in a sample of communities. The selected sample should not change over the life time of the situation monitoring project. Trained agency staff need to be deployed to those communities and select/elect focal points in consultation with community members. Community focal points should then be trained on data collection and reporting; urgent action procedures; and ethical considerations, and should be asked to submit reports on a regular basis. Depending on reliability of cellular phone or internet coverage, a phone-based, internet-based or paper-based reporting structure can be established. If a phone-based system is elected, a series of codes or short questions can be developed to represent different risks to children<sup>21</sup> (see annex 2 on use of technology).

To ensure simplicity and feasibility, only data on general trends and patterns should be collected. Once a change in patterns or increase in trends is observed, a technical team from agencies who are active in the corresponding area should be deployed to gather more in depth information of the situation.

Note: defining a clear 'urgent action procedure' is particularly important for this option

*In South Sudan, an existing community structure was identified as the most appropriate channel of data collection. The Child Protection Community Networks (CPCNs) had already been established in many parts of the country. Since members of these networks were already meeting with NGO staff on a regular basis to discuss child protection issues, the sub-cluster decided to use these regular meetings as the main data collection forum for situation monitoring. A specific tool was developed for this process.*

### **Agency-based situation monitoring**

Agency-based situation monitoring requires data collection from a systematically sampled group of communities by operational agencies.

<sup>20</sup> <http://cpwg.net/>

<sup>21</sup> Choice of codes versus questions has to be made based on the mobile platform that will be used. For example, for platforms such as RapidPro, questions are more appropriate, while for platforms such as Frontline SMS, series of codes may work better.

Questionnaires and data management tools should be shared with agencies that are willing to participate and have capacity to respond or refer urgent cases if the need arises during data collection. Guidance on data collection and reporting should be provided to all participating agencies.

This approach requires commitment from the participating agencies to dedicate staff time. Each agency should be assigned to a ‘coverage area’ that should overlap or be proximate to their operational areas. Trained agency staff should visit communities on a regular basis (based on the agreed upon frequency) and collect data from key informants and through direct observation.

	Advantages	Disadvantages
Community-based situation monitoring	<ul style="list-style-type: none"> <li>✓ Relatively low ongoing financial and human resource cost, once the system is established</li> <li>✓ Data will flow on an ongoing basis</li> <li>✓ With minimal continuous input (financial and human), the monitoring system can be sustained over long periods of time (this assumes that the community does not move for a while)</li> </ul>	<ul style="list-style-type: none"> <li>× Relatively high initial cost</li> <li>× A “learning period” has to be built into the process since it often takes community focal points a while to fully learn the reporting protocols</li> <li>× Random spot checks are necessary to avoid false reporting</li> <li>× An ongoing cost of incentives (and SMS reimbursement in the case of mobile-based reporting) will be needed for the lifetime of the situation monitoring cycle</li> <li>× Possible negative repercussions for the data collector in the community (especially in the context of armed conflict)</li> </ul>
Agency-based situation monitoring	<ul style="list-style-type: none"> <li>✓ Relative ease on both logistical and technical levels</li> <li>✓ Facilitates direct interaction between coordination group member staff and communities</li> <li>✓ More elaborate and detailed questions can be included</li> <li>✓ Sample changes at each interval, which will provide a wider coverage</li> </ul>	<ul style="list-style-type: none"> <li>× Significant amount of staff time required at certain intervals</li> <li>× Security and other factors may hinder data collection at required intervals</li> </ul>

If access to certain emergency-affected populations is limited, consider using community-based monitoring or third party monitoring (i.e. contracting local NGOs with access to collect data). A combination of the two approaches can also be helpful in certain contexts.



Cluster  
Coordination  
Performance  
Monitoring

**Cluster Coordination Performance Monitoring (CCPM)** is a self-assessment exercise that enables a cluster to assess its coordination performance against the six core cluster functions set out in the IASC *Reference Module for Cluster Coordination at Country Level*.

The CCPM is a country-led process, supported by global clusters and OCHA. Ideally, it is carried out by all clusters or sectors at the same time, but can be implemented on demand by individual clusters. A CCPM enables all cluster partners and coordinators to identify strengths and weaknesses of performance and paths to improvement.

When to  
conduct the  
CCPM

If clusters are activated, a CCPM exercise should ideally take place three to six months after the onset of an emergency and once every year thereafter. In protracted crises, a CCPM exercise should occur annually, but clusters decide when to do it. If several core functions are confirmed to be weak and therefore require frequent monitoring and follow-up, a CCPM process should occur more often.

It is mandatory to conduct a CCPM annually at national level, and it is for country clusters to decide if they want to implement a CCPM exercise at sub-national level too. Experience suggests that it is not sensible to implement this exercise at sub-national level unless the sub-national cluster fulfils all the core coordination mechanisms.

Participation  
in CCPM

Cluster coordinators should ensure the broadest possible participation by cluster partners, including United Nations agencies, national and international NGOs, national authorities and focal points on cross-cutting issues. For the purpose of CCPM, AoRs under the Protection Cluster (Gender-based Violence, Child Protection, Mine Action and Housing, Land and Property) and all coordination mechanisms that have a mandate to fulfil the core cluster functions, should be treated like individual clusters and permitted to conduct a CCPM process independently, if this is preferable.

For the child protection coordination group carrying out the CCPM, technical support is available from the global-level Child Protection AoR.

A full CCPM process generally takes place over a month and involves the following steps.

1. Planning:

- The HCT meets to discuss implementation of the process. It decides a time frame and which clusters will be involved.
- The Inter-cluster Coordination Group meets to discuss the process and its objectives, and agrees at what level it will be implemented.
- Individual clusters discuss the objectives and clarify the process.

2. CCPM survey:

- The cluster coordinator completes a cluster description report online.
- The cluster coordinator and cluster partners each complete separate online questionnaires (responses take approximately 20–30 minutes) created at the global level.
- The global clusters or OCHA headquarters compile and analyse the survey results (a task requiring 1–2 days), and produce a cluster description report and preliminary coordination performance report.

3. Cluster analysis and action planning:

- In a half-day or full-day meeting, the cluster discusses and finalizes the cluster description report and coordination performance report, adds mitigating factors and explanations, and develops an action plan.

4. Follow-up and monitoring:

- The Inter-cluster Coordination Group reviews the final coordination performance reports and action plans and pinpoints common weaknesses across clusters that need to be addressed systematically.
- Coordination performance reports and action plans are presented to the HCT and global clusters, who identify support requirements.
- Each cluster monitors implementation of its action plan regularly.

Example of a CCPM report:

<b>1. Supporting service delivery.</b>	
1.1 Provide a platform to ensure that service delivery is driven by the agreed strategic priorities.	<b>Good</b>
1.2 Develop mechanisms to eliminate duplication of service delivery.	<b>Unsatisfactory</b>
<b>2. Informing strategic decision making of the HC/HCT for the humanitarian response.</b>	
2.1 Needs assessment and gap analysis (across other sectors and within the sector).	<b>Satisfactory</b>
2.2 Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues.	<b>Weak</b>
2.3 Prioritization, grounded in response analysis.	<b>Satisfactory</b>

Lessons learned

- Support is available from the global-level UNICEF GCCU to conduct the CCPM exercise. Coordinators should reach out to the Global Level Coordinator before proceeding alone. The CCPM is a supported process that removes the burden of survey design, processing and reporting from country clusters, giving time for day-to-day operational coordination and focusing more on results. If UNICEF (co)-led clusters and sub-clusters wish to take advantage of this support, they should register interest in carrying out a CCPM by contacting the Global Level Coordinator.
- The CCPM has been carried out in over 51 contexts since its inception in the current format. Responses from partners and coordinators have been overwhelmingly positive. The ultimate outcome of the survey – the joint validation workshop with all active cluster partners participating to agree the CCPM results and to develop joint, corrective actions to strengthen coordination – has been welcomed. Cluster partners seldom have the opportunity to meet and examine the quality of coordination collectively in a neutral and constructive way; the CCPM provides that space and gives the opportunity to voice other issues perhaps not raised in the CCPM.
- Experience shows that clusters find it difficult to implement CCPM when their structure is changing or they have to manage other commitments at the same time (the strategic planning process or donor visits, for example).
- Clusters or AoRs can opt out of the process if timing is not convenient. Child protection coordination groups can undertake the CCPM collectively with the Protection Cluster but they may more often do it independently in order to identify specific areas for improvement.

Further reference

#### **Recommended reading for coordinators:**

- Inter-Agency Standing Committee, *Cluster Coordination Performance Monitoring Guidance Note*, IASC, 2014.
- Child Protection in Emergencies Monitoring Toolkit, Child Protection AoR, 2016



## 21 Ensure preparedness

IASC has adopted an approach called Emergency Response Preparedness (ERP). This replaces the 'Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance' (2007). The purpose of ERP is to provide a systematic and coherent multi-hazard approach to emergency preparedness that enables humanitarian actors to prepare themselves for rapid, effective and efficient action.

The ERP approach has five components.<sup>22</sup>

- 1. Risk Profiling:** Humanitarian actors need to develop a clearly framed and shared understanding of the risks that could trigger crises requiring coordinated international humanitarian assistance.
- 2. Early Warning Monitoring:** When a country risk profile has been developed, it is essential to monitor risks and the situation using clear indicators and triggers.
- 3. Minimum Preparedness Actions** provide a base level of multi-hazard preparedness for response in all sectors. They align with overall inter-agency Minimum Preparedness Actions, but should be tailored to the needs, structure and mandates of each cluster or sector. They should cover arrangements for a response in the following areas:
  - a. coordination;
  - b. assessment;
  - c. response planning;
  - d. IM;
  - e. resource mobilization and monitoring;
  - f. reporting, public information and crisis communication;
  - g. capacity mapping and training.
- 4. Contingency Response Planning** should be developed whenever a humanitarian response may be needed, for example whenever risk profiling reveals a specific risk that might generate large humanitarian need (such as a typhoon in a vulnerable metropolitan area) or where early warning monitoring suggests an emergency may be imminent. Contingency response plans should be formatted so that they can be used directly in preliminary analysis and response planning documents during the first phases of an emergency.

<sup>22</sup> A full explanation of Emergency Response Preparedness, as well as guidance and templates, can be found at: <[www.humanitarianresponse.info/emergency-response-preparedness](http://www.humanitarianresponse.info/emergency-response-preparedness)>.

## 5. Standard Operating Procedures for the Initial Emergency

**Response** list the first actions that should be taken when an emergency occurs. They focus on humanitarian coordination structures and guide the initial emergency response and assist rapid decision making and action.

Where ERP actions are to be implemented, HCTs and global clusters should monitor the quality of risk profiling, Minimum Preparedness Actions, standard operating procedures and contingency response plans.

The following scenarios outline who is responsible at country and global level for applying the emergency roster preparedness approach in three different contexts. Engaging the relevant line ministries is essential in all three examples.

- 1. Countries with an HC:** The presence of an HC indicates high risk. This operational environment and the presence of humanitarian actors with experience mean that emergency preparedness will normally be more integrated and developed. Under the HC's leadership, Minimum Preparedness Actions by relevant line ministries and cluster or sector members should be well understood and developed. Global clusters should monitor the overall readiness and support the clusters and sectors as necessary.
- 2. Countries with an RC at high risk of emergencies requiring international support:**<sup>23</sup> In these countries, clusters may not have been formally activated, but sectoral coordination mechanisms (sectoral committees or roundtables, thematic or working groups) are likely to be active, in liaison with government counterparts. Governments may have developed preparedness, response and coordination arrangements in some sectors, which will therefore be better prepared than others. Under the guidance of the RC and in close cooperation with government, sector coordination mechanisms should help to operationalize relevant parts of the ERP approach. Global clusters should proactively support the RC and sector coordination mechanisms and prioritize Minimum Preparedness Actions.
- 3. Countries with an RC at low risk of emergencies requiring international support:** Clusters will not formally exist, and coordination mechanisms may not exist or may not be arranged in the same format as typical humanitarian response sectors. Government will have developed good preparedness, response and coordination arrangements in some sectors. The RC and sector lead agencies should promote coordination and preparedness actions in relevant sectors, using the risk profile, and assist government and sectoral counterparts to plan how they will cooperate in the event of a crisis. In this context, global clusters are not expected to provide assistance unless specifically requested by the RC.

<sup>23</sup> The IASC Emergency Directors Group determines 'high risk' on the basis of the biannual IASC *Early Warning Early Action Report*, the yearly *Global Focus Model* or the new *Index for Risk Management* (INFORM).

Further  
reference

**Recommended reading for coordinators:**

- <[www.inform-index.org](http://www.inform-index.org)>: INFORM is a global, open-source risk assessment resource for humanitarian crises and disasters. It can support decisions about prevention, preparedness and response.
- Inter-Agency Standing Committee, *Emergency Response Preparedness Guidance*, IASC, 2014.





## 22 Ensure accountability to affected populations

Accountability to affected populations (AAP) is one of the core components of the Transformative Agenda. AAP commitments aim to ensure humanitarian actors are more responsive and accountable for meeting the needs of people affected by crisis.

AAP has many dimensions. Building on the work of the Humanitarian Accountability Partnership (HAP) and others, the IASC commitments to AAP include the responsibility for humanitarian actors to use humanitarian resources to efficiently and effectively address the protection and assistance needs of all groups of the population, including children. It also encompasses the responsibility of humanitarian actors to act ethically and responsibly, and to exercise leadership to ensure responses respect the specific needs, priorities and dignity of all groups of affected people. This means integrating mechanisms to communicate transparently with affected people, collect and act on feedback from them, and find meaningful ways to engage them and enable them to participate in the design, implementation, monitoring and evaluation of the response. It also means taking measures to prevent and protect vulnerable groups from harm, such as sexual exploitation and abuse.

From the lens of child protection, accountability also means specific responsibilities to monitor and report serious violations of children's rights, and to work to ensure stakeholders fulfil their judicial and non-judicial obligations for protection (see section 26 for more details).

In 2013, the IASC published an AAP Operational Framework designed to help humanitarian actors to integrate accountability into the HPC. The framework is a useful tool for orienting individual organizations, clusters and inter-cluster mechanisms on specific aspects of AAP.<sup>24</sup>

Since then, the humanitarian community has adopted the *Core Humanitarian Standard on Quality and Accountability* (CHS), and there is a commitment to incorporate the CHS into the work of global clusters and other coordination and response mechanisms. The CHS harmonizes and replaces the former HAP accountability benchmarks, the *Sphere Core Standards* and the *People In Aid Code* into a single, consolidated framework. The standard consists of nine interrelated commitments designed to promote more **people-centred approaches to humanitarian actions**. The nine commitments are based on recognized good practices in the way responses are both designed and delivered and in the relationship between humanitarian organizations and affected people, with the aim of continuously improving the quality, effectiveness and accountability of humanitarian actions.

One important feature of the CHS is that it links many of the concepts of accountability – including those found in the IASC's AAP commitments and Operational Framework<sup>25</sup> – with recognized good practices around

<sup>24</sup> [www.interagencystandingcommittee.org](http://www.interagencystandingcommittee.org)

<sup>25</sup> Note: the adoption of the CHS means that many of the references to HAP benchmarks and Sphere Core Standards in the AAP Operational Framework are now outdated, as they have been integrated into the new standard.

programme quality, outcomes and effectiveness. It is also consistent with the different phases of the HPC, and is designed to complement existing technical and programming standards, such as the CPMS and other specific standards and guidelines, while providing a harmonized, common approach to defining quality and accountability in humanitarian and development actions. As such, it provides a useful framework for humanitarian workers, organizations and coordination mechanisms to assess how well responses are meeting the needs of affected people.

An accompanying **CHS Guidance Notes and Indicators** document sets out in more detail the nine CHS commitments, along with quality criteria and suggested key performance indicators.<sup>26</sup> It includes further explanation on the commitments, and offers guiding questions to help humanitarian organizations ensure the commitments are reflected in organizational policies and practices. Specific guidelines for organizations working in clusters and AoRs such as Child Protection have not yet been developed. However, a review of the CHS commitments shows a close alignment with many of the coordination and child protection functions outlined in sections 2 and 3 of this Handbook.

In the interim, the following guiding questions, adapted from the *CHS Guidance Notes and Indicators*, may be useful to systematically consider quality and accountability from a child protection perspective within the response. While many of the questions are oriented towards implementing organizations, they can also be adapted and used by the child protection coordination group, the Protection Cluster and at the inter-cluster level to identify gaps, share good practices and promote a more harmonized approach to programming.

CHS commitments	Guiding questions
1. Communities and people affected by crisis receive assistance appropriate and relevant to their needs.	<ul style="list-style-type: none"> <li>- Have child protection issues been adequately considered in needs assessments (e.g. in the MIRA, or in assessments conducted by individual agencies)?</li> <li>- Have provisions been made to find adequate means for children and caregivers to participate in identifying protection needs?</li> <li>- Are child protection issues adequately addressed in the Humanitarian Response Plan, the HPC and cluster plans?</li> <li>- Do assessment and monitoring processes track child protection issues and is data disaggregated by sex, age and ability?</li> <li>- Are actions taken to adapt response plans based on changing protection needs, capacities, risks and the context?</li> </ul>

<sup>26</sup> <<http://www.corehumanitarianstandard.org/files/files/CHS-Guidance-Notes-and-Indicators.pdf>>.

<p>2. Communities and people affected by crisis have access to the humanitarian assistance they need at the right time.</p>	<ul style="list-style-type: none"> <li>- Are child protection needs, constraints and risks regularly identified and analysed, and are response plans adapted accordingly to meet unmet needs?</li> <li>- Does planning consider optimal times and places to undertake child protection activities (e.g. establishing child-friendly spaces)?</li> <li>- Are globally recognized technical standards for child protection understood, used and achieved by all relevant stakeholders?</li> </ul>
<p>3. Communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at risk as a result of humanitarian action.</p>	<ul style="list-style-type: none"> <li>- Have local capacities for child protection (i.e. structures, organisations and support networks) been identified?</li> <li>- Do plans exist to support and strengthen these capacities whenever possible and appropriate?</li> <li>- Is existing information on child protection risks, hazards and vulnerabilities used in programming activities?</li> <li>- Are child protection strategies and actions designed and implemented in consultation with affected people and communities, including children?</li> <li>- Are child protection response strategies in line with local and/or national priorities?</li> </ul>
<p>4. Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them.</p>	<ul style="list-style-type: none"> <li>- Is information about child protection issues and/or activities provided in accessible, appropriate and understandable ways to different stakeholder groups, including children?</li> <li>- Is there a common strategy to collect and disseminate evidence and advocate on child protection issues with stakeholders?</li> <li>- Can women, men, girls and boys (especially those who are marginalized and vulnerable) participate in decisions about the activities that affect them?</li> <li>- Are all groups within the affected community aware of how to give feedback on the response, and do they feel safe using those channels?</li> <li>- Are barriers to giving feedback identified and addressed?</li> </ul>
<p>5. Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.</p>	<ul style="list-style-type: none"> <li>- Are appropriate strategies used to consult with children on the design of complaint mechanisms, including around child protection issues?</li> <li>- Are the preferences of all demographic groups taken into account, particularly those related to safety and confidentiality, in the design of complaint processes?</li> <li>- Is information about how complaint mechanisms work and what kinds of complaint can be made through them provided to and understood by all demographic groups?</li> <li>- Are there agreed and respected time frames to investigate and resolve complaints? Is the time between when a complaint is filed and its resolution recorded?</li> <li>- Are complaints about sexual exploitation and abuse investigated immediately by staff with relevant competencies and an appropriate level of authority?</li> </ul>

<p>6. Communities and people affected by crisis receive coordinated, complementary assistance.</p>	<ul style="list-style-type: none"> <li>- Is information about which organizations are working on child protection issues shared with others responding to the crisis in a timely way (e.g. using the 3/4/5W tool)?</li> <li>- Is information about child protection issues shared, accessed and used by all relevant stakeholders?</li> <li>- Have existing coordination structures been identified and supported?</li> <li>- Are the programmes of other organizations and authorities taken into account when designing, planning and implementing child protection activities?</li> <li>- Are gaps in coverage identified and addressed?</li> </ul>
<p>7. Communities and people affected by crisis can expect delivery of improved assistance as organizations learn from experience and reflection.</p>	<ul style="list-style-type: none"> <li>- Are previous evaluations and reviews of responses of similar crises consulted and incorporated as relevant in programme design?</li> <li>- Are monitoring, evaluation, feedback and complaint-handling processes leading to changes and/or innovations in programme design and implementation?</li> <li>- Is learning systematically documented?</li> <li>- Are information management systems regularly used to share learning with relevant stakeholders, including affected people and partners?</li> </ul>
<p>8. Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers.</p>	<ul style="list-style-type: none"> <li>- Do staff sign a code of conduct or similarly binding document outlining their legal and ethical obligations?</li> <li>- Are staff trained, aware of and do they understand their responsibilities on how to respond to any child protection issues?</li> <li>- Do relevant programme staff understand and use globally recognized child protection technical standards?</li> <li>- Are complaints received about staff or partners' staff? How are they handled?</li> </ul>
<p>9. Communities and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently and ethically.</p>	<ul style="list-style-type: none"> <li>- Are child protection activities adequately funded and resourced?</li> <li>- Are child protection activities, expenditures and outcomes monitored regularly, and is the information shared with relevant actors in coordination mechanisms?</li> <li>- Is a safe whistle-blowing procedure in place and known to staff, affected communities and other stakeholders?</li> </ul>

## 23 Build capacity

Capacity building is about developing the skills of cluster participants in such a way that they are better equipped to participate in the response, and about enhancing the capacity of the child protection sector to address the needs of children and families. In particular, the Child Protection Coordinator has a responsibility to promote and support good practices and standards in programming.

Capacity development will take place at two levels: the group (members of the child protection coordination group) and individuals. In order to make sure that standards and good practices are applied and promoted, the group needs to reach a level of maturity and interdependence.

The technical capacity available in a given country will depend on the composition of the child protection agencies and their programme focus, along with the quality of emergency preparedness carried out prior to the emergency. In most situations there are capacities within the agencies that can be identified and shared to benefit the inter-agency responses.

Key actions for cluster coordinators will include the following:

- Identify priority training needs for government staff and child protection coordination group partners based on identified gaps in services and service delivery capacities. At a minimum, this will always include specific prevention and response provisions for children at risk and child survivors of gender-based violence.
- Develop a training plan for both service delivery and the use of coordination tools, as needed.
- Update existing training materials based as much as possible on national standards and curriculums and then make them available for use by all cluster partners.
- Coordinate the planning and implementation of all training activities among partners and facilitate joint training events whenever possible. Keep up-to-date information on training activities that are ongoing or planned or have been completed.
- Identify other capacity building that is needed to facilitate transition or early recovery, and coordinate the planning and implementation of such activities among the government and other partners.



## 24 Support advocacy

Advocacy is an essential complement to the operational child protection response in any given context. It entails deliberate steps, based on demonstrated evidence, to directly and indirectly influence decision makers in order to support and implement actions that improve child protection. Advocacy on child protection issues should normally be undertaken jointly with all protection actors and as part of a broader advocacy effort undertaken by the Protection Cluster.

Advocacy to influence change is not always about public denunciation but may involve a number of activities such as:

### Types of advocacy activities

- media work;
- developing partnerships, coalitions and alliances;
- lobbying and negotiating within agencies or with other agencies;
- campaigning;
- research and publications;
- work with children and young people;
- social mobilization;
- conferences and events.

In humanitarian contexts, advocacy on child protection often targets the government, donors, the HCT, peacekeeping operations and the international humanitarian community. The coordinator's role is central. Coordinators can initiate and facilitate the process of developing an advocacy plan for the group, which should be aligned with the Protection Cluster advocacy plan if there is one. Additionally, they should normally lead on any reactive or opportunistic advocacy. For example, in response to a typhoon several years ago, the government in that context announced plans to build two new orphanages. The coordinator had to react quickly, consulting bilaterally with the most engaged members of the coordination group and others who knew the context well to develop an immediate action plan to try to reverse or adjust this decision.

The advocacy undertaken by the coordination group should draw on the resources and relative strengths of the different member organizations. These organizations should undertake their own advocacy, in coordination with the wider group. The role and actions of the coordinator should be complementary to that of group members, presenting and reinforcing agreed key messages where possible. The global-level Child Protection AoR and GPC can also be important allies in supporting field-level advocacy, accessing regional and global actors as necessary.

In the height of an emergency an important activity to quickly put in place is joint messaging.

In order to ensure a common approach across various modes of service delivery and audiences (e.g. adults as opposed to children), the coordinator can facilitate the creation of joint messages on, for example, the prevention of separation, the prevention of violence, psychosocial support or response to survivors of violence. Examples of joint messaging can be found on <[www.cpwg.net](http://www.cpwg.net)>. Key considerations throughout this process are as follows:

- Translation of the message into local languages.
- Delivery of the message by respected local actors.
- When delivering these messages it is important to focus on positive benefits of changing behaviours. For example, girls and women, especially pregnant women, have a special right to protection during emergencies. Treat every girl and woman with the same respect you would want people to show your mother, grandmother, aunt or sister.
- The document includes information on services, contacts and public phone numbers.
- When using multiple messages it is often good to start with the less sensitive messages and move onto the more sensitive ones.
- Messages are more effective when they are repeated in different ways (e.g. billboards, animated short films, discussion groups), integrated into ongoing activities, such as women's centres, home visits or child-friendly spaces, and when participants have opportunities to discuss them.
- Key messages should be coordinated with the Protection Cluster and tested to make sure they are appropriate (gender, age, cultural considerations).
- The best results are achieved when consistent messages are incorporated across organizations' tools and resources.
- Staff using these messages should be trained in the basics of communication and the content of the messages, as well as referral pathways.
- Messages and associated tools should be adapted and updated as the situation evolves.

In order to advocate for the life-saving nature of child protection, the coordinator can draw on global-level resources such as *A Matter of Life and Death* (CPWG report and accompanying advocacy materials). The report presents quantitative and qualitative data on the threats, scale, scope and variation in child protection concerns. This is followed by information on which children are most vulnerable to each specific threat, acknowledging that risks are not evenly distributed. The report describes the urgency of the response and specifies actions that should be taken.



A recent study by the non-profit organization Without Violence found that:

- most people knew very little about ‘violence in the lives of children’ as an issue (e.g. its nature, scale and effects);
- most people had strong, often personal, reactions to the issue;
- few could name a successful violence prevention initiative, whether child-related or otherwise, nor did they know meaningful change was achievable within two years;
- the most convincing reason to stop violence was to break the cycle to stop future impacts on people’s lives and on society more broadly;
- keeping things positive, interactive and focused on children was highly effective;
- giving solutions a name helped enormously;
- stories and evidence work well together.

**Tips for communicating on child protection** include the following:



- Explain what it is like to be a child, and acknowledge that caring for a child can be very challenging. Create images through stories and data of how much more difficult caring for children or being an unaccompanied child in an emergency situation becomes without the support networks of the family and institutions.
- Create agreement by referring to shared values – something the audience will definitely agree with. One thing we know is we all want children to grow up to be happy, healthy and successful.
- Briefly describe the facts. Emphasize these key messages (because they are less well known).
  - Violence affects children whether it is felt directly or merely witnessed.
  - Violence affects children in communities and schools as well as in homes.
  - Violence affects rich families as well as poor families. For emergency contexts the vulnerability of children and the range of violence and exploitation that they can be exposed to is greatly increased.

- Briefly remark on some of the key arguments for preventing violence. The most effective point to make here is that violence leads to more violence and vulnerability. Then perhaps refer to some of the physical and psychological effects on children, which broaden out to the impact on their education and, therefore, on their lives beyond the state of emergency and the chances of a return to normality for them.
- Turn quickly to the main message: Child protection saves lives. Key aspects to emphasize are:
  - major reductions can happen in a short period of time;
  - these solutions are proven – refer to credible sources such as the World Health Organization or medical journals;
  - culture change and supporting parents are two key parts of the solution.
- Finish with specific requests to the readers or listeners. They will want to know what they can do, now.

## 25 Key skills for coordinators

How well the coordination group functions will depend in part on the skill sets of coordinators and members. As described in annex 5, 'Competencies for cluster coordinators and IMOs', the attributes of a good cluster coordinator are not necessarily just technical expertise but also diplomacy, strong facilitation skills and coordination experience. In addition, being an effective listener, showing members that they are treated equally and in a transparent manner, and being a team player able to delegate tasks are important skills. The following outlines some key skills areas for coordination:

1. A key ingredient in good communication is the ability to listen and understand:
  - Use paraphrases to check what you think you heard. Ask, 'So just to be clear, are you saying...?'
  - Show you are listening by responding to what is being said, without interrupting.
  - Do not answer on someone else's behalf or finish off what is being said. Do not show impatience.
  - Understand different connotations of locally expressed words and phrases. The same words may be used with different meanings.
2. Your body is also a powerful element in communicating with people:
  - Maintain eye contact.
  - Avoid defiant or defensive postures, for example arms tightly folded in front of you.
  - In one-to-one meetings, sit side by side if the aim is to solve a problem together.
  - Actively listen, to ensure information flows both ways during meetings.
3. Build trust by keeping in touch with individuals and other organizations. You must be approachable:
  - If trust is not there, people tend to hold back from telling you 'bad news'. Problems may reach crisis point before you know they exist.
  - Get out in the community and visit other organizations; talk to people but listen more than you talk.

4. Be prepared to take criticism and to hear things you might not like:
  - Focus on the validity of what is being said rather than your own feelings.
  - Do not make excuses that will not stand close scrutiny.
  - Accept when you have made mistakes and take steps to rectify them.
  
5. Use social events to break down barriers within the child protection sector:
  - Even in an emergency it is important to take time out, and this works well for building work relationships. Having a meal or drink together after work is often a simple solution, but find something that works in the cultural context.
  - Arrange social events for the entire group at least once a year.
  
6. Use language your audience understands:
  - Use simple, direct words and short sentences.
  - When using interpreters, use short phrases and pause for translation.
  - Avoid vagueness and abstract language.
  - Use jargon and technical terms sparingly. Specialist vocabulary and United Nations acronyms are difficult for non-specialists or non-United Nations personnel.

Collaborative leadership

While the Child Protection Coordinator is responsible for facilitating a coordinated humanitarian response, this responsibility comes without the authority to enforce compliance with the cluster coordination requirements. This demands a collaborative approach to leadership, which can be contrasted with an authoritative leadership as follows.

Authoritative leadership	Collaborative leadership
<ul style="list-style-type: none"> <li>- Leading based on line authority.</li> <li>- Unilateral decision making.</li> <li>- Command and control.</li> <li>- Implementing partners.</li> <li>- Focus on agency interest.</li> <li>- Being out in front.</li> </ul>	<ul style="list-style-type: none"> <li>- Leading based on trust, relationships, services.</li> <li>- Shared decision making and consensus.</li> <li>- Facilitate, network and enable.</li> <li>- Equal partners.</li> <li>- Focus on the child protection sector as a whole.</li> <li>- Facilitating and networking behind the scenes.</li> </ul>

**Collaborative leadership** is a process through which parties who see different aspects of a problem constructively explore their differences and search for solutions that go beyond their own vision of what is possible. Here are some useful steps to consider when building collaborative leadership.<sup>27</sup>

- Cultivate a shared vision and identity for the child protection coordination group right from the start, even if it is vague. Response planning can help achieve this.
- Delegate right from the start to establish a rhythm of shared leadership.
- Take care to involve the right mix of stakeholders and decision makers.
- Sustain the momentum and keep a focus on ongoing collaboration; reliable flow of accurate information and regular reviews of plans and outcomes will help to achieve this.
- Engage the perspectives and address the needs of each stakeholder in the group.
- Ensure that both the process and products of the collaboration, to the greatest extent possible, serve each participant agency's individual and institutional self-interests.
- Do not waste time. Meetings must be efficient and productive; management must be lean and driven. Consider alternatives to meetings.
- Develop clear roles and responsibilities for members (even if these roles and responsibilities regularly shift among participants).
- Secure commitments from all members that every human effort will be made to ensure that the same people come to each meeting.
- All collaboration is personal – effective collaboration happens between people – so maintain regular communication.

During an emergency staff often complain about the number of meetings they have to attend, and yet, at the same time, people often complain that they receive poor instructions, feel uninformed about what is happening within the wider context or feel that their views are unheard, unacknowledged or even ignored. Meetings are often essential to coordination, and creating an effective format and process that produces results is key.

Do not call a meeting if there is a better way to exchange information, consult with people, solve a problem or make a decision.

- Allow time for preparation: think about how you will lead the meeting and talk to members.
  - Circulate papers in advance so that everyone can be well prepared.

<sup>27</sup> Adapted from Hank Rubin.

- Be clear about the purpose of the meeting.
- Make sure you invite necessary decision makers.
- State the purpose of the meeting at the outset: check that all those attending understand the rationale.
- Allocate sufficient time:
  - a fixed time for the meeting to begin and end;
  - allocate time appropriately for each item under discussion.
- Use questions and individual encouragement to ensure all views are represented.
- Discourage unhelpful comments and digressions: be firm, but sensitive, in asking those present to keep to the purpose of the meeting.
- Summarize:
  - summarize the discussion at appropriate times;
  - allocate action points at the end of each item.
- Take decisions.
- Make sure that decisions are within the meeting's authority:
  - accurately record decisions;
  - communicate decisions to others who need to know.
- Evaluate the meeting: allow time at the end of the meeting to evaluate whether the purpose of the meeting has been effectively achieved.

When you run a meeting you are making demands on people's time and attention – you need to use it wisely, and consider alternatives where possible:

Purpose	Considerations	Alternatives
<ul style="list-style-type: none"> <li>- Information giving.</li> <li>- Information getting.</li> <li>- Problem solving.</li> <li>- Decision making.</li> </ul>	<ul style="list-style-type: none"> <li>- Is the information easily presented and understood without interaction?</li> <li>- Who needs input into the discussion or decision?</li> <li>- Who needs to be committed to the outcome?</li> </ul>	<ul style="list-style-type: none"> <li>- Written memos/reports.</li> <li>- Email messages/fax.</li> <li>- Phone calls.</li> <li>- Instant messaging.</li> <li>- Teleconferencing.</li> <li>- One-to-one exchange.</li> <li>- Google Groups.</li> </ul>

**Consensus** is aiming for the maximum agreement among people while drawing on as many of everyone's ideas as possible. Consensus building is one process for encouraging participation and ownership, and can lead to groups creating innovative solutions to complex problems. However, it is only one form of decision making and is not appropriate for all items on an agenda. It is time-consuming, requires equal input and commitment, and can lead to conflict if no consensus is agreed. A key skill therefore is in assessing when it is important and appropriate to build consensus around a decision.

Consensus building is most useful when:

- members have perspectives and information of value to the decision making, prioritization and planning processes;
- engagement is key to commitment, ownership of decisions and next steps;
- the way forward is in doubt and/or solutions are ambiguous;
- solutions require interdependent action by stakeholders;
- power, information and implementation is fragmented among many stakeholders;
- stakeholders hold conflicting views, yet unity on major decisions is required to uphold standards and accountability;
- good relationships among stakeholders are needed in the future;
- the group is relatively small (up to 20) and has mutual understanding.

Consensus building *should not* be used when:

- the problem is straightforward, and/or the solutions are highly technical or options are severely limited;
- inter-agency standards and objectives are being compromised or threatened by the same consensus;
- another decision-making process is more efficient and effective;
- stakeholders are highly politicized or views highly polarized (use judgement as to whether the consensus is possible or not);
- decision makers are not at the table;
- there is insufficient information;
- there is insufficient time to fully explore all views and reach a consensus.

Key tips for effective consensus building.

- Use active listening and questioning skills.
- Try to understand others' points of view.
- Communicate openly.
- Remember and review common goals.
- Discuss issues bilaterally in advance; get champions.
- Focus on and explore underlying interests.
- Identify and grow the 'zones of agreement' – these are the areas and priorities on which the group agrees.
- Trust the process; believe that you can reach agreement and infuse this belief throughout the group.
- Remain calm and respectful to all members.
- Break larger groups down into smaller groups tasked with specific responsibilities. It is easier to work out agreement with a smaller group of representatives (6–8 people) than with a larger group.

**Conflicts** are a pervasive and inevitable part of any group and, if handled well, can lead to growth and development of the child protection coordination group as well as of each individual member. Positive outcomes can include:

- awareness of problems and encouragement of change;
- better decisions and more creativity;
- heightened interest and energy in the group;
- increased cohesiveness and clearing the air.

If a group tends to avoid conflicts, resolve them prematurely or stifle any discussion of differences, serious difficulties will arise. Relationships among members and the group's effectiveness and productivity will suffer. Unless a group is able to withstand the stress of a conflict among members, it is not likely to last very long.

It is also worth noting that conflicts of interest – and the negotiations around them – can often lead to more effective and sustainable solutions, because they draw in a much wider range of views and possible solutions. So do not see them as something to be avoided! Because of this it is important to learn the skills involved in handling conflicts constructively.



Steps to take for resolving conflicts include the following:

- Recognize symptoms: overt symptoms include anger, disengagement, being quiet, body language, cliques forming and arguments. Hidden symptoms include low energy, non-attendance, lateness, leaving early, mistakes, not socializing.
- Tackle it early – left alone, conflict grows and spreads.
- Identify the causes.
- Focus on the core issue or problem: avoid 'old scores' or 'getting personal'.
- Consider each point of view: use active listening.
- Invite suggestions on the way forward: focus on solutions and building consensus.
- Check agreement of all stakeholders: check back that everyone accepts the resolution.



## **Section 4:**

Ensuring quality  
and coverage in  
the response





## 26 Child Protection Minimum Standards

In addition to the wealth of agency-specific guidance, in 2010 the members of the global Child Protection Working Group agreed on the need for child protection standards in humanitarian settings. The *Minimum Standards for Child Protection in Humanitarian Action* (CPMS) were developed between January 2011 and September 2012. The process of drafting the CPMS involved over 400 individuals from 30 agencies in over 40 countries, including child protection practitioners, humanitarian actors from other sectors, academics and policy makers. The objectives are to:

How the CPMS strengthen our work

- establish common principles among those working in child protection, and strengthen coordination between them;
- improve the quality of child protection programming and its impact for children;
- improve accountability within child protection work;
- further define the professional field of child protection;
- provide a synthesis of good practice and learning to date;
- enable better advocacy and communication on child protection issues.

The CPMS follow the same structure as the Sphere Standards. Each standard is accompanied by key actions, measurements (including indicators and targets) and guidance notes. The CPMS contain 26 standards:

- six general standards to address child protection needs;
- eight standards to ensure a quality child protection response;
- four standards to develop adequate child protection strategies;
- eight standards to ensure mainstreaming of child protection in other sectors.

There are three strategies for a coordination group implementing the CPMS.

Three strategies for implementing the CPMS

- 1. Raise awareness:** To encourage buy-in from key actors, including the government and other humanitarian leaders, to support, promote and apply the CPMS.
  - Translate the CPMS into local language if needed (in line with the CPMS translation guidelines); support from the global-level CPMS Task Force is available.
  - Hold a launch event, targeted briefings, etc.
  - Together with child protection actors, ensure a follow-up plan for application.

- Target multiple groups: child protection agencies, relevant government ministries, other sector clusters on mainstreaming, senior humanitarian leaders, donors.
- Raise awareness simultaneously with the other roll-out steps, as documented in the detailed roll-out packages available online.

**2. Contextualize:** To ensure that the content of the standards is appropriate and meaningful to the context, to have a set of standards in which the government can invest, and to provide a basis for improving sector plans and building child protection capacity.

- Hold the suggested three-day national-level workshop or implement more flexible options as appropriate. Plan preparation time and follow-up to complete the contextualized standards documents. Outcome: framework document with the contextualized standards (including indicators) with a letter of endorsement from the relevant national authorities. Keep advocating for all minimum standards to be met. Support from the global-level CPMS task force is available.
- Be inclusive about types of child protection actors who participate.

**3. Integrate and monitor** the application in order to improve the quality, predictability and accountability of the child protection response in context.

- Revise the child protection strategic plan and work plans to reflect key actions, indicators and notes of contextualized standards.
- Update capacity building plans based on identified needs in the standards.
- Use the standards to advocate and fundraise on child protection in a given context.
- Hold national and sub-national training, on the original or contextualized standards, for all child protection actors.
- Use the contextualized indicators in monitoring and evaluation plans.

**Recommended reading for coordinators:**

<[www.cpwg.net](http://www.cpwg.net)>: The tab on the CPMS contains all key documents and activities to date.

Further  
reference

## 27 What every coordinator, IMO and member should know about child protection

### Protection risks children face in emergencies

**Dangers and injuries.** The World Health Organization reports that hundreds of thousands of children die each year from injuries or violence, and millions of others suffer the consequences of non-fatal injuries. Common forms of physical danger and injury in conflicts, disasters and other crises include road traffic accidents, drowning, fire-related burns, injury caused by explosive remnants of war or landmines and unintended injury from gunfire.

**Physical violence and other harmful practices.** An increase in violence and abuse within the home may occur because of increased stress caused both by the event and the consequences of the emergency: poverty, lack of food and others. During conflicts, children may suffer extreme violence, such as killing, maiming, torture and abduction. The impact of an emergency may also lead families to resort to harmful strategies as coping mechanisms, such as child marriage and female genital mutilation.

**Sexual violence.** Evidence suggests that sexual violence occurs in all emergency contexts. This may be due to reduced protection mechanisms. It is also sometimes attributed to increased social and economic pressures. The consequences of sexual violence are far-reaching and include injury and death, unwanted pregnancy, contraction of sexually transmitted infections, physical injuries, mental health issues, distress, and social and economic exclusion.

**Psychosocial distress and mental disorders.** Research demonstrates that children exposed to violence in conflict settings or harsh conditions, such as those experienced in refugee camps, show high rates of serious psychiatric problems. Symptoms may include loss of appetite, change in sleep patterns, nightmares, withdrawal and regression in certain skills. Temporary symptoms are more common than severe long-term reactions, with more children experiencing depression and anxiety than post-traumatic stress disorder (PTSD). However, the psychological impact may persist for up to three to five years after a natural disaster.

**Children associated with armed forces and armed groups (CAAFAG).** CAAFAAG are often exposed to high levels of violence, abuse, exploitation and injury. They may face sexual exploitation and violence (both girls and boys), detention for engagement in conflict, threats to life, possible injury and exposure to explosive remnants of war. They are also deprived of education and parental care. Vulnerability is ongoing even after release or escape, as formerly associated children may lack education or may be rejected by their families and communities, potentially leading to secondary exploitation. Children who escape from armed military groups often have long-term psychological problems.

**Child labour.** In most contexts, the legal minimum working age is 15. Child labour is work that is unacceptable because the children involved are too young and should be in education. Alternatively, it is inappropriate because the work is harmful to their emotional, developmental, or physical well-being, whether they have reached the minimum age or not. Many of those involved in child labour are victims of the worst forms. These include forced or bonded labour, CAAFAAG, trafficking, sexual exploitation or hazardous work that causes harm to their health, safety or morals.

**Unaccompanied and separated children.** Children who become separated from their caregivers in emergencies lose their primary protection mechanism. When external risks increase, children need the security of family even more: the separation from or loss of relatives increases the possibility of negative social, economic and psychological impacts of emergencies. Children may be abducted into forced labour, conscripted into armed groups or forces or trafficked. Separation from adult carers may reduce the possibility of children gaining access to required humanitarian aid and services. Research demonstrates significant long-term psychosocial impacts on children. A correlation has been found between separation from caregivers and death.

**Justice for children.** Justice for children, or children in contact with the law, covers a range of ways in which children come into contact with security forces, legal structures and law enforcement agents, including as witnesses, victims, beneficiaries or when they are in conflict with the law themselves. For the purpose of this section we will focus on children in conflict with the law, since they are also most likely to suffer injury or severe threats to their well-being. The term 'children in conflict with the law' refers to anyone under 18 who comes into contact with the justice system as a result of being suspected or accused of committing an offence. A large body of research reflects on how boys and girls held in prisons may be exposed to diverse forms of violence and threats to their well-being, including ill treatment, sexual abuse, torture, physical violence, abuse and death. Children suffer physical and humiliating punishment, bullying and isolation. Dire conditions and harsh regimes are also physically and mentally damaging for children and may amount to cruel, inhumane and degrading treatment. In many prisons and institutions, children are denied medical care, education and other basic rights.

### Typical interventions to support child protection in emergencies

**Facilitate community-based child protection interventions, including Child-Friendly Spaces (CFS), to promote protective social norms.** When communities themselves drive the process of linking with formal stakeholders, local people develop a new sense of ownership for formal services and a strong sense of partnership with formal stakeholders. Such bottom-up approaches not only complement the more widely used top-down approaches but also help to unlock the capacities of communities.

**Promote and provide services to children, actively reaching out to the most marginalized.** Social work-based case management is a systematic process by which a trained and supervised caseworker assesses the needs of the client and, when appropriate, assesses the client's family; he or she will then arrange – and sometimes provide, coordinate, monitor, evaluate and advocate for – a package of multiple services to meet the specific client's complex needs.

**Provide psychosocial support.** This may include child-friendly spaces and other psychosocial support activities. Child-friendly spaces are environments in which children can access free and structured play, recreation, leisure and learning activities. Other psychosocial support activities that child protection actors may deliver, in collaboration with the wider humanitarian community, include mass communication about positive coping methods, the activation of social networks such as women's groups and youth clubs, psychological first aid and focused support for children or groups of children.

**Promote family-based care and strengthen caregivers' capacity to care for children.** For children living with their caregivers, research shows that positive parenting practices and a nurturing relationship between caregiver and child can buffer the adverse effects of poverty and violence and contribute to positive developmental outcomes. Family-based care has generally been found to be both better for child well-being and more cost-effective. Alternative care may take the form of informal or formal care. Alternative care may be kinship care, foster care and other forms of family-based or family-like care, residential care or supervised independent living arrangements for children.



**Strengthen the resilience of children and adolescents.** Vulnerability arises when a child faces multiple risks and has few protective factors, such as living with a caring parent, having supportive friends and having good skills for seeking help. Resilience arises when a child has more protective factors than risk factors. Similarly, children with strengths such as good problem-solving skills are often able to navigate the crisis environment relatively effectively, and to make decisions that support their well-being and that of their families. From this standpoint, the task of child protection programming in emergencies is to strengthen protective factors that reinforce children's resilience, and to deal with those that expose children to risk. This will include activities such as developing life skills for children and adolescents and ensuring their participation and decision making in activities relating to them.

**Strengthen existing child protection systems.** Rather than look at a protection issue in isolation, or a specific service available to children - systems thinking may bring together the range of problems facing the child, the roots causes, and the solutions provided. In putting a systems approach into practice actors need to significantly change their ways of working that may allow them to more effectively operate within the complex setting that are child protection systems. These changes may include for example: moving away from working from fixed plans towards stimulating processes of change, focusing on multi-stakeholder approaches, and increasing collaboration across organisational and sectoral boundaries.

**Build capacity of all actors (communities, government).** Build capacity for key workers and service providers at national, regional, local or community levels on child protection issues. For example, child protection actors may pilot training programmes for local social workers to provide supportive care to children and their caregivers.

**Assist people to claim their rights, access available remedies and recover from the effects of abuse.** Child protection interventions need to use innovative and creative ways to reach these children, who are often those most in need of protection. Child protection workers and other humanitarians need to respond quickly when patterns or cases of discrimination or exclusion are identified. Following consultation with these children and their families and communities, adjustments should be made to interventions to maximize access for these children.

**Establish monitoring and reporting mechanisms focusing on grave violations.** In certain contexts, child protection actors gather data on the killing or maiming of children; recruitment or use of child soldiers; attacks against schools or hospitals; rape and other instances of grave sexual violence; and abduction and denial of humanitarian access. In other settings, the systematic monitoring of child protection concerns enables child protection actors to identify and understand patterns of violence, exploitation and abuse.

**Identify, register, verify and follow up on separated and unaccompanied children.** In times of crisis, particularly when associated with sudden or mass population movements, a significant number of children become separated. United Nations agencies, governments and NGOs have developed inter-agency procedures to return children to their families. For example, UNICEF has developed a smartphone app called RapidFTR to synchronize lists of separated family members. It has been used to track and reunite unaccompanied and separated children after disasters such as Typhoon Haiyan and the refugee crisis in South Sudan.

**Seek commitment from armed groups and forces to stop or avoid using children.** National-level advocacy and support to government to revise legislation or raise awareness on existing laws alongside service provision activities address some of the underlying causes of recruitment and association with armed groups and forces, contributing to system building and ensuring a long-term impact.

The role of the cluster coordinator is to make sure that all partners are aware of national policies and priorities, global guidance and best practice, and their relevance in the prevailing situation. They should encourage partners to respect those policies and to strengthen local capacity with a view to strengthening the existing child protection system. In addition, coordinators and IMO should discourage any organization from actions not consistent with the CPMS. Where there is a disagreement on standards, the coordinator can facilitate dialogue with the aim of ensuring that the best protection is provided to the children.

## 28 Monitoring and reporting grave violations of children's rights

States, civil society, the United Nations and others have highlighted the impact of armed conflict on children over the past decade, yet further efforts are required to translate compliance and accountability measures into tangible improvements to the security and well-being of children and their communities. Additionally, holding perpetrators to account for their actions continues to pose major challenges in several conflict situations, which may lead to continued violations against children. A significant gap exists in preventing and remedying serious violations committed against children in armed conflict. Causes of this accountability gap include:

- lack of attention to children in general accountability processes;
- overall lack or underutilization of general and child-specific accountability mechanisms;
- fragmented approaches to children and armed conflict (CAC) accountability.

International laws and norms

International laws and norms entitle children affected by armed conflict to special safeguards and care because of their stage of physical and mental development. These norms are intended to protect children affected by armed conflict and to prohibit, prevent, punish and provide remedies for violations against them. Important sources of international obligations governing CAC accountability include the following.

- **International Humanitarian Law (IHL)**, including the four Geneva Conventions and their two Additional Protocols, other conventions relating to the conduct of warfare and the means and methods of warfare and rules of customary IHL.
- **International Human Rights Law (IHRL)**, including the Universal Declaration of Human Rights, the core international human rights treaties, particularly the Convention on the Rights of the Child (CRC) and its Optional Protocol on the Involvement of Children in Armed Conflict (OPAC) and the International Labour Organization's Convention on the Worst Forms of Child Labour (No. 182) and regional human rights conventions.
- **International Criminal Law (ICL)**, including the Rome Statutes of the International Criminal Court (ICC), the Convention on the Prevention and Punishment of the Crime of Genocide, and jurisprudence from international criminal tribunals as well as customary international law.
- **International Refugee Law**, including the Convention Relating to the Status of Refugees and the Protocol Relating to the Status of Refugees, as well as other laws applicable to refugees.
- **Standards, declarations and resolutions**, including resolutions of the United Nations Security Council and the United Nations General Assembly, specifically Security Council resolutions on children and

armed conflict and country-specific resolutions, General Assembly resolutions on children's rights, the United Nations Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law and other related documentation.

National laws and policies can reinforce the application of international laws and norms in a specific country context. In some cases, national laws may provide stronger protection than international laws and norms. For example, while the CRC-OPAC permits the enlistment of individuals over age 15, many countries have set the minimum age of enlistment to state armed forces at 18 years. On the other hand, in situations where national legislation is absent or falls short of protections offered by international provisions, international laws and norms may take precedence, depending on each country's system of domestic law.

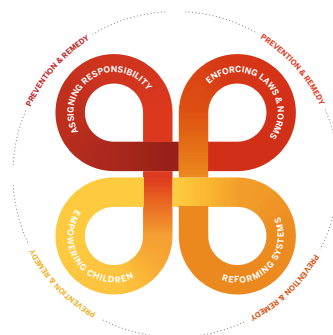
Some international laws and norms underpinning CAC accountability include aspects of customary international law that are applicable to all States regardless of their particular treaty commitments and irrespective of local law. Some examples include:

- children's entitlement to special protection during armed conflict;
- requirement to ensure the least harm possible to children;
- prohibition of indiscriminate and disproportionate attacks;
- prohibition of recruitment and/or use of children under the age of 15.

Relevant international laws and norms also contain human rights obligations that States must uphold under all circumstances, even during times of emergency and armed conflict. These non-derogable rights include norms against torture, enforced disappearance, enslavement and deprivation of the right to life.

Accountability for violations of children's rights consists of judicial and non-judicial actions to remedy past violations against children in conflict settings and emergencies, and to prevent future violations. These actions fall into four, interrelated areas.

- Assigning responsibility for violations through gathering and publicizing information about perpetrators.
- Enforcing laws and standards through imposing sanctions and/or prosecutions.
- Reforming systems through creating and adapting laws, policies or institutions.
- Empowering children by working with and for affected children and communities.

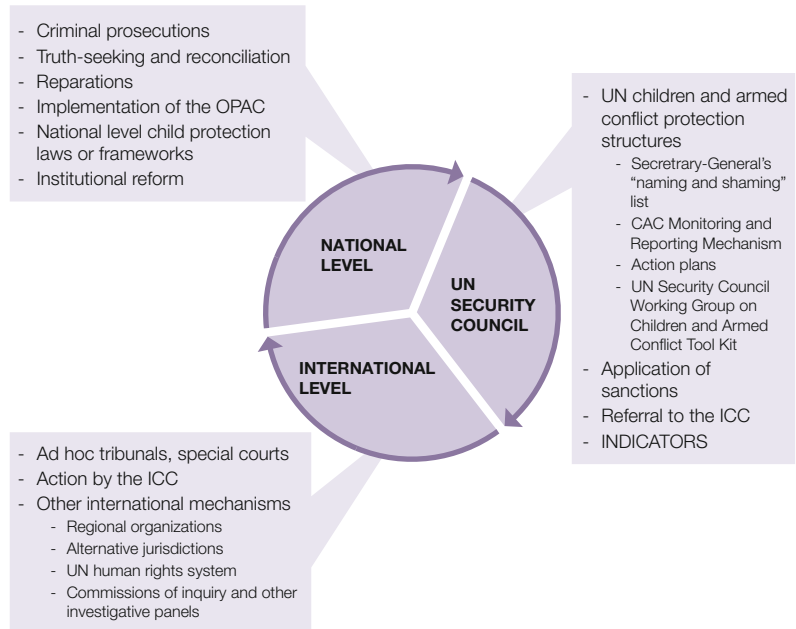


Remedial actions for accountability

All four are essential components of accountability for violations of children's rights as they directly reflect children's fundamental rights to justice, truth, reparation and guarantees of non-recurrence. Accountability for violations against children is urgent and should take place as close in time to the occurrence of the violation as possible. Taking swift action can help mitigate the impact of the violation on the child and add to the potential preventative effect of the action.

Various institutions, policies and laws ("accountability mechanisms") are designed to address specific aspects of accountability. The graph below offers an overview of some relevant accountability mechanisms organized into three groups.

### THREE STRANDS OF ACCOUNTABILITY



Monitoring and Reporting Mechanism (MRM)

Since the adoption of its first resolution on children and armed conflict in 1999, the United Nations Security Council has achieved enormous progress in advancing its Children and Armed Conflict (CAAC) agenda. Most importantly, the Council established a unique global MRM in 2005 to collect information on six grave violations against children in situations of armed conflict, and uses this information to move parties to the conflict towards compliance with international children's rights and to improve the protection of children in war-torn countries (SCR 1612). Through this system, Country Task Forces on Monitoring and Reporting (CTFMRs) document violations and these are used in several types of reports, particularly the Security Council's Working Group on Children and Armed Conflict (SCWG-CAAC). The SCWG-CAAC uses its political leverage to put pressure on the perpetrators (government and non-state armed groups) as well as other governments, United Nations agencies, NGOs and donors to improve the protection of children.

As of 2015, the United Nations-led MRM is being implemented in 15 conflict situations across the globe. It is established in all country situations where at least one party to the conflict is listed in the annexes of the Secretary-General's annual report on children and armed conflict. From the outset, the Council called for the MRM to be established in any conflict situation where at least one party is responsible for recruitment and use of children. Once established, the MRM is mandated to document all six grave violations (killing and maiming of children, recruitment or use of children as soldiers, rape and other grave sexual violence against children, attacks against schools or hospitals, denial of humanitarian access, and abduction) committed by all parties to the conflict, irrespective of whether that party is listed in the annexes of the Secretary-General's annual report. In 2009, 2011 and 2015 respectively, the Security Council adopted resolutions to expand the 'triggers' of the listing – and thus of the establishment of an MRM at the country level – to include all six grave violations except the denial of humanitarian access.

How can child protection actors contribute?

There are a variety of ways in which the Child Protection Cluster and members in their individual capacity can contribute to the MRM. Child protection actors can coordinate with the CTFMR as appropriate to alert the CTFMR about allegations of violations for further verification by trained monitors, facilitate service delivery to victims of grave violations, monitor action plan implementation and coordinate advocacy to end and prevent grave violations, including by promoting greater accountability of perpetrators.

Defining agency engagement with the MRM

The effectiveness of the MRM also depends on the CTFMR's ability to mobilize and coordinate with a wide range of partners, including United Nations agencies, the NGO community and others, to proactively relay information on grave violations and use the information to end and prevent violations and inform programmatic response. However, child protection actors may face limitations that have to do with the particular context in which they are operating, their own mandates and capacities or the mechanism itself. For this reason, child protection actors interested in engaging with the MRM are encouraged to assess on a context-specific basis whether and how they should participate in the mechanism in a way that would strengthen both their programming and the mechanism itself, having due regard for security and confidentiality of both their staff and their beneficiaries. The following steps may help guide the process:

- **Clarify** how the MRM operates in country and what working relationship has traditionally been established with child protection actors.
- **Assess** the capacities of the child protection coordination group and individual members, as well as the risks and limitations associated with MRM participation.
- Based on the prior assessment, **define** the most appropriate type of participation and level of engagement.
- **Share** with the MRM focal point the outcome of the discussion and agree on working procedures moving forward.

---

Child protection coordination group engagement with the MRM

While the CTFMR is unique and distinct from the humanitarian clusters operating in the country, several organizations are often members of one or more clusters and the CTFMR. The CTFMR should work closely with and keep the clusters informed of its work. However, the distinction is an important principle as some of the NGOs involved in clusters, for security reasons, may not wish to be associated with the MRM. When coordination groups are developing assessment tools, they may choose to develop definitions that are consistent with those of the MRM where applicable.

For more information about accountability mechanisms, visit: <[www.cacaccountability.org](http://www.cacaccountability.org)>.

---

Further references

**Recommended reading for coordinators:**

- UNICEF, *Guidelines – Monitoring and Reporting Mechanism on Grave Violations against Children in Situations of Armed Conflict*, June 2014.
- Watchlist on Children and Armed Conflict, *The 1612 Monitoring and Reporting Mechanism: Resource pack for NGOs*, 2nd ed., Watchlist on Children and Armed Conflict, 2015.





# Annexes

## Annex 1: Characteristics and accountabilities of clusters or sectoral coordination

	<b>Activated cluster</b>	<b>Government-led emergency sectoral coordination</b>
<b>Leadership</b>	The designated CLA leads and manages the cluster. Where possible, it does so in co-leadership with government bodies and NGOs. Strong links should be made with development coordination bodies to ensure that early recovery approaches are aligned with national development objectives and that steps are taken to strengthen national preparedness and response capacity.	National government or a designated national agency leads the sector.  International humanitarian support can augment national capacity, underpinned by the principles of the cluster approach.
<b>Accountability</b>	A CLA is accountable for its cluster performance to the HC and ERC, as well as to national authorities and affected people. Performance is measured in terms of needs met, results against the objectives of the strategic response plan, and respect for national and humanitarian law and principles.	Government is accountable for the quality of the response, and for acting in accordance with national and humanitarian law and principles.
<b>Provider of Last Resort (POLR)</b>	Where necessary, and depending on access, security and availability of funding, the cluster lead, as POLR, must be ready to ensure the provision of services required to fulfil critical gaps identified by the cluster and reflected in the HC-led HCT Humanitarian Response Plan.	As stated in General Assembly Resolution 46/182, national authorities have the primary responsibility for taking care of victims of disasters and other emergencies that occur in their territory.
<b>Lifespan</b>	Activated clusters are temporary and subject to regular review.	Long-term structures are defined by the government.
<b>Mainstreaming of protection, early recovery strategies and cross-cutting issues</b>	The CLA is responsible for ensuring that protection, early recovery strategies and cross-cutting issues are mainstreamed into programming.	International partners can advise government on mainstreaming. International partners have a duty to respect internationally agreed principles and align their programming to national policies, guidance and standards.
<b>Human resources for coordination</b>	The CLA will provide cluster staff to meet needs, including the need for coordination and IM.	Government bodies are responsible for ensuring that sufficient coordination capacity is available.
<b>Technical support</b>	Relevant cluster members or the CLA in country, or the global cluster, may provide technical support and guidance.	In-country agencies or the relevant global cluster may provide technical support and guidance as needed, when capacity and resources allow.
<b>Role of global clusters in preparedness</b>	Global clusters do not restrict their support to formally activated clusters. If there is a high level of risk, they may support other humanitarian coordination and response structures. The IASC Emergency Directors' Group assesses risk, using the IASC quarterly Early Warning Early Action Report.	

## Annex 2: Principles of Partnership

A Global Humanitarian Platform (GHP) was established in 2006 bringing together United Nations agencies, related agencies such as the IOM and the World Bank, NGOs and the International Red Cross and Red Crescent Movement. One of the results of the discussions held by the group was to come to a common understanding of what partnership means across actors. As a result of this understanding the GHP developed five Principles of Partnership in 2007, which are very important to humanitarian partnerships today.

The five Principles of Partnership identified and endorsed by the GHP are:

### 1. Equality

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.

### 2. Transparency

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

### 3. Result-oriented approach

Effective humanitarian action must be realistic and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

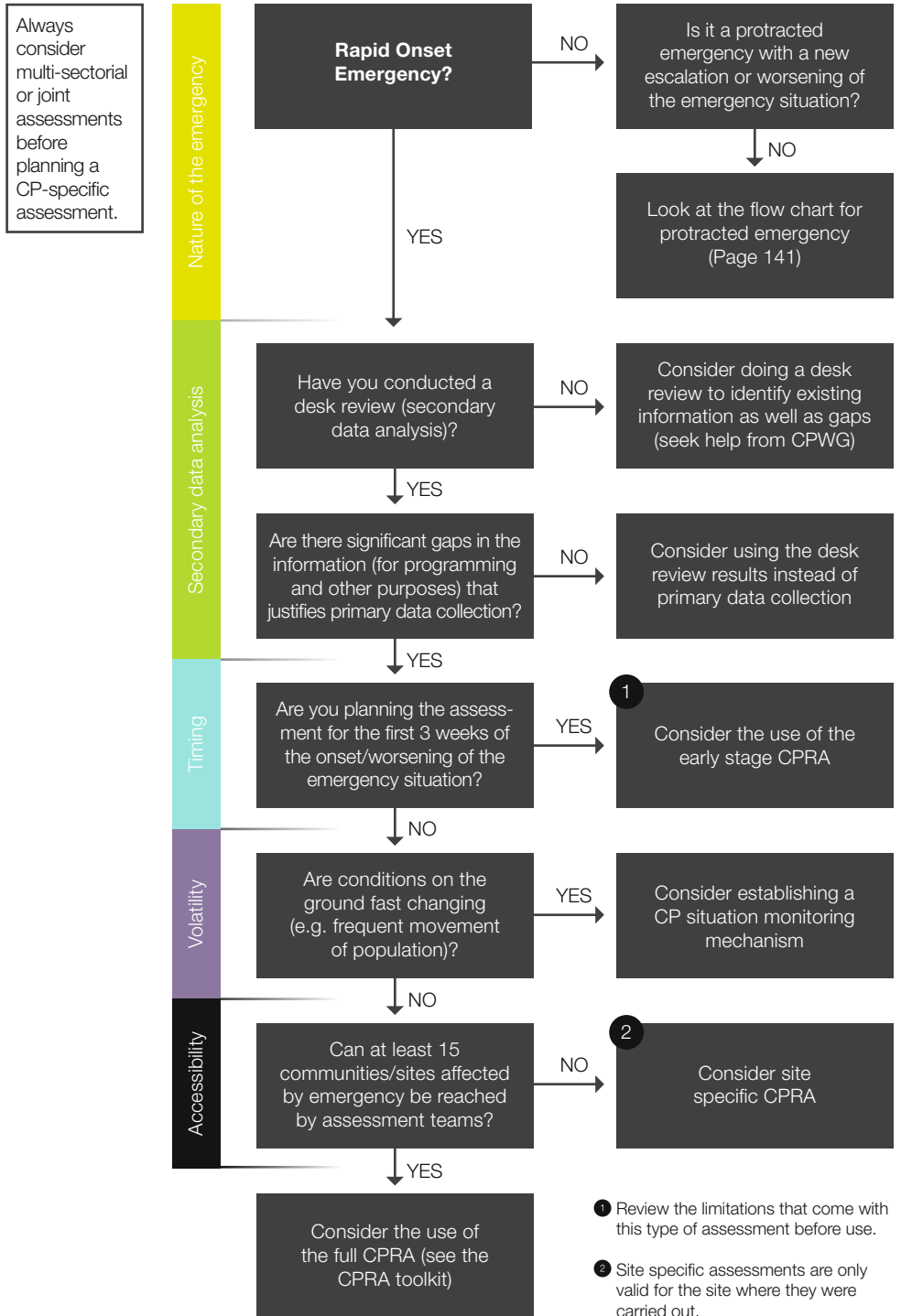
### 4. Responsibility

Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.

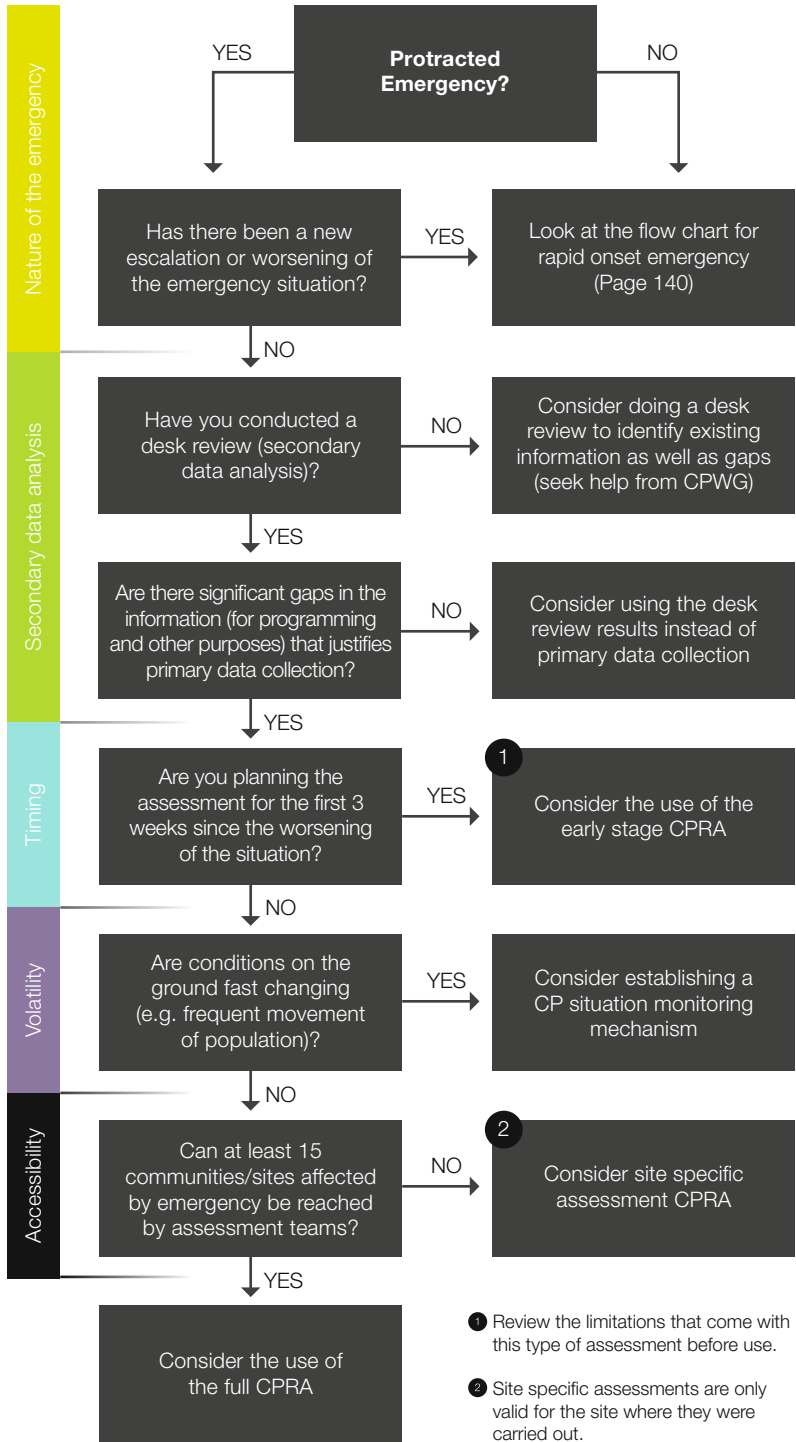
### 5. Complementarity

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.

### Annex 3: Child protection assessment flow chart



Always consider multi-sectorial or joint assessments before planning a CP-specific assessment.



- 1 Review the limitations that come with this type of assessment before use.
- 2 Site specific assessments are only valid for the site where they were carried out.

## Annex 4: CERF life-saving criteria

The list below is an integral part of the CERF guidelines. This is not an exhaustive list of activities that may qualify for CERF funding but should rather be understood as overall guidance. Humanitarian activities not reflected in this list may be considered for CERF funding based on the specific context.

### Child protection

- Identification, registration, family tracing and reunification or interim care arrangements for separated children, orphans and children leaving armed groups/forces.
- Ensure proper referrals to other services such as health, food, education and shelter.
- Identification, registration, referral and follow-up for other extremely vulnerable children, including survivors of GBV and other forms of violence, children with no access to basic services and those requiring special protection measures.
- Activities (including advocacy, awareness raising, life skills training and livelihoods).
- Provision of psychosocial support to children affected by the emergency, for example through provision of child-friendly spaces or other community-based interventions, return-to-school or emergency education, and mental health referrals where expertise exists.
- Identification and strengthening or establishment of community-based child protection mechanisms to assess, monitor and address child protection issues.

### Protection and human rights

- Deployment of Emergency Protection Teams in disasters and emergencies. ('Protection by presence' may require substantive staffing inputs. Since protection staff are directly linked to providing protection to people of concern it is understood that protection submissions may include a substantial staffing component and be considered an operational input.)
- Profiling, registration and documentation of affected populations.
- Identification and strengthening/set up of community-based protection mechanisms.
- Provision of life-saving psychosocial support to people with special needs, in particular for older persons. (In close coordination with the health cluster/sector).
- Provision of life-saving information to the affected population.
- Support measures to ensure access to justice, with a special focus on IDPs, women and children. (For example, assessments of justice and security needs, and support to legal advice and paralegal services in conflict-affected areas).

## Annex 5: Competencies for cluster coordinators and IMO's

### Essential Competencies for Cluster Coordinators and Information Managers Eight Competency Domains / 38 Competencies

Competencies		Types of competency				
Ser	Competency domain	Competency	Key	Team	Functional	Leadership/ Mgt
1	Coping with pressure and adapting to change	Coping with personal stress	x			
		Helping others manage (minimize) stress	x	x		
		Adapting in situations of rapid change	x			
2	Respect for diversity	Working effectively with people from all backgrounds	x			
		Understanding and considering diverse opinions and points of view	x			
3	Maintaining a service oriented approach	Considering all to whom services are provided as clients	x			
		Collecting, analysing and disseminating relevant information to colleagues and partners		x	x	
		Collaborating with stakeholders to avoid duplication and maximize resources		x		
		Identifying partners' needs and matching them with appropriate solutions		x		
4	Applying humanitarian principles, norms, mechanisms and subject matter	Participating in cluster coordination based on clear understanding of humanitarian systems & principles			x	
		Creating strategic vision and shared goals based on humanitarian principles and norms			x	x
		Understanding the phases of humanitarian response			x	
		Applying professional competence and mastery of general subject matter (e.g. M&E, Funds Management)			x	
5	Personal commitment to achieving team results	Leading and influencing partners and stakeholders				x
		Making decisions and standing by them, even if they are unpopular				x
		Delivering outputs within prescribed time, cost and quality standards		x		x
		Seeking feedback to learn and improve	x			
		Supporting cluster partners and providing oversight	x	x		x
		Taking responsibility of delegated assignment	x			x
6	Communicating effectively	Tailoring language, tone, style and format to match audiences	x		x	
		Actively listening to perspectives of stakeholders and team members	x			
		Interpreting messages and responding appropriately	x		x	
		Speaking and writing clearly and effectively	x		x	
		Making presentations and undertaking public speaking with confidence	x		x	x
7	Planning and organizing	Analysing data and translating to useful information			x	
		Setting realistic deadlines and goals		x		x
		Meeting timelines for delivery of products and services		x		x
		Identifying and organising resources to accomplish tasks		x		
		Managing data capture and storage			x	
8	Effective coordination of teams (leadership)	Building effective networks with key stakeholders		x		x
		Effective meeting organization and management		x	x	x
		Contributing to learning of colleagues and partners		x		
		Building consensus for direction	x	x	x	x
		Ensuring full participation of partners		x		x
		Promoting a climate of teamwork and harmony	x			x
		Facilitating a team approach		x		
		Providing and receiving feedback	x			
Fostering dialogue		x		x		

Source: UNICEF Cluster Coordination Competency Development Strategy (February 27, 2014), page 9.

## **Annex 6: Guidance note on selected HRP indicators developed by the UNICEF West and Central Africa Regional Office (WCARO) in January 2016**

This note is intended to provide minimum guidance to countries that have formulated activities and indicators for their 2016 Humanitarian Response Plan (HRP) in line with the proposed WCARO regional indicators, especially Nigeria + and CAR + countries, in order to report on their 2016 HRP output indicators. This will help ensuring there are common minimum standard in terms of data collection and will enable better comparison and aggregation. This note can be adapted at country level and can also be used by the lead agency for their monthly situation report (if HAC indicators are aligned with HRP indicators).

This note is intended for:

- In-country child protection coordination group Coordinators and Information Managers for their HRP monthly reporting
- In the absence of child protection coordination group Coordinator or IMO, UNICEF (lead agency and provider of last resort) Child Protection in Emergencies Officer/Specialist
- In the absence of UNICEF CPiE Officer/Specialist, UNICEF (lead agency and provider of last resort) Child Protection Head of Section

This note referred to CPMS and ongoing activities developed in Nigeria+ and CAR +. For further information on activities, please refer to the Child Protection Minimum Standards

Activity	Indicator
<p><b>Identification of unaccompanied and separated children (UASC)</b></p> <p><i>Description of the activity:</i> Identification is the process of establishing which children have been separated from their families or other care-givers, and where they may be found. This activity means individual identification of unaccompanied and separated children - the child has to be in front of the person identifying the child - and registration through an inter-agency sheet/form.</p> <p>“Separated children” are children, as defined in article 1 of the CRC, who have been separated from both parents, or from their previous legal or customary primary caregiver, but not necessarily from other relatives. These may, therefore, include children accompanied by other adult family members.</p> <p>“Unaccompanied children” (also called unaccompanied minors) are children, as defined in article 1 of the CRC, who have been separated from both parents and other relatives and are not being cared for by an adult who, by law or custom, is responsible for doing so.</p>	<p><b># of UASC identified</b></p> <ul style="list-style-type: none"> <li>• <i>Unit:</i> unaccompanied and separated children</li> <li>• <i>Disaggregation:</i> by sex (girls/boys), by type (unaccompanied/separated) and by geography (at least Admin 2: District or Department)</li> <li>• <i>Data collection Mechanisms:</i> Data can be collected with the Inter-Agency Child Protection Information Management System (CPIMS or CPIMS+/PRIMERO) if functional in country and reported on ORS<sup>22</sup> (if ORS is functional in country). If CPIMS is not – yet – functional in country, data can also be collected with an activity tracking system such as an excel-based 3W or UNOCHA ORS.</li> <li>• <i>Calculation method:</i> This indicator is calculated cumulatively. If reported on ORS, only monthly data - new monthly figures – will have to be inserted and ORS will do the cumulative calculation. If reported on an excel-based 3W, cumulative figures can be provided monthly by child protection coordination group members (child protection coordination group members will sum-up previous figures with the new monthly figures – usual case) or only monthly figures can be provided by child protection coordination group members (the IMO in country will have to do the calculation). Any of these method can be used in country as long as this is well explained to child protection coordination group members and the same method is used by child protection coordination group members.</li> <li>• <i>Data collection Frequency:</i> Monthly</li> <li>• <i>Who does What:</i> child protection coordination group members reports data and the child protection coordination group IMO compile, verify and analyze the data. In the absence of the IMO, child protection coordination group Coordinator compile, verify and analyze the data. In the absence of a child protection coordination group coordinator, UNICEF CPIE Specialist or Head of Section compile, verify and analyze the data.</li> </ul>

<sup>22</sup> <http://ors.ocharowca.info/>



Placement of UASC in alternative care arrangements and/or who benefited from individual follow-up	# of UASC placed in alternative care arrangements (foster family or centre-based care) and/or who benefited from individual follow-up
<p><i>Description of the activity:</i> Placement of children in alternative care arrangements entail children who benefited from temporary care arrangements in host family or in transit care center. Follow-up means that children are visited by a social worker in order to ensure their wellbeing. Frequency of follow-up can differ in regards to needs of the child as well as inter-agency SOP in country.</p>	<ul style="list-style-type: none"> <li>• <i>Unit:</i> unaccompanied and separated children benefiting from alternative care arrangements and/or individual follow-up</li> <li>• <i>Disaggregation:</i> by sex (girls/boys) and by geography (at least Admin 2: District or Department)</li> <li>• <i>Data collection Mechanisms:</i> Data can be collected with the Inter-Agency Child Protection Information Management System (CPIMS or CPIMS+/PRIMERO) if functional in country and reported on ORS (if ORS is functional in country). If CPIMS is not – yet – functional in country, data can also be collected with an activity tracking system such as an excel-based 3W or UNOCHA ORS.</li> <li>• <i>Calculation method:</i> This indicator is calculated cumulatively. If reported on ORS, only monthly data - new monthly figures – will have to be inserted and ORS will do the cumulative calculation. If reported on an excel-based 3W, cumulative figures can be provided monthly by child protection coordination group members (child protection coordination group members will sum-up previous figures with the new monthly figures – usual case) or only monthly figures can be provided by child protection coordination group members (the IMO in country will have to do the calculation). Any of these method can be used in country as long as this is well explained to child protection coordination group members and the same method is used by child protection coordination group members.</li> <li>• <i>Data collection Frequency:</i> Monthly</li> <li>• <i>Who does What:</i> child protection coordination group members reports data and the child protection coordination group IMO compile, verify and analyze the data. In the absence of the IMO, child protection coordination group Coordinator compile, verify and analyze the data. In the absence of a child protection coordination group coordinator, UNICEF CPIE Specialist or Head of Section compile, verify and analyze the data.</li> </ul>
Reunification of unaccompanied children	# of Unaccompanied children reunified with their biological families
<p><i>Description of the activity:</i> Reunification of unaccompanied children means that unaccompanied children have benefited from reunification with a member of their biological family. Biological family includes each member of the family even extended family: cousins, grandparents, every person who has a “relationship of blood” with the child. Spontaneous reunification (done by the child itself) can be considered.</p>	<ul style="list-style-type: none"> <li>• <i>Unit:</i> unaccompanied children reunified with their biological family</li> <li>• <i>Disaggregation:</i> by sex (girls/boys) and by geography (at least Admin 2: District or Department)</li> <li>• <i>Data collection Mechanisms:</i> Data can be collected with the Inter-Agency Child Protection Information Management System (CPIMS or CPIMS+/PRIMERO) if functional in country and reported on ORS (if ORS is functional in country). If CPIMS is not – yet – functional in country, data can also be collected with an activity tracking system such as an excel-based 3W or UNOCHA ORS.</li> <li>• <i>Calculation method:</i> This indicator is calculated cumulatively. If reported on ORS, only monthly data - new monthly figures – will have to be inserted and ORS will do the cumulative calculation. If reported on an excel-based 3W, cumulative figures can be provided monthly by child protection coordination group members (child protection coordination group members will sum-up previous figures with the new monthly figures – usual case) or only monthly figures can be provided by child protection coordination group members (the IMO in country will have to do the calculation). Any of these method can be used in country as long as this is well explained to child protection coordination group members and the same method is used by child protection coordination group members.</li> <li>• <i>Data collection Frequency:</i> Monthly</li> <li>• <i>Note:</i> spontaneous reunification can be included in the calculation as long as the child who has been reunified spontaneously has been identified by an organization as unaccompanied child and the inter-agency reunification form has been filled in.</li> <li>• <i>Who does What:</i> child protection coordination group members reports data and the child protection coordination group IMO compile, verify and analyze the data. In the absence of the IMO, child protection coordination group Coordinator compile, verify and analyze the data. In the absence of a child protection coordination group coordinator, UNICEF CPIE Specialist or Head of Section compile, verify and analyze the data.</li> </ul>

**Provision of psychosocial activities for children in child friendly spaces**

**# of children reached with psychosocial support through child friendly spaces/other safe spaces**

*Description of the activity:*  
 Provision of recreational activities, with a psychosocial component to children, usually in a child friendly space (CFS), CFSs means safe spaces where communities create nurturing environments in which children can access free and structured play, recreation, leisure and learning activities. CFSs may provide educational and psychosocial support and other activities that restore a sense of normality and continuity. They are designed and operated in a participatory manner, often using existing spaces in the community, and may serve a specific age group of children, or a variety of age ranges.

This activity also includes the provision of recreational activities, with a psychosocial component, through door to door home based child friendly activities in IDP community, girls clubs, children's Clubs (and where public meetings have been forbidden by governments, an alternative MHPSS strategy has been implemented i.e. family based children's groups), etc.

- *Unit:* children benefiting from psychosocial support through CFS
- *Disaggregation:* by sex (girls/boys) and by geography (at least Admin 2: District or Department)
- *Data collection Mechanisms:* Data should be collected with an attendance sheet and reported on an excel-based 3W or UNOCHA ORS. Data can also be collected directly with an activity tracking system such as an excel-based 3W or UNOCHA ORS although it is not recommended. Only new children participating to psychosocial activities in CFS should be counted (this is why data should be collected with an attendance sheet):

- *When cumulative figures are inserted by child protection coordination group members:* During the month of June, the CFS of the organization A has begun its activities which benefited to 200 children. Organization A reports 200 children as beneficiaries. During July, the same 200 children have benefited from CFS activities as well as 50 new children. Organization A reports 250 children (200 + 50). In August, 195 children have benefited from CFS activities this month. These 195 were already coming during the previous month. Organization A reports 250, which is the cumulative number of beneficiaries.

June	July	August
200	250	250

- *When monthly figures are inserted by child protection coordination group members:* During the month of June, the CFS of the organization A has begun its activities which benefited to 200 children. Organization A reports 200 children as beneficiaries. During July, the same 200 children have benefited from CFS activities as well as 50 new children. Organization A reports 50 children. In August, 195 children have benefited from CFS activities this month. These 195 were already coming during the previous month. Organization A reports 0.

June	July	August
200	50	0

- *Calculation method:* This indicator is calculated cumulatively. If reported on ORS, only monthly data - new monthly figures - will have to be inserted and ORS will do the cumulative calculation. If reported on an excel-based 3W, cumulative figures can be provided monthly by child protection coordination group members (child protection coordination group members will sum-up previous figures with the new monthly figures - usual case) or only monthly figures can be provided by child protection coordination group members (the IMO in country will have to do the calculation). Any of these method can be used in country as long as this is well explained to child protection coordination group members and the same method is used by child protection coordination group members.
- *Data collection Frequency:* Monthly
- *Note:* A threshold for beneficiaries counting can be defined in country amongst child protection coordination group members implementing CFS activities such as: children are counted as beneficiaries only if they participate in at least X sessions of the total number of sessions in a month<sup>23</sup>.
- *Who does What:* child protection coordination group members reports data and the child protection coordination group IMO compile, verify and analyze the data. In the absence of the IMO, child protection coordination group Coordinator compile, verify and analyze the data. In the absence of a child protection coordination group coordinator, UNICEF CPIE Specialist or Head of Section compile, verify and analyze the data.

23 Example of UNICEF Nigeria CO experience – for further information please contact the Sub-Regional CPIE Specialist

<b>Identification of children associated with armed forces and/or armed groups (CAAFAG)</b>	<b># of children identified as associated with armed forces and/or groups</b>
<p><i>Description of the activity:</i> Identification is the process of establishing which children are or have been associated with armed forces and/or armed groups, and where they may be found. This activity means individual identification of CAAFAG - the child has to be in front of the person identifying the child - and registration through an inter-agency sheet/form. Boys and girls are used in a number of ways, including as combatants, in active support roles such as spies, porters or informants, or for sexual purposes. Association of the child can also be forced or "voluntarily" (the understanding of CAAFAG issues includes the understanding of push/pull factors for children and their families to join armed forces and/or armed groups).</p>	<ul style="list-style-type: none"> <li>• <i>Unit:</i> children associated with armed forces and armed groups (CAAFAG)</li> <li>• <i>Disaggregation:</i> by sex (girls/boys) and by geography (at least Admin 2: District or Department)</li> <li>• <i>Data collection Mechanisms:</i> Data can be collected with the Inter-Agency Child Protection Information Management System (CPIMS or CPIMS+/PRIMERO) if functional in country and reported on ORS (if ORS is functional in country). If CPIMS is not – yet – functional in country, data can also be collected with an activity tracking system such as an excel-based 3W or UNOCHA ORS.</li> <li>• <i>Calculation method:</i> This indicator is calculated cumulatively. If reported on ORS, only monthly data - new monthly figures – will have to be inserted and ORS will do the cumulative calculation. If reported on an excel-based 3W, cumulative figures can be provided monthly by child protection coordination group members (child protection coordination group members will sum-up previous figures with the new monthly figures – usual case) or only monthly figures can be provided by child protection coordination group members (the IMO in country will have to do the calculation). Any of these method can be used in country as long as this is well explained to child protection coordination group members and the same method is used by child protection coordination group members.</li> <li>• <i>Data collection Frequency:</i> Monthly</li> <li>• <i>Who does What:</i> child protection coordination group members reports data and the child protection coordination group IMO compile, verify and analyze the data. In the absence of the IMO, child protection coordination group Coordinator compile, verify and analyze the data. In the absence of a child protection coordination group coordinator, UNICEF CPIE Specialist or Head of Section compile, verify and analyze the data.</li> </ul>
<b>Community reintegration support for children released from armed forces and/or armed groups (or suspected to be associated with)</b>	<b># of children released from armed forces and/or groups (or suspected to be associated with) who have benefited from community reintegration support</b>
<p><i>Description of the activity:</i> This activity implies that the child has been released from the armed force and/or armed group (whether they have been released by the force/group with or without negotiation from a protection actor or they have escaped by their own mean). After released from the armed force and/or armed group, the child will benefit from reintegration support –including MHPSS–.</p>	<ul style="list-style-type: none"> <li>• <i>Unit:</i> children released from armed forces and/or armed groups (or suspected to be associated with) and who benefited from community reintegration support</li> <li>• <i>Disaggregation:</i> by sex (girls/boys) and by geography (at least Admin 2: District or Department)</li> <li>• <i>Data collection Mechanisms:</i> Data can be collected with the Inter-Agency Child Protection Information Management System (CPIMS or CPIMS+/PRIMERO) if functional in country and reported on ORS (if ORS is functional in country). If CPIMS is not – yet – functional in country, data can also be collected with an activity tracking system such as an excel-based 3W or UNOCHA ORS.</li> <li>• <i>Calculation method:</i> This indicator is calculated cumulatively. If reported on ORS, only monthly data - new monthly figures – will have to be inserted and ORS will do the cumulative calculation. If reported on an excel-based 3W, cumulative figures can be provided monthly by child protection coordination group members (child protection coordination group members will sum-up previous figures with the new monthly figures – usual case) or only monthly figures can be provided by child protection coordination group members (the IMO in country will have to do the calculation). Any of these method can be used in country as long as this is well explained to child protection coordination group members and the same method is used by child protection coordination group members.</li> <li>• <i>Data collection Frequency:</i> Monthly</li> <li>• <i>Who does What:</i> child protection coordination group members reports data and the child protection coordination group IMO compile, verify and analyze the data. In the absence of the IMO, child protection coordination group Coordinator compile, verify and analyze the data. In the absence of a child protection coordination group coordinator, UNICEF CPIE Specialist or Head of Section compile, verify and analyze the data.</li> </ul>

Awareness raising	# of people benefiting from awareness-raising sessions
<p><i>Description of the activity:</i> Awareness raising means to share messages to a targeted population group (adolescent girls, children, community, etc.) through media and/or community mechanisms in order to prevent and/or inform on overall and/or specific child protection issues. This can be done through:</p> <ul style="list-style-type: none"> <li>• Targeted radio messages (e.g. for preventing family separation, awareness raising on PSS impact of crises on children)</li> <li>• Organization of community meetings through community leaders such as district chiefs or religious leaders to deliver prepared messages</li> <li>• Children clubs or child friendly spaces</li> <li>• Printed materials such as thematic flyers or posters</li> <li>• Etc.</li> </ul> <p>This activity includes Mine Risk Education.</p>	<ul style="list-style-type: none"> <li>• <i>Unit:</i> people (children and adults)</li> <li>• <i>Disaggregation:</i> by sex (girl, boy, woman, man) and by geography (at least Admin 2: District or Department)</li> <li>• <i>Data collection Mechanisms:</i> Data can be collected with an activity tracking system such as an excel-based 3W or UNOCHA ORS.</li> <li>• <i>Calculation method:</i> This indicator is calculated cumulatively. If reported on ORS, only monthly data - new monthly figures – will have to be inserted and ORS will do the cumulative calculation. If reported on an excel-based 3W, cumulative figures can be provided monthly by child protection coordination group members (child protection coordination group members will sum-up previous figures with the new monthly figures – usual case) or only monthly figures can be provided by child protection coordination group members (the IMO in country will have to do the calculation). Any of these method can be used in country as long as this is well explained to child protection coordination group members and the same method is used by child protection coordination group members.</li> <li>• <i>Data collection Frequency:</i> Monthly</li> <li>• <i>Who does What:</i> child protection coordination group members reports data and the child protection coordination group IMO compile, verify and analyze the data. In the absence of the IMO, child protection coordination group Coordinator compile, verify and analyze the data. In the absence of a child protection coordination group coordinator, UNICEF CPIE Specialist or Head of Section compile, verify and analyze the data.</li> </ul>
Establishment/ Strengthening of Community-Based Child	# of Community-Based Child Protection Mechanisms established and strengthened
<p><i>Description of the activity:</i> A community-based child protection mechanism (CBCPM) is a network or group of individuals at community level who work in a coordinated way toward child protection goals. These mechanisms can be internal (a mixture of traditional and outside influences) or externally initiated and supported. There is increasing international agreement that externally supported community based mechanisms such as child-welfare committees are often set up in ways that are ineffective and inappropriate, and which undermine existing ownership and resources. Effective CBCPMs include local structures and traditional or informal processes for promoting or supporting the wellbeing of children.</p>	<ul style="list-style-type: none"> <li>• <i>Unit:</i> community-based child protection mechanism</li> <li>• <i>Disaggregation:</i> by geography (at least Admin 2: District or Department)</li> <li>• <i>Data collection Mechanisms:</i> Data be collected with an activity tracking system such as an excel-based 3W or UNOCHA ORS.</li> <li>• <i>Calculation method:</i> This indicator is calculated cumulatively. If reported on ORS, only monthly data - new monthly figures – will have to be inserted and ORS will do the cumulative calculation. If reported on an excel-based 3W, cumulative figures can be provided monthly by child protection coordination group members (child protection coordination group members will sum-up previous figures with the new monthly figures – usual case) or only monthly figures can be provided by child protection coordination group members (the IMO in country will have to do the calculation). Any of these method can be used in country as long as this is well explained to child protection coordination group members and the same method is used by child protection coordination group members.</li> <li>• <i>Data collection Frequency:</i> Monthly</li> <li>• <i>Who does What:</i> child protection coordination group members reports data and the child protection coordination group IMO compile, verify and analyze the data. In the absence of the IMO, child protection coordination group Coordinator compile, verify and analyze the data. In the absence of a child protection coordination group coordinator, UNICEF CPIE Specialist or Head of Section compile, verify and analyze the data.</li> </ul>

# Index

accountability		Protection Cluster and child protection group	
accountability gap in child protection	115	coordination	24
accountability mechanisms	116		
Cluster Lead Agency and sub-cluster coordinators	25–6	Central Emergency Response Fund (CERF)	5, 72–3, 125
clusters and sectoral coordination	121		
Monitoring and Reporting Mechanism (MRM)	117	child labour	111
remedial actions	116–17		
		child protection	
accountability to affected populations (AAP)		accountability gap	115
AAP Operational Framework	91	Child Protection Assessment Flow Chart	64, 123–4
<i>Core Humanitarian Standard on Quality and Accountability (CHS)</i>	91–4	defined	iv–v
definition	10	differences with broader protection	11
of humanitarian actors	91	international laws and norms	115–16
improvement of	41, 44	Monitoring and Reporting Mechanism (MRM)	117–18
		multisectoral assessments and	64
ActivityInfo	55	national laws	116
		risks faced in emergencies	111–12
advocacy		typical interventions	112–13
awareness raising	132	Child Protection AoR	
communicating on child protection	99–100	field-level advocacy	97
joint messaging	98	field-level coordination	23–7
<i>A Matter of Life and Death</i> (CPWG report)	98	at global level	11, 12
promotion of Child Protection Minimum Standards	110	inter-cluster collaboration	57–8
types of activities	97	standard activities list	50
		UNICEF as lead agency	11, 15
Afghanistan		child protection coordination groups	
Protection Cluster and child protection group		see also coordinators; leadership; staffing	
coordination	24	advocacy activities	97
		agency involvement	43
Areas of Responsibility (AoR)	11, 15	coordinator relationship with CLA	25–6
see also Child Protection AoR		core functions	37–8
		information dissemination to	52
assessment see needs assessment		interpretation resources/availability	46
awareness raising	132	leadership	33
		membership of and commitment to	43–4
Bangladesh		number of coordination group members	44–5
Disaster Management Unit	3	promotion of good membership	45–6
		Reference Module for Cluster Coordination	37–8
capacities		relationship with HC/HCT	37
cluster deactivation and	59–61	relationship with national level groups	38
governmental coordination capacities	1, 8, 13	role in Monitoring and Reporting Mechanisms	118–19
independent monitoring of quality	79	staffing	29
		structure mapping	20–1
capacity building		term	iv
for child protection support	110, 113	terms of reference (ToR)	37–8
role of cluster coordinators	95	translation resources	45–6
		understanding existing mechanisms	19–20
Central African Republic		working with the Protection Cluster	23–7
number of coordination group members	45		

Child Protection Rapid Assessment (CPRA)	63, 64, 77	Common Humanitarian Funds (HCF)	73
Child Protection Response Plans/Strategies	67–9	communication	
Child-Friendly Spaces (CFS)	112, 130	advocacy for child protection	99–100
Children and Armed Conflict (CAAC) agenda	116	coordinator skills	101, 126
children associated with armed forces and armed groups (CAAFAG)	111, 131	language skills	102
Children in Armed Conflict (CAC)		community-based child protection interventions	112, 132
accountability, strands of	117	confidentiality	
accountability mechanisms	115	and information management	51, 56
Children in Armed Conflict (CAAC) agenda	117	monitoring considerations and	76
international laws and norms	115–16	contingency response planning	87
Monitoring and Reporting Mechanism (MRM)	117–19	coordination	
national laws	116	within Humanitarian Programme Cycle (HPC)	13
remedial actions	116–17	importance of	iv
		types of coordination structures	1
cluster approach see also Protection Cluster		coordinators see <i>also</i> leadership; staffing	
characteristics and accountabilities of clusters	121	accountabilities and responsibilities of CLA and sub-	
cluster activation	8, 19	cluster coordinators	25–6
cluster deactivation planning	8	capacity building activities	95
cluster transition	59–61	collaborative leadership	102–3, 126
coordination architecture	7	conflict resolution	106–7
development of	6–7	consensus building	105–6
ERC responsibilities	7	effective working practices	27
government responsibilities under	8	fundraising role	71
HC responsibilities	7, 8	HRP monthly reporting, guideline note	127–32
HCT responsibilities	7	key knowledge of child protection risks	111–12
mixed situation coordination model	16	key skills for	101–2, 126
national/local actors and	3	management of meetings	103–4
protracted crises	60	responsibilities	8
sudden-onset emergencies	60	role of	114
		Starter Pack	50
<i>Cluster Coordination Guidance for Country Offices</i> (UNICEF)	15, 29	and Strategic Advisory Group	38
Cluster Coordination Performance Monitoring (CCPM)	83–5	Core Humanitarian Standard on Quality and Accountability (CHS)	91–4
Cluster Coordination Reference Module (CCRM)	9	Country Task Forces on Monitoring and Reporting (CTFMR)	117
Cluster Lead Agency (CLA)		CPMS (Minimum Standards for Child Protection in Humanitarian Action) see Minimum Standards for Child Protection in Humanitarian Action (CPMS)	
and inter-cluster collaboration	57–8	deactivation of clusters	59–61
relationship with sub-clusters	25–6	Democratic Republic of Congo	
responsibilities	8, 121	number of coordination group members	45
Colombia		Protection Cluster and child protection group	
NDMA position within government structure	3		
number of coordination group members	45		

coordination	24	Humanitarian Coordinator (HC)	
sub-national level coordination	41	and cluster deactivation	59
Department of Peacekeeping Operations (DPKO)	16–17	empowered leadership	9
Emergency Relief Coordinator (ERC)	5, 7, 9	preparedness planning	88
Emergency Response Funds (ERF)	73	relationship with coordination groups	37
Emergency Response Preparedness (ERP)	87	responsibilities under the cluster approach	7, 8
evaluation	75–6	Humanitarian Country Team (HCT)	
family-based care	112	and cluster deactivation	59
funding		guidance on inter-cluster coordination	57
Central Emergency Response Fund (CERF)	72–3, 125	humanitarian needs overview (NHO)	64
for child protection	71	humanitarian needs overview (NHO)	64
Common Humanitarian Funds (HCF)	73	relationship with coordination groups	37
coordinator's role	71	responsibilities under the cluster approach	7
Emergency Response Funds (ERF)	73	Humanitarian Data Exchange (HDX) software	52
fundraising tips	74	humanitarian needs overview (NHO)	64–5
Global Appeal	72	Humanitarian Programme Cycle (HPC)	9, 13–14
Humanitarian Response Plans	72	Humanitarian Reform Agenda	6, 8–9
pooled funds	72, 73	humanitarian resolution see United Nations General	
sources of	71–2	Assembly (GA) Resolution	46/182
UNICEF representation	29	Humanitarian Response Plans (HRP)	
GenCap	31	articulation of funding needs	72
Gender-based Violence AoR	11, 61	HRP monthly reporting, guideline note	127–32
Global Cluster Coordination Unit (GCCU)	15	overview of	67
Global Humanitarian Platform (GHP)	122	Humanitarian Response software	52
Global Protection Cluster (GPC)		Humanitarian System-Wide Emergency Activation	9
Areas of Responsibility (AoR)	11, 15	Information Management Officers (IMO)	29, 47, 126
role of	12, 61	information management (IM)	
Gmail, Google Docs and Google Spreadsheets	55	categorization of activities	50
governments see also States		confidentiality considerations	51, 56
co-leadership with	33–4	data analysis	51–2
coordination capacities	1, 8, 13	data collection and processing	49–51
government-led sectoral coordination	4, 7, 8, 19–20, 33, 121	data collection, HRP indicators	127–32
National Disaster Management Agencies (NDMA) of	3	data confidentiality	51, 56
promotion of Child Protection Minimum Standards to	109–10	data storage, analysis and dissemination	51–3
protection of refugees	15	dissemination to coordination groups	52
Housing, Land and Property AoR	11	evidence-based decision making	53
		file naming conventions	51
		as four stage process	47
		Humanitarian Data Exchange (HDX) software	52
		within Humanitarian Programme Cycle (HPC)	13
		Humanitarian Response software	52
		information management matrix (3W)	53
		for meetings	49

and Minimum Standards for Child Protection in Humanitarian Action (CPMS)	47, 50	International Human Rights Law (IHRL)	115
pivot tables	51	International Humanitarian Law (IHL)	115
ReliefWeb software	52	International Refugee Law	115
responsibilities for provision of	25, 29, 30, 41	national laws	115
situation reports to OCHA	52–3	leadership	
software used by the humanitarian community	52, 55	authoritative leadership	102
successful management skills	55–6	child protection coordination groups	33
support for	56	co-leadership with governments	33–4
system design and implementation	48–9	co-leadership with NGOs	33–6
3/4/5W data	49, 50, 53	collaborative leadership for coordinators	102–3, 126
useful Excel functions	53–4	Memorandums of Understanding (MoU)	34, 36
		support for during transition phase	61
Inter-Agency Standing Committee (IASC)		Letters of Understanding (LOU)	16
Humanitarian Reform Agenda	6, 8–9	Level 3 emergencies	9, 30
member organizations	6	MailChimp	55
overview of	5	Mali	
Principals	6	Protection Cluster and child protection group coordination	24
Reference Module for Cluster Coordination	37–8	<i>A Matter of Life and Death</i> (CPWG report)	98
Strategic Advisory Groups (SAG)	38	Mauritania	
Transformative Agenda Protocols	8–10	child protection within the Protection Cluster	24
inter-cluster coordination		meetings	
forms of collaboration	57–8	alternatives to	104
HCT guidance on	57	information management (IM) systems for	49
Strategic Objectives (SO)	57	interpretation/translation provisions	45–6
internally displaced persons (IDPs)	12, 15	management of by coordinators	103–4
International Criminal Law (ICL)	115	Memorandums of Understanding (MoU)	34, 36
International Human Rights Law (IHRL)	115	Mine Action AoR	11
international humanitarian coordination	5–10	Minimum Standards for Child Protection in Humanitarian Action (CPMS)	
International Humanitarian Law (IHL)	115	and Child Protection Response Plans/Strategies	69
International Refugee Law	115	implementation strategies	109–10
interpretation resources	46, 102	and Information Management	47, 50
Iraq		overview of	109
number of coordination group members	45	monitoring	
justice for children	112	Activity Info tool	79
Kenya		actors for situational data gathering	80
child protection coordination structure mapping	21	agency self-monitoring for quality	79
KoBoToolbox	55	agency-based monitoring	80, 81–2
laws		Cluster Coordination Performance Monitoring (CCPM)	83–5
International Criminal Law (ICL)	115		



community-based monitoring	80, 81	coordination of humanitarian needs overview	5, 64
coverage monitoring	78	facilitation of inter-cluster coordination	57
early warning monitoring	87	fund management	72
establishing a monitoring plan	77–8	situation reports and information management	52–3
ethical considerations	76		
5W tool	78–9	Office of Emergency Programmes (EMOPS)	15
overview of	75–6		
peer-to-peer monitoring of quality	79–80	Office of the United Nations High Commissioner for Human Rights (OHCHR)	17
primary data collection	80, 81–3		
quality monitoring	78, 79–80	Pakistan	
response monitoring	76, 77, 78	child protection coordination structures	4
secondary data collection	80	Protection Cluster and child protection group	
Secondary Data Review (SDR) template	65, 80–1, 83	coordination	24
situation monitoring	76–7, 80–1	sub-national level coordination	41
third party monitoring	82–3		
		Palestine	
Monitoring and Reporting Mechanism (MRM)	117–19	child protection within the Protection Cluster	24
Multi-cluster/Multisector Initial Rapid Assessment (MIRA)	63–4	peacekeeping operations (PKO)	16
National Civil Protection see National Disaster Management Agency (NDMA)		people-centred approaches to humanitarian actions	91
national coordination structures		Philippines	
see <i>also</i> sub-national level coordination		child protection coordination structures	4
capacities and cluster deactivation	59–61	information management matrix	53
within a government structure	3	Protection Cluster and child protection group	
relationship with sub-national clusters	41–2	coordination	24
and Strategic Advisory Group membership	39		
and sub-level coordination groups	38	physical violence/injuries	111
National Disaster Management Agency (NDMA)	3, 4	preparedness	
		contingency response planning	87
needs assessment		early warning monitoring	87
Child Protection Rapid Assessment (CPRA)	63, 64, 77	Emergency Response Preparedness (ERP)	87–8
humanitarian needs overview (NHO)	64–5	within Humanitarian Programme Cycle (HPC)	13
within Humanitarian Programme Cycle (HPC)	13	minimum preparedness actions	87
Multi-cluster/Multisector Initial Rapid Assessment (MIRA)	63–4	MIRA preparedness packages	63
		responsibilities	88
Secondary Data Review (SDR)	65, 80–1, 83	risk profiling	87
severity/ vulnerability rankings	65	Standard Operating Procedures for the Initial Emergency Response	88
for strategic decision making	63–5		
types of	63	Principles of Partnership	
		commitment to	44
NGO (non-governmental organizations)		five principles of	122
co-leadership with	33–6	United Nations General Assembly (GA) Resolution	46/182 6
Nigeria			
NDMA structure	4	ProCap	31
Office for the Coordination of Humanitarian Affairs (OCHA) and cluster deactivation	59	protection, concept of	11

Protection Cluster		community-based situation monitoring	81, 82
distribution of pooled funds	73	streamlining of 3W data	50
effective coordinator working practices	27		
representation of	25–6	staffing	
sub-cluster coordination at field level	23–7	child protection coordination groups	29
		double hatting	29
Protection Cluster Coordination (CLA)	57–8	line management of coordination staff	30
		surge support options	30–1
Protection Cluster Plans	67		
		Standby Partner (SBP)	30
Provider of Last Resort (POLR)	19, 121		
		<i>Starter Pack</i> (coordinators)	50
Quantum GIS (QGIS)	55		
		States	3, 13
Rapid Response Team (RRT)	30	<i>see also</i> governments	
Refugee Coordination Model	1, 16	Steering Committees	38–9
refugees	15	Strategic Advisory Groups (SAG)	12, 38–9
ReliefWeb software	52	strategic decision making	63–4
reporting		Strategic Objectives (SO)	57
Cluster Coordination Performance Monitoring (CCPM)	83, 84–5	sub-national level coordination	
dissemination to coordination groups	52	establishment and terms of reference (TOR)	41
Humanitarian Response Plan monthly reporting, guideline note	127–32	importance of	41
Monitoring and Reporting Mechanism (MRM)	117–19	inter-cluster response issues	58
situation reports and information management	52–3	relationship with national level clusters and Strategic Advisory Group membership	41–2 39
Resident Coordinators (RC)	8, 88	Sudan	
responsibilities <i>see also</i> Child Protection AoR		child protection coordination group structure mapping	21
Areas of Responsibility (AoR)	11, 15	co-leadership with NGOs	35
under the cluster approach	7–8, 15–16	Protection Cluster and child protection group coordination	24
governmental sectoral coordination responsibilities	4, 7, 8, 19–20, 33, 121	sudden-onset emergencies	
and membership of a coordination group	43–4	cluster approach	60
for provision of information management	25, 29, 30, 41	and Multi-cluster/Multisector Initial Rapid Assessment (MIRA)	63
Secondary Data Review (SDR)	65, 80–1, 83	surge support options	30–1
Security Council's Working Group on Children and Armed Conflict (SCWG-CAAC)	117	Tableau	55
sexual violence	111	Technical Working Groups (TWIGs or TWGs)	39
Somalia		terms of reference (ToR)	
Protection Cluster and child protection group coordination	24	child protection coordination groups	37–8
		shared leadership situations	34, 36
South Sudan		sub-national level coordination	41
collection of situational data	80	during a transitional phase	61

3/4/5W	
data processing	51
5W tool	78–9
information management matrix	53
information management data and	49, 50
streamlining of 3W data, South Sudan	50
training	
for capacity building	95, 110, 113
and data collection	50, 51, 81
Transformative Agenda Protocols	8–10
transitioning of a cluster	59–61
translation services	
for advocacy joint messaging	98
Child Protection Minimum Standards	109
for coordinator communication	102
for inclusion of local actors	45–6
Turkey	
line ministries for natural disaster management	3
Uganda	
child protection coordination group structure mapping	21
NDMA position within government structure	3
unaccompanied/separated children	112, 128–9
UNICEF	
as lead agency, Child Protection AoR	11, 15
partnership with UNHCR	16
responsibilities in relation to clusters	15
United Nations General Assembly (GA) Resolution 46/182	
cluster approach	6–7
remit of /overview of	5
Transformative Agenda Protocols	9
United Nations High Commissioner for Refugees (UNHCR)	
field-level Protection Clusters leadership	12
framework	15
mixed situation coordination model	16
partnership with UNICEF	16
responsibilities in relation to clusters	15–16
Zimbabwe	
Disaster Management Unit	3





This Handbook has four sections, each of which is divided into chapters:

- **Section 1** explains the operating environment in which international humanitarian coordination takes place. It presents a brief background to, and key elements of, the United Nations system for humanitarian coordination as well as the mandates and responsibilities of relevant organizations. The section also provides an overview of the international standard framework that is central to child protection responses in emergencies.
- **Section 2** unpacks the first core function of cluster coordination: to establish a platform for service delivery. The section presents the criteria for cluster activation and explores the foundations for setting up a child protection coordination structure, including establishing a coordination group at national and sub-national levels, managing the group, systems for information management, defining the roles of members in the coordination group, and transitioning and cluster deactivation.
- **Section 3** focuses on the five other core functions of cluster coordination: informing strategic decision making, developing a child protection response strategy, building national capacity for preparedness, monitoring and evaluation, and advocacy. It also highlights key competencies for humanitarian child protection coordination and provides tips on how to interact with members, organize meetings, build consensus and resolve conflicts.
- **Section 4** provides guidance to ensure standards for quality child protection programming are promoted and upheld.