

# Child Protection in Emergencies Coordinator's Handbook

CHILD PROTECTION WORKING GROUP

2010

## FORWARD

This handbook offers practical guidance on child protection coordination to those working to protect children in emergencies. It has been developed in partnership by the community of UN agencies and international NGOs active in child protection in emergencies. It represents the collective learning and thinking of the sector on how to optimise the impact of efforts for children through careful and strategic coordination, and how to avoid unintended harm through fragmented, poorly coordinated responses.

This coordination manual is best viewed in the context of the wider humanitarian reform process. That process, which seeks to ensure more predictable and accountable humanitarian responses, has put an end to the perennial debates about programming versus coordination. We now know that investment in coordination is part of good programming and that good coordination amplifies the quality and coverage of humanitarian responses. Because of this, we recognise that coordination is a responsibility we all share. The child protection coordinator can be a powerful advocate, fundraiser, and leader for the sector, but the foundation for all of this is the collective commitment to coordination from everyone who responds.

There is also another discussion which humanitarian reform has resolved: the question of how important child protection responses really are. Within the cluster system, and in particular the protection cluster, child protection is a defined part of the response, with UNICEF as the lead agency and provider of last resort. The expectation is that wherever it is needed, child protection will be an active and coordinated part of preparedness, response and recovery. Child protection is both a life-saving intervention in the first phase of the emergency and an essential component in the building of national child protection systems.

This handbook is intended to offer support at every stage of this important process.



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**CHILD PROTECTION COORDINATOR'S HANDBOOK FOR CLUSTERS**

**Child Protection Working Group 2009**

**Humanitarian Reform Process and the Cluster Approach**

Humanitarian reform synopsis	5
Introduction to the cluster approach	7
Overview of the protection cluster	9
Child protection within broader protection	12
Provider of last resort guidelines	15
Promoting positive partnership	17
Legal instruments and humanitarian principles in emergencies	20
UNICEF Core Commitments for Children	24

**Positioning the child protection coordination mechanism**

6 Key communication messages for the protection cluster, lead agency and OCHA	26
Key facts for the Humanitarian Coordinator on child protection and the Protection Cluster	29
Key points to consider before assuming leadership of the protection cluster	30

**Designing the child protection coordination mechanism**

Key considerations for putting in place appropriate coordination	31
Possible child protection coordination structures in clusterised countries	32
Scope and purpose of child protection coordination	35
Terms of reference for coordination structures	36
Assessment and action tool on how to support psychosocial and mental health	37
Child protection information management	40
Generic terms of reference for child protection coordinators	43
Child Protection mechanisms: the role of participants	45
Transitioning child protection coordination mechanisms	46
The performance of child protection coordination mechanisms	48

**Launching an inter-agency child protection response**

Mapping - Who, What and Where	51
Inter-agency child protection assessment and analysis	53
Using databases in child protection emergency responses	55
Developing an interagency child protection strategy	58
Contingency planning	63
Promoting good practices and standards in child protection	64

**Emergency funding mechanisms**

Funding mechanisms overview	67
Central Emergency Response Fund guidance	70
Flash Appeal guidance	71
Consolidated Appeal Process guidance	72

**Advocating for child protection within the Humanitarian response**

Advocacy in emergencies	74
Preventing family separation	75
Key considerations (institutional care)	76
Advocacy for mental health/psychosocial Support	77
Mainstreaming child protection in other humanitarian sectors: Education	80
Mainstreaming child protection in other humanitarian sectors: Food and NFI	81
Mainstreaming child protection in other humanitarian sectors: Health	82
Mainstreaming child protection in other humanitarian sectors: Nutrition	83
Mainstreaming child protection in other humanitarian sectors: Shelter and Camps	84
Mainstreaming child protection in other humanitarian sectors: WASH	85

**Practical coordination skills**

Fostering collaborative leadership	86
Effective communication	89
Managing meetings	90
Consensus building	93
Negotiating	95
Conflict resolution	96

## HUMANITARIAN REFORM SYNOPSIS

The Humanitarian Reform process was prompted by significant changes in humanitarian operations – with more and more humanitarian actors, greater competition for funding and resources, increased public scrutiny and the changing role of the UN. This led to a Humanitarian Response Review in 2005, undertaken by the Inter-Agency Standing Committee (IASC).

Subsequent changes to humanitarian sector operations are aimed at building a stronger, more effective humanitarian response system with greater:

**Predictability** – in financing and leadership of the response

**Accountability** – to the affected populations

**Partnership** – between UN and non-UN humanitarian actors

The changes are an ambitious effort by the international humanitarian community to reach more beneficiaries, with more comprehensive rights-based and needs-based relief and protection, in a more effective and timely manner.

The resulting Humanitarian Reform agenda addresses four interrelated areas.

**HUMANITARIAN  
COORDINATORS**

Ensuring effective leadership

**HUMANITARIAN  
FINANCING**

Adequate, timely and flexible  
financing

**CLUSTER  
APPROACH**

Adequate capacity and  
predictable leadership in all  
sectors

**STRONG HUMANITARIAN PARTNERSHIPS**

## 1. Humanitarian Coordinators

The Humanitarian Coordinator (HC) role is adopted in those countries where there is a humanitarian crisis or there are emerging humanitarian needs, and is undertaken by a senior UN official. The HC function is crucial in ensuring a well-coordinated humanitarian response. Recognition of the need for high-quality leadership and coordination skills has led to the development of a roster of highly experienced and trained individuals to take on the role of HC.

Additional IASC measures to improve effectiveness of the role include:

- Strengthened commitment to coordination at the field level by all humanitarian partners;
- Greater inclusiveness, transparency and ownership in the appointment of HCs;
- Clearer accountability of HCs to the humanitarian community;
- Appropriate training and induction to prepare and support HCs in taking on their role;
- Adequate support for HCs in their work.

## 2. Humanitarian Financing (See guidance note on CERF)

The predictability, effectiveness and success of humanitarian interventions are dependent on straightforward and timely access to adequate, flexible emergency funding. IASC initiatives to strengthen humanitarian financing include the Central Emergency Response Fund (CERF). This is a stand-by fund to complement existing humanitarian funding mechanisms, which provides seed funds to jump-start critical operations and fund life-saving programmes not yet covered by other donors. Additional initiatives include Emergency Response Funds, pooled funding, the Good Humanitarian Donorship Initiative and reform of the Consolidated Appeals Process (CAP).

## 3. The Cluster Approach (See Introduction to the Cluster Approach)

Effective coordination is essential in covering humanitarian needs and maximising the use of scarce resources. However historically this has been weak, due to limited responsibility and accountability for coordination. The cluster approach has been introduced to address this limitation through designated Cluster Lead Agencies at global and country levels. The IASC guidance note on using the cluster approach to strengthen Humanitarian Response provides further detail. The cluster approach aims to:

- Ensure sufficient global capacity;
- Ensure predictable leadership;
- Embrace the concept of partnership;
- Strengthen accountability; and
- Improve strategic field level coordination and prioritisation

## 4. Strong Humanitarian Partnerships

A central element of the Humanitarian Reform process is the need to strengthen strategic partnerships between (1) NGOs, (2) the International Red Cross and Red Crescent Movement and (3) UN agencies and related international agencies', and this underpins each of the initiatives above.

The Global Humanitarian Platform (GHP) was established in 2006 as a complementary initiative and offers a forum for the three 'families' above to come together and share responsibility for enhancing the effectiveness of humanitarian action.

The GHP seeks to complement and enhance the work of existing coordination structures, and to ensure that the non-governmental humanitarian agencies are broadly and adequately represented.

Based on the principle of diversity, the GHP does not seek to convince humanitarian agencies to pursue a single mode of action or work within a unique framework. The GHP set out a common understanding and approach to partnership, identifying five principles:

- Equality
- Transparency
- Result oriented
- Responsibility
- Complementarity

## AN INTRODUCTION TO THE CLUSTER APPROACH

The international community formally adopted the cluster approach in 2005 to address chronic and grave failures associated with international humanitarian aid. These include fragmented responses, duplication of efforts, and insufficient engagement with government and national actors. Although initiated by the UN, the cluster approach aims to better coordinate all international actors through strong partnership, predictable leadership and more efficient response mechanisms. It also aims to work better with government counterparts and local actors.

Below are some key facts about the cluster approach that may be helpful:

### **What is the cluster approach?**

The cluster approach is basically a way of strengthening traditional sector groups by designating a predictable lead agency that is accountable to the UN Humanitarian Coordinator or Resident Coordinator. For this reason, the terms 'cluster' and 'sector' are often used interchangeably. The cluster approach broadly plays the following roles:

**Coordination:** On the global level, there are currently 11 recognised clusters: Shelter, Camp Management, Health, Education, Nutrition, WASH, Emergency Telecom etc. Which clusters are adopted at the country level depends on the joint decision of the UN country team and NGO partners. The cluster approach fosters effective coordination amongst those sectors.

**Partnership:** The cluster approach is built on the Principles of Partnership. Cluster coordinators must work to ensure that all actors (local and international) are able to participate in key decision making on behalf of the sector, that cluster decisions and use of resources are transparent, that action plans are results oriented, and that all members of the cluster or working group feel valued and respected as equal partners. Efforts to effectively engage government are crucial in cluster approach. Although UN staff often chair a cluster, under the cluster approach, coordinators are responsible for representing the sector's interest (including local NGOs and civil society), not the agency's interest.

**Gap filling function:** One of the main functions of the cluster approach is to identify and address response gaps and avoid duplication. Core 'gap filling' activities include: joint inter-agency assessments, mapping key actors and activities (commonly known as the 3Ws – who is doing what, where and when), monitoring and evaluation activities and period reviews of inter-agency strategic plans. A coordinated inter-agency planning can effectively reduce the gaps in services.

**Promotion of standards:** Clusters are also responsible for promoting a more standardised, professional response, and for promoting meaningful participation of the affected population (including children), as well as working to ensure that gender, HIV/AIDS, mental health and psychosocial aspects are fully integrated into their sectoral response. This is typically done through joint, inter-agency training on international guidelines and standards, development of national standards and advocacy efforts.

Reviews & evaluations also show that when clusters are managed properly, they are:

**More coherent:** In a typical emergency dozens of UN agencies, international organisations and NGOs will be present, making coordination of assistance a seemingly insurmountable challenge.

The cluster approach cuts through this thicket by giving more structure. It provides a Resident or Humanitarian Coordinator with a clear counterpart within the international humanitarian community for each of the main sectors of humanitarian response.

**More predictable:** Under the cluster approach humanitarian organisations have committed to developing agreed common standards in each sector, ensuring a more predictable and high quality level of assistance to government, affected populations and donors. Standard terms of reference outline clear responsibilities for lead and focal point agencies.

**Quicker:** In many emergencies in the past it took months for the humanitarian community to agree on sector leads that could serve as key interlocutors between government and the myriad of humanitarian organisations that arrive at the outset of an emergency. With the cluster approach there are pre-existing designations at the global level and an agreed standard operating procedure for quickly reaching agreement at the country level.

**What the cluster approach is not:**



**The cluster approach is not an effort to usurp the role of government:** The intent of the cluster approach is not to undermine the role of government. The whole humanitarian reform effort, and especially the adoption of the cluster approach, has been undertaken to better support governments as they respond to emergencies. It is about supporting government's role as outlined in GA Resolution 46/182, which rightfully highlights the fact that it is the state and its government that has the primary role in initiating, organising and implementing humanitarian assistance. It is only in the event that they are unable to provide adequate assistance that governments are obliged to accept offers of support from humanitarian organisations. The principles and operational modalities of the cluster approach are designed to make that support more efficient. This approach strengthens the government's sectoral coordination; it does not replace it.

**The cluster approach is not UN-centric:** Under the cluster approach, coordination efforts should always involve all three groups: UN agencies, the Red Cross Movement and NGOs. Meetings and decision-making that only involve UN actors do not reflect today's reality: non-UN actors provide the bulk of the assistance in emergencies.

### **Cluster leadership and accountability structures**

**The role of the UN Resident or Humanitarian Coordinator:** The UN Resident or Humanitarian Coordinator makes sure the overall international response is strategic, well planned, inclusive, coordinated and effective. To do this he or she will:

- 1) Establish and maintain effective, inter-sectoral coordination mechanisms
- 2) Support inter-sectoral needs assessments
- 3) Provide high-quality information management for the overall humanitarian response
- 4) Support sectors with advocacy and resource mobilisation efforts

The Resident or Humanitarian Coordinator is responsible to the global UN Emergency Relief Coordinator for these responsibilities.

**The role of cluster lead agencies in each sector** is to facilitate a process that ensures a well-coordinated and effective humanitarian response in their sector.

They are also expected to be a 'provider of last resort', which requires the lead agencies to make every effort to address response gaps themselves when cluster partners are unable to. Cluster leads at the country level are accountable to the Humanitarian or Resident Coordinator for ensuring that these responsibilities are carried out effectively.

**The role of focal point agencies within the Protection Cluster:**

The Protection Cluster is the only dual mandated cluster with a two-tiered leadership structure: the overall Protection Cluster (which aims to address broader and neglected protection needs and rights violations) and specialised protection sub-clusters or working groups (including Child Protection; GBV; Housing, Land and Property; Rule of Law; and Mine Action). The Protection Cluster is coordinated by UNHCR in conflict situations or by UNICEF, UNHCR or OHCHR in natural disasters. Areas of Responsibility (AoRs), or specialised protection areas, are led by focal point agencies. UNICEF is the focal point agency for child protection and is responsible for coordinating child protection actions accordingly.

For more information about the cluster approach see: <http://www.humanitarianreform.org>  
OR <http://www.oneresponse.info>.

**OVERVIEW OF THE PROTECTION CLUSTER**

The global Protection Cluster Working Group (PCWG) is the main forum at the global level for the overall coordination of protection activities in humanitarian action. Established in 2005 as part of the humanitarian reform process, the PCWG includes UN human rights, humanitarian and development agencies as well as non-governmental and other international organisations active in protection. The work of the PCWG is chaired by UNHCR, which is the lead agency for protection at the global level.

**The Protection Cluster's unique architecture and mandate**



Unlike other clusters, the Protection Cluster is organised with a **two tier** architecture and a **dual mandate**:

**Tier 1:** comprehensive and integrated protection interventions.

**Tier 2:** specialised protection responses

**PROTECTION CLUSTER WORKING GROUP**

**Child Protection  
UNICEF**

**GBV  
UNICEF/UNFPA**

**Mine Action  
UNMAS**

**HLP  
UNHABITAT**

**RoL  
UNDP/OHCHR**

## The Protection Cluster at the global level

The role of the PCWG is to:

**Lead standard and policy setting:** In light of its diverse membership the PCWG plays an important role in the development of joint policy, standards and tools relating to protection, including the development of legal and operational guidance on protection to staff and partners in the field. An example of such a development is the inter-agency *Handbook for the Protection of Internally Displaced Persons*.

### Strengthened protection capacity:

- Developing training materials
- Training of staff and partners at local, national, regional and international levels.
- Supporting the work of surge capacity and standby rosters for rapid deployment in emergencies.
- Providing operational advice and support at the country level (when requested)

**Mainstream protection:** Protection is not only the concern of the Protection Cluster; it is also a crosscutting issue that should be integrated into the work of all aspects of humanitarian response. All humanitarian actors share a responsibility for ensuring that their activities do not lead to or perpetuate discrimination, abuse, violence, neglect or exploitation; they should promote and respect human rights and enhance protection. The Protection Cluster exercises a '*droit de regard*' in this respect, meaning it has a role in ensuring that protection is integrated into the work of other clusters and sectors.

## Protection coordination at the field level

Ensuring the protection of individuals and communities in humanitarian crises requires the combined effort of a variety of national and international actors. In order to ensure a timely, appropriate and comprehensive response it is thus essential that clear and effective coordination structures are put in place at the country level.

It is the Humanitarian Country Team, under the leadership of the HC/RC, and in consultation with relevant partners, that decides what coordination structures are put in place at the country level, including whether the cluster approach is adopted in order to strengthen the collaborative response. Experience has shown that an effective protection response, regardless of whether the cluster approach is formally applied or not, can best be ensured by identifying a lead agency for protection and by establishing a protection working group to coordinate the response.

### Focal point agencies Terms of Reference (ToR)

- Establish field-based coordination mechanisms
- Establish standards and operating procedures
- Develop technically-specific assessment tools
- Develop inter-agency child protection strategy
- Establish M&R mechanisms against implementation plans
- Capacity building
- Avoid duplication with other focal points

## Focal point agencies

In light of their specific expertise, certain agencies have agreed to serve as focal point agencies for the Areas of Responsibility within the PCWG. Focal point agencies take responsibility for building response capacity and help ensure a more predictable and effective response in given areas. In effect, they have equivalent responsibilities to those of cluster lead agencies, including provider of last resort.

### FOCAL POINT AGENCIES

- Child Protection (UNICEF)
- Gender-Based Violence (UNFPA/UNICEF)
- Housing, Land and Property Issues (UN-Habitat)
- Mine Action (UNMAS)
- Rule of Law (UNDP/OHCHR)

For further information contact the Protection Cluster:

By e-mail: [HQPROCLU@unhcr.org](mailto:HQPROCLU@unhcr.org)

By phone: +41 22 739 7820

[www.onerresponse.info](http://www.onerresponse.info)

**CHILD PROTECTION WITHIN BROADER PROTECTION**

Child protection is one of the five areas of responsibility under the Protection Cluster. The dynamics and relationships with the other protection areas within the cluster have significant consequences in determining the successful and effective coordination of child protection and its mainstreaming throughout the humanitarian response.

Seven different agencies act at different levels in the Protection Cluster and they bring a great deal of knowledge, experience and good practice to the table. However experience shows that seven different mandates, philosophies and working cultures can also be a challenge to the effective functioning of the cluster and to the protection response. It is therefore essential to understand the differences between, and origins of, child protection and the other areas of responsibility in order for the different areas to communicate and understand each other:

The table below underlines the key differences between different actors:

	<b>Child Protection</b>	<b>Protection</b>
<b>Origin</b>	Child (and family) Welfare / CRC	Human Rights
<b>Rights focus</b>	Abuse, violence and exploitation	Promotion of all human rights
<b>Professional profile</b>	Social work, psychology, health, education, law	Law, political science, international relations
<b>Core element of analysis</b>	Child well-being	State responsibility
<b>Strategic focus</b>	Programming to prevent and respond to abuse, violence and exploitation; Advocacy.	Compliance, advocacy & political persuasion, capacity building, response to abuses, legal recourse.
<b>Core skills and knowledge</b>	<ul style="list-style-type: none"> <li>• CRC +</li> <li>• Child friendly participatory methods</li> <li>• Program/systems design</li> <li>• Interdisciplinary</li> <li>• Case management</li> <li>• Social services</li> </ul>	<ul style="list-style-type: none"> <li>• HR, IHL, etc.</li> <li>• Participatory methods</li> <li>• Political analysis</li> <li>• Interdisciplinary</li> <li>• Investigations</li> <li>• Legal case management</li> </ul>

## Promoting child protection within the Protection Cluster

From the experience accumulated so far in clusterised countries a number of lessons have been learned, and the following are emerging as being more effective:

### SEPARATE – BUT LINKED – INTER-AGENCY DECISION MAKING MECHANISMS & ACTIVITIES

- **Sub-clusters or child protection working groups under the cluster** (distinct coordination mechanisms but clearly able to communicate and link)
- **Building on existing child protection coordination mechanisms** (the emergency coordination mechanism as a development or expansion of existing coordination fora)
- **Ad hoc child protection decision-making structures** (creating the space for the technical and strategic coordination specific to child protection issues)

### MAINSTREAMING CHILD PROTECTION INTO BROADER PROTECTION / JOINT INITIATIVES WITH OTHER AoRs (GBV/LHP/RoL/Mine Action)

- **Strategy, ToR, work plans** (common strategies or synergies in the work plans of different AoRs.)
- **Information Management and Assessments** (ensuring other protection areas are included in the child protection assessment; integrating child protection assessment with other AoRs' assessments.)
- **Advocacy** (advocacy messages on different aspects of protection are likely to have greatest impact when they reinforce each other.)
- **Child Friendly Protection Programming** (making sure that the initiatives of other AoRs are child friendly and sensitive.)
- **Monitoring & Reporting** (creating the dialogue and information flow between monitoring and reporting mechanisms, even though they might serve different purposes. Child protection information might well contribute to Human Rights reporting.)

The collaboration and effective coordination with other agencies needs creativity and bold experiments. The following table suggests some programme and advocacy opportunities between child protection and other AoRs:

Area of Responsibility (AoR)	Programming and Advocacy Opportunities
<b>Mine Action</b>	Age appropriate information and advocacy, and support to child mine-survivors
<b>Land, Housing &amp; Property Rights</b>	Child friendly legal support and ensuring orphans access land rights/inheritance/benefits.
<b>Rule of Law</b>	Integrated Rule of Law programs; child sensitive procedures and legal professionals trained to work with children.
<b>SGBV</b>	Child sensitive health services', children born of rape and child friendly information.

## PROVIDER OF LAST RESORT GUIDELINES

The *IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response (November 2006)* describes the 'provider of last resort' concept in the following terms:

- The 'provider of last resort' concept is critical to the cluster approach, and without it the element of predictability is lost. It represents a commitment of Cluster Leads to do their utmost to ensure an adequate and appropriate response. It is necessarily circumscribed by some basic preconditions that affect any framework for humanitarian action, namely unimpeded access, security, and availability of funding.
- Where there are critical gaps in humanitarian response, it is the responsibility of Cluster Leads to call on all relevant humanitarian partners to address these. If this fails, then depending on the urgency, the Cluster Lead as 'provider of last resort' may need to commit itself to filling the gap. If, however, funds are not forthcoming for these activities, the Cluster Lead cannot be expected to implement these activities, but should continue to work with the Humanitarian Coordinator and donors to mobilise the necessary resources. Likewise, where the efforts of the Cluster Lead, the Humanitarian Country Team as a whole, and the Humanitarian Coordinator as the leader of that team are unsuccessful in gaining access to a particular location, or where security constraints limit the activities of humanitarian actors, the provider of last resort will still be expected to continue advocacy efforts and to explain the constraints to stakeholders.
- For crosscutting areas such as Protection, Early Recovery and Camp Coordination, the concept of 'provider of last resort' will need to be applied in a differentiated manner. In all cases, however, Cluster Leads are responsible for ensuring that wherever there are significant gaps in the humanitarian response they continue advocacy efforts and explain the constraints to stakeholders.
- In the case of emergency shelter, IFRC's commitments are described in an MOU between IFRC and OCHA. IFRC has not committed to being 'provider of last resort' nor is it accountable to any part of the UN system... It will, however, do its utmost to ensure an adequate and appropriate response as far as the network's capacities, resources, as well as the access and security situation allow.

In May 2008 the IASC Task Team on the Cluster Approach reaffirmed the guidance above. The Task Team also noted that the *IASC Generic Terms of Reference for Sector/Cluster Leads at the Country Level* provided a detailed outline of the wide range responsibilities of sector/Cluster Leads. It emphasised that the responsibility of Cluster Leads to act as 'provider of last resort' should be seen in the context of this broader set of responsibilities, which are all aimed at ensuring that all appropriate steps are taken to avoid critical gaps in response in the sector or area of activity concerned.

The IASC Task Team further noted that, as stated in General Assembly Resolution 46/182, 'each State has the responsibility first and foremost to take care of the victims of natural disasters and other emergencies occurring on its territory' and as such 'the affected State has the primary role in the initiation, organisation, coordination and implementation of humanitarian assistance within its territory'. In line with this, agencies designated as sector/Cluster Leads by the Humanitarian Country Team are responsible for working in close consultation and coordination with national & local authorities and partners to ensure a strategic, balanced, and well-prioritised response in the sector or area of activity concerned.

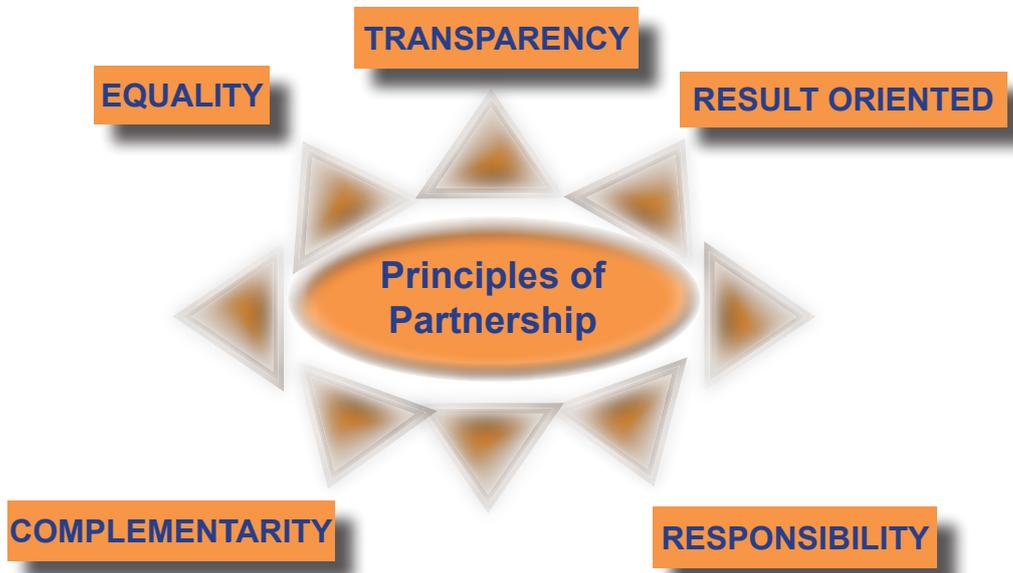
Concerning the specific responsibilities of Cluster Leads to act as providers of last resort within their sectors or areas of responsibility at the country level, the IASC Task Team further clarified that:

1. Where necessary, and depending on access, security and availability of funding, the Cluster Lead, as provider of last resort, must be ready to ensure the provision of services required to fill critical gaps identified by the cluster.
2. The responsibility for acting as provider of last resort falls to the Cluster Lead for the particular sector concerned. In the case of clusters that have a multi-sectoral focus (e.g. Protection, Early Recovery and Camp Coordination/Camp Management), Cluster Leads for each of the relevant sectors (e.g. Health, Water/Sanitation/Hygiene etc.) remain responsible for acting as providers of last resort within their own sectors.
3. In the case of the Protection Cluster, focal point agencies' are responsible for acting as provider of last resort within their particular areas of responsibility, under the overall leadership of the designated Cluster Lead for protection and as agreed by the Protection Cluster at the country level.
4. Where an Early Recovery Cluster is established (in addition to an Early Recovery Network), it is the responsibility of the designated Cluster Lead for this Cluster to either act as provider of last resort for the cluster as a whole, or to specify which agency is responsible for acting as provider of last resort within particular areas of responsibility.
5. In the case of clusters where co-leads are designated at the country level, their respective responsibilities for acting as provider of last resort should be clearly defined.
6. Where critical gaps persist in spite of concerted efforts to address them, Cluster Leads are responsible for working with the national authorities, the Humanitarian Coordinator and donors to advocate for appropriate action to be taken by the relevant parties and to mobilize the necessary resources for an adequate and appropriate response.

*Endorsed by the IASC Working Group on 20 June 2008*

## PROMOTING POSITIVE PARTNERSHIP

Partnership is the foundation of the humanitarian reform process. Successful application of the cluster approach will depend on all humanitarian actors working as equal partners in all aspects of the humanitarian response: from assessment, analysis and planning to implementation, resource mobilisation and evaluation.



As a Coordinator you may need to consider various forms of humanitarian partnership, from close coordination and joint programming i.e. with protection agencies contracted to implement projects, through funding administered by the CERF, to looser associations based on the need to share information, avoid duplication and enhance complementarity.

### Challenges in establishing and sustaining partnerships:



- Competition for visibility and funding;
- Participation levels in clusters: not all cluster participants can, or want to, engage in the cluster in the same way;
- Engagement of key humanitarian actors who have sufficient and independent sources of funding;
- Inclusion of national and local actors in cluster proceedings and building their capacity;
- Diversity: accommodating and engaging the wide-ranging interests and mandates of government, national and international NGOs;
- Working with national authorities where government institutions are weak or are party to conflict and
- **Managing conflict-of-interests** as coordinator when your agency might control the funding and wants to control the priorities.

## The role of the child protection Cluster Coordinator

The core skills for establishing and maintaining effective partnerships are:

- Involve and respect all cluster actors equally
- Ensure clarity in, and access to, information and decision making
- Develop clear responsibilities based on the value each participant brings to the cluster

The following table outlines the principles of partnership, and identifies what actions the Coordinator can take to overcome these challenges and establish and maintain partnerships that embrace these principles.

### Principles of Partnership

#### Equality

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

- Foster mutual respect, neutrality, openness
- Promote equal opportunities for all engage local, national, international actors
- Recognise and show appreciation for all contributions
- Be aware of the needs of gender, race, age and religion
- Respect mandates; do not be over demanding and do acknowledge limitations
- Guard against plans or policies which exclude or discriminate against cluster participants

**TO DO**

#### Transparency

Transparency is achieved through dialogue (on an 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 organisations.

- Adopt an open decision-making process, based on consultation
- Facilitate free information sharing and equal access to e.g assessments, websites, etc.
- Ensure clear and timely cluster documents: agenda, minutes, action points
- Organise joint assessments
- Maintain financial transparency
- Adopt common reporting format
- Lobby and maintain dialogue with all child protection stakeholders
- Ensure clear understanding of child protection cluster expectations
- Display confidence and openness

## Result Oriented

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

- Define clear objectives and indicators
- Establish resources
- Identify skilled staff
- Allocate clear responsibilities and time frames in response plans, CAP etc.
- Consider smaller technical working groups
- Set up reporting, monitoring and evaluation processes
- Reset objectives when needed

## Responsibility

Humanitarian organisations have an obligation to each other to accomplish their task 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.

- Develop ToR for cluster – basic expectations and minimum requirements for participating in the cluster
- Map needs, gaps and actors (3W matrix)
- Set clear goals, objectives and expected results
- Focus on solving common problems and developing cluster action plans. An action plan is necessary to guide the cluster participants and serves as a means of accountability and/or tracking progress

## 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 build on. It must be made an integral part in emergency response. Language and cultural barriers must be overcome.

- Map capacities, locations and skills of cluster actors
- Anchor technical and working groups around individuals with relevant skills AND local experience
- Consider division of roles and responsibilities and selection of target groups/area
- Agree common objectives to avoid competition
- Respect/consider language and cultural differences
- Use locally available skills
- Share resources
- Facilitate joint planning, assessment and monitoring

## LEGAL INSTRUMENTS AND HUMANITARIAN PRINCIPLES IN EMERGENCIES

This section provides an at a glance reference to the key sections of international legislative instruments that are particularly applicable in an emergency. This is intended as an at glance resource - the full text of the instrument should be referred to for full information.

### CONVENTION ON THE RIGHTS OF THE CHILD

A comprehensive understanding of and compliance with the Convention on the Rights of the Child (CRC) must be central to all child protection activities. A list of the most relevant articles is included here, as they are likely to be central to much of child protection work in emergencies:

#### Articles

- 9 (family separation),
- 10 (family reunification across borders),
- 11 (illicit transfer of children),
- 16 (right to privacy, honour and reputation),
- 19 (protection from violence, injury, abuse, neglect, maltreatment or exploitation),
- 20 (alternative care),
- 21 (adoption),
- 22 (refugee children),
- 23 (disabled children),
- 24 (harmful practices),
- 25 (periodic review of alternative care),
- 32 (economic exploitation)
- 34 (sexual abuse and exploitation),
- 35 (abduction, sale or trafficking of children),
- 36 (other forms of exploitation),
- 37 (juvenile justice and protection from torture or other cruel, inhuman or degrading treatment or punishment),
- 38 (protection in armed conflict),
- 39 (recovery and reintegration),
- 40 (children in conflict with the law)

Articles that are not protection rights but represent important approaches to securing children's protection rights include:

#### Articles

- 5 (support for the parent, extended family and community),
- 7 (birth registration and protection of identity),
- 18 (parental responsibility),
- 26 (social security),
- 27 (adequate standard of living and social protection),
- 28 & 29 (education),
- 31 (play and leisure)

The four guiding principles of the convention are:

Article 2, **Non-Discrimination**: All rights apply to all children without exception. It is the State's obligation to protect children from any form of discrimination and to take positive action to promote their rights.

Article 3, **Best Interests of the Child**: All actions concerning the child shall result from taking full account of his or her best interests. The State shall provide the child with adequate care when parents, or others charged with that responsibility, fail to do so.

Article 6, **Survival and Development**: Every child has the inherent right to life and the State has an obligation to ensure the child's survival and development.

Article 12, **Participation**: All children have the right to participation in decision-making processes that may be relevant in their lives and to influence decisions taken in their regard, within the family, the school or the community.

## THE PROTECTION OF CHILDREN IN INTERNATIONAL HUMANITARIAN LAW

International humanitarian law provides broad protection for children. In the event of armed conflict, either international or non-international, children benefit from the general protection provided for civilians not taking part in the hostilities. Non-combatant civilians are guaranteed humane treatment and covered by the legal provisions on the conduct of hostilities. Given the particular vulnerability of children, the Geneva Conventions of 1949 (hereafter GCIII and GCIV) and their Additional Protocols of 1977 (API and APII) lay down a series of rules according them special protection. Children who take direct part in hostilities do not lose that special protection.

### General protection

In the event of an international armed conflict, children not taking part in the hostilities are protected by GCIV relative to the protection of civilians and by API. They are covered by the fundamental guarantees that these treaties provide, in particular the right to life, the prohibitions on coercion, corporal punishment, torture, collective punishment and reprisals (Art. 27-34 GCIV and Art. 75 API) and by the rules of API on the conduct of hostilities, including both the principle that a distinction must be made between civilians and combatants and the prohibition on attacks against civilians (Art. 48 and 51). In the event of non-international armed conflict, children are also covered by the fundamental guarantees for persons not taking direct part in the hostilities (Art. 3 common to the GC and Art. 4 APII). They are further protected by the principle that «the civilian population as such, as well as individual civilians, shall not be the object of attack» (Art. 13 APII).

### Special protection

GCIV guarantees special care for children, but it is API that lays down the principle of special protection: «Children shall be the object of special respect and shall be protected against any form of indecent assault. The Parties to the conflict shall provide them with the care and aid they require, whether because of their age or for any other reason» (Art. 77). This principle also applies to non-international armed conflict (Art. 4, para. 3 APII). *ren* – Art. 24-26, 49 (para. 3), 50 and 82 GCIV; Art. 74, 75 (para. 5), 76 (para. 3) and 78 API; Art. Participation in hostilities

The 1977 Additional Protocols

The 1977 Additional Protocols were the first international treaties to cover such situations. API obliges States to take all feasible measures to prevent children under 15 from taking direct part in hostilities. It expressly prohibits their recruitment into the armed forces and encourages Parties to give priority in recruiting among those aged from 15 to 18 to the oldest (Art. 77). APII goes further, prohibiting both the recruitment and the participation – direct or indirect – in hostilities by children under 15 years of age (Art. 4, para. 3c). Despite the above-mentioned rules, children who take direct part in international armed conflict are recognized as combatants and in the event of their capture are entitled to prisoner-of-war status under GCIII. The Additional Protocols provide that child combatants under 15 are entitled to privileged treatment in that they continue to benefit from the special protection accorded to children by international humanitarian law (Art. 77, para. 3 API and Art. 4, para. 3d APII).

*'sourced from ICRC, 2003, Factsheet on Legal Protection of Children in Armed Conflict*

## HUMANITARIAN PRINCIPLES

The following are internationally recognised humanitarian principles.

- Humanitarian imperative: Humanitarian assistance must be provided to all civilians in need, independent of political or military considerations. The parties to the conflict accept that humanitarian assistance to civilians must be granted free passage at all times to humanitarian staff. Denial of access to a specific location or area shall be exceptional and justified. In any event, consultations shall be undertaken with the aim of restoring access as soon as conditions permit, so as to avoid prolonged disruption of relief operations.
  - Neutrality: Humanitarian agencies must not affiliate themselves to any side of the ongoing conflict, nor must they interfere in the conflict. Aid must not be used to advance any political, religious or ideological agenda.
  - Impartiality: Humanitarian aid must be given according to human need alone. Resources and practicality should be the only limits in responding to humanitarian needs.
  - Humanitarian assistance is solely intended for civilians: In accordance with the principle of neutrality, diversion of aid from intended beneficiaries is a breach of humanitarian principles and such aid should be returned.
  - Humanitarian programmes should be accountable to those whom they serve as well as to those who fund their activities: Those providing assistance have a duty to ensure that aid reaches its intended beneficiaries in the most effective and efficient way possible.
- 
- The security of humanitarian staff and material resources shall be respected in all situations: Relief staff, whether expatriate or local, working under the auspices of a humanitarian programme, shall enjoy the protection due them in their humanitarian endeavours.
  - Respect for international humanitarian law and human rights: All involved in a conflict must respect international humanitarian law and fundamental human rights, particularly the rights of children as enshrined in the Convention on the Rights of the Child.

## REFUGEE LAW

The fundamental principle of refugee protection is that of non-refoulement which prohibits the return of a refugee to a territory where he or she fears persecution. This right is contained in article 33 of the 1951 Convention relating to the status of refugees: 'No Contracting State shall expel or return ('refouler') a refugee in any manner whatsoever to the frontiers of territories where his life or freedom would be threatened on account of his race, religion, nationality, membership of a particular social group or political opinion.'

## PROTECTION OF THE INTERNALLY DISPLACED

Unlike refugees, those who have fled their homes but have not crossed an international border are not protected by a special agency or by a special body of law. Although international Human Rights law applies to them in that situation, their situation is often much more vulnerable, particularly when they are living in areas controlled by rebel movements or where, by virtue of their race, religion or political affiliation, they are considered 'the enemy'. Protection of internally displaced persons should be guaranteed by national legislation concerning the rights and wellbeing of all citizens, international human rights obligations of governments and, in cases of armed conflict, by international humanitarian law.

**OPTIONAL PROTOCOL ON THE INVOLVEMENT OF CHILDREN IN ARMED CONFLICT**

- Article 1: States Parties shall take all feasible measures to ensure that members of their armed forces who have not attained the age of 18 years do not take a direct part in hostilities.
- Article 2: States Parties shall ensure that persons who have not attained the age of 18 years are not compulsorily recruited into their armed forces.
- Article 3.3: States Parties that permit voluntary recruitment into their national armed forces under the age of 18 shall maintain safeguards to ensure, as a minimum, that
  - a. Such recruitment is genuinely voluntary;
  - b. Such recruitment is done with the informed consent of the person's parents or legal guardians;
  - c. Such persons are fully informed of the duties involved in such military service;
  - d. Such persons provide reliable proof of age prior to acceptance into national military service.
- Article 4.1: Armed groups that are distinct from the armed forces of a State should not, under any circumstances, recruit, or use in hostilities, persons under the age of 18 years.

**OPTIONAL PROTOCOL ON THE SALE OF CHILDREN, CHILD PROSTITUTION AND CHILD PORNOGRAPHY**

- Article 1: States' Parties shall prohibit the sale of children, child prostitution and child pornography as provided for by the present Protocol.
- Article 3: Each State Party shall ensure that, as a minimum, the following acts and activities are fully covered under its criminal or penal law, whether such offences are committed domestically or transnationally or on an individual or organised basis:
  - (i) Offering, delivering or accepting, by whatever means, a child for the purpose of:
    - a. Sexual exploitation of the child;
    - b. Transfer of organs of the child for profit;
    - c. Engagement of the child in forced labour.
  - (ii) Improperly inducing consent, as an intermediary, for the adoption of a child in violation of applicable international legal instruments on adoption:
    - a. Offering, obtaining, procuring or providing a child for child prostitution, as defined in article 2;
    - b. Producing, distributing, disseminating, importing, exporting, offering, selling or possessing for the above purposes, child pornography.

**OTHER RELEVANT INTERNATIONAL INSTRUMENTS**

The following are international instruments that may be relevant in particular circumstances and should be referred to as applicable.

- The 1966 Covenant on Civil and Political Rights
- The 1966 Covenant on Economic, Social and Cultural Rights

- CERD (Convention on the Elimination of All Forms of Racial Discrimination), 1965
- CEDAW (Convention on the Elimination of Discrimination Against Women), 1979
- CAT (Convention Against Torture), 1984
- The Convention on the Prevention and Punishment of Genocide, 1948
- The 1951 Convention relating to the Status of Refugees and the 1967 Protocol
- The 1949 Geneva Conventions and Additional Protocols (1977)

## INTERAGENCY THEMATIC GUIDELINES

The following are thematic guidelines that may be relevant in particular circumstances and should be referred to as applicable.

- Inter-Agency Guiding Principles on Unaccompanied and Separated Children  
<http://www.icrc.org/web/eng/siteeng0.nsf/html/p1101>
- IASC Guidelines on Mental Health and Psychosocial Support in Emergency Setting  
[http://www.who.int/hac/network/interagency/news/mental\\_health\\_guidelines/en/](http://www.who.int/hac/network/interagency/news/mental_health_guidelines/en/)

## UNICEF CORE COMMITMENTS FOR CHILDREN

In UNICEF's Core Commitments for Children the child protection sector strategic result is that girls' and boys' rights to protection from violence, abuse and exploitation are sustained and promoted. The first commitment for the sector covers UNICEF's coordination responsibilities. Subsequent responsibilities are also relevant to the coordination mechanism.

Commitment 1: Effective leadership is established for both the child protection and gender-based violence (GBV) cluster areas of responsibility, with links to other cluster/sector coordination mechanisms on critical inter-sectoral issues. Support is provided for the establishment of a mental health and psychosocial support (MHPSS) coordination mechanism.

Benchmark 1: Both child protection and GBV coordination mechanisms provide guidance to all partners on common standards, strategies and approaches, ensuring that all critical child protection/ GBV gaps and vulnerabilities are identified; information is provided on roles, responsibilities and accountability to ensure that all gaps are addressed without duplication. MHPSS coordination mechanisms are established, Commitment 2: Monitoring and reporting of grave violations and other serious protection concerns regarding children and women are undertaken and systematically trigger response (including advocacy).

Commitment 2: Monitoring and reporting of grave violations and other serious protection concerns regarding children and women are undertaken and systematically trigger response (including advocacy).

Benchmark 2: Periodic reports on grave violations and other serious protection concerns for children and women are available and utilized.

Commitment 3: Key child protection mechanisms are strengthened in emergency-affected areas.

Benchmark 3: A plan is in place for preventing and responding to major child protection risks, building on existing systems; safe environments are established for the most vulnerable children.

Commitment 4: Separation of children from families is prevented and addressed, and family-based care is promoted.

Benchmark 4: All separated and unaccompanied children are identified and are in family-based care or an appropriate alternative.

Commitment 5: Violence, exploitation and abuse of children and women, including GBV, are prevented and addressed.

Benchmark 5: Affected communities are mobilized to prevent and address violence, exploitation and abuse of children and women; existing systems to respond to the needs of GBV survivors are improved.

Commitment 6: Psychosocial support is provided to children and their caregivers.

Benchmark 6: All child protection programmes integrate psychosocial support in their work, in line with the IASC MHPSS guidelines.

Commitment 7: Child recruitment and use, as well as illegal and arbitrary detention, are addressed and prevented for conflict-affected children.

Benchmark 7: An inter-agency plan is developed and implemented for prevention of and response to child recruitment; advocacy against illegal and arbitrary detention for conflict-affected children is conducted.

Commitment 8: The use of landmines and other indiscriminate or illicit weapons by state and non-state actors is prevented, and their impact is addressed.

Benchmark 8: Children and communities in affected areas have access to mine/ unexploded ordinance risk education and are better protected from the effects of landmines and other indiscriminate and/or illicit weapons. with linkages to relevant clusters.

## SIX KEY COMMUNICATION MESSAGES FOR THE PROTECTION CLUSTER LEAD AGENCY & OCHA

### 1. The Protection Cluster is the only dual mandated cluster with a two-tiered leadership structure

In addition to the Cluster Lead Agency, five specialised protection areas are coordinated by designated focal point agencies. UNICEF is the focal point agency for child protection. Other areas of responsibility include GBV (UNFPA/UNICEF), Rule of Law (UNDP/OHCHR), Land, Housing and Property (UNHABITAT) and Mine Action (UNMAS).

### 2. According to IASC guidance, focal point agencies take on an equivalent leadership role to Cluster Lead agencies

Key responsibilities include establishing mechanisms for coordination, conducting specialised assessments, developing joint action plans and performance benchmarks, promoting standards and capacity building in each of their areas of protection expertise. Focal point agencies are also responsible for working with the Cluster Lead agency to avoid duplication of protection efforts, integrating each specialty area across the five areas of responsibility and addressing other neglected protection concerns. The goal is to not only to ensure a more predictable and reliable response within each of the specialty areas, but also to work together with other protection-mandated agencies to build a more comprehensive, integrated protection response.

### 3. Focal point agencies are the provider of last resort

Although global guidance on accountabilities between the focal point agencies and the Cluster Lead agency is limited, IASC guidance states that: *'In the case of the Protection Cluster, focal point agencies are responsible for acting as provider of last resort within their particular areas of responsibility, under the overall leadership of the designated Cluster Lead for protection, and as agreed by the Protection Cluster at the country level.'*

(For more information, see: <http://www.humanitarianreform.org> OR <http://onerresponse.info>)

### 4. Recent cluster reviews note that child protection requires a two-pronged approach to ensure an adequate child protection response under the cluster approach

**One:** *Establish or support a separate but linked coordination mechanism under the cluster approach.* Child protection actors have a long tradition of working together in both development and emergency situations. Pre-existing coordination structures are often active and can be adapted to take on emergency-related work.

**Two:** *Mainstream child protection into broader protection work and Areas of Responsibility and work with Cluster members to find new ways to address neglected protection areas.* In addition, good practice suggests that child protection should be represented by the focal point agency at the OCHA-led inter-cluster meeting, to ensure that children's concerns are not overshadowed.

### 5. Child Protection is a Life Saving Activity and qualifies for CERF

Child protection activities are life saving and require immediate attention. In addition, most of the cost related to child protection will be staff related, often exceeding the informal 20% staffing cost rule. Applications for funding for child protection activities should not be rejected on this basis: such activities are primarily service based and rely on trained professionals. Current CERF guidelines indicate that protection related staffing costs are admissible.

## 6. During transition periods, child protection coordination structures may stay in place even when the Protection Cluster and/or all clusters phase out

Unlike many other humanitarian actors, child protection actors are often in country before, during and after an emergency. Just as existing coordination structures can be adapted to take on emergency work, emergency structures can be used as entry points for more development-like activities (e.g. developing national social work capacities). In essence, early recovery is integrated into most standard child protection responses and sharp distinctions between development and emergency activities as cluster-worthy are rarely in the best interests of the child. Even when clusters close down, child protection coordination is required to ensure continuity and close coordination with government and national coordinators (including community action and ownership). Therefore child protection coordination mechanisms would transition rather than phasing out.

### Exerpts from Principals Meeting, Cluster Working Group on Protection Progress Report December 2005

#### 4. 'Areas of Responsibility' and 'Focal Point' Agencies

In the interests of further ensuring predictability and accountability, the Working Group agreed that the protection response would benefit from being divided into overarching and generally applicable 'functional components' or '**areas of responsibility**' under the coordination of the Cluster Lead. The Working Group has defined nine areas of responsibility and their associated activities (see Annex 2). These are: rule of law and justice; prevention of and response to GBV; protection of children; protection of other persons or groups of persons with specific needs (including IDPs (Internally Displaced Persons), older and disabled persons etc.); prevention of and response to threats to physical safety and security and other human rights violations; mine action; land, housing and property issues; promotion and facilitation of solutions; and logistics and information management support for the Cluster.

Each of these areas of the protection response may be applicable to all populations in need of protection in humanitarian emergencies or in varying measures. Other areas of responsibility may arise in particular circumstances. Priorities should be determined on the basis of an assessment undertaken to identify critical issues and gaps that need to be addressed. Emphasis could also shift from one situation to another (e.g. in situations of transition, the focus on land, housing and property rights, rule of law and justice and promotion and facilitation of solutions is likely to be stronger), but the delineated areas of responsibility for protection would still apply.

While the Working Group believes that these areas of responsibility cover a wide range of protection activities, they are flexible and subject to revision should any gaps be identified. Furthermore, if the Country Team or the Protection Cluster at the national level identifies gaps that are not covered by these areas, they may revise them as required by the conditions on the ground.

The Working Group also agreed that, under the coordination and primary responsibility of the Cluster Lead, it was important to identify '**focal point**' agencies (including in some situations the Cluster Lead) that would assume responsibility and accountability for these *specific* areas of responsibility in accordance with their expertise. Under the coordination of the Cluster Lead, the 'focal point' agency would be responsible for ensuring an effective response, in its particular area(s) of responsibility, in collaboration with other participating agencies. The Working Group agreed that this was a necessary step to strengthen predictability and accountability in the protection response. It would also allow 'focal point agencies' to build up specific response capacity in their area of responsibility, including through arrangements with participating agencies.

The Working Group agreed that applying the responsibilities of the 'focal points' beyond the protection of the internally displaced and affected populations in complex emergencies to encompass other persons in need of protection would help to ensure a more consistent protection response. Agencies have been encouraged to signal their predisposition to undertake the role of 'focal point' for a particular component and/or to undertake specific activities as a participating agency with the understanding that the Cluster Lead would assume focal point responsibilities, as a provider of last resort, if no other agency was willing to do so.

Consideration has been given by the Working Group to the specific **responsibilities and accountabilities of a 'focal point agency'**. As is the case in relation to the overall Cluster Lead for protection, acting as 'focal point' does not mean that the agency would be expected to undertake all protection activities within the specific area of responsibility. Rather, the focal point would be responsible to the Cluster Lead for ensuring that those activities are undertaken, irrespective of whether the agency is implementing the activities or has delegated this role to a partner. As part of their responsibility, focal point agencies will, in particular:

- Assist the Cluster Lead in the needs assessments to map out priority protection gaps and develop area-specific needs assessment tools;
- Avoid duplication of activities with other focal point and participating agencies;
- Develop field-oriented and flexible implementing mechanisms to partner locally with NGOs, CBOs and local governments;
- Address through projects/activities issues related to the capacity of partners participating in the protection response;
- Develop benchmarks to plan response and measure its impact and provide to the Cluster Lead with regular feedback;
- Establish, where they are lacking, generic area-specific core commitments and standards to anticipate response in the sector at the onset of the emergency.
- Act as provider of last resort within its given area of responsibility.

## KEY FACTS FOR HUMANITARIAN COORDINATORS ON CHILD PROTECTION AND THE PROTECTION CLUSTER

### 1. CHILD PROTECTION IS LIFE SAVING

CERF Guidelines recognise child protection as life saving, but child protection projects can be frequently rejected due to poor awareness of their importance and/or; relatively high proportion of staffing costs. Critical interventions include:

- Emergency registration, care and family tracing of separated and orphaned children;
- Protection interventions to respond to threats to children's physical security;
- Provision of psychosocial support for children and families; and  
Documentation of vulnerable children and families to ensure access to life-saving related rights (food, shelter, medical care).
- These interventions are service-focused and rely on trained professionals, not hardware.

*The HC should closely monitor the CERF review process and track/verify whether protection projects have been submitted and rejected, and if so, why.*

### 2. THE PROTECTION CLUSTER IS A DUAL-MANDATED CLUSTER

The Protection Cluster's two-tiered structure aims to develop an integrated, comprehensive protection response (under the leadership of UNHCR) and to ensure effective and predictable responses for each of the five Areas of Responsibility (under the leadership of the focal point agencies). Generic IASC Cluster guidance does not reflect the Protection Cluster's complexity or its dual mandate. Furthermore while most of the cluster will phase out, child protection will transition to other forms of coordination to sustain the long-term support for the development of child protection systems.

*To ensure an effective protection response, the HC should verify whether the Protection Cluster is fulfilling its dual mandate.*

### 3. FOCAL POINT AGENCIES TAKE ON THE SAME RESPONSIBILITIES AS CLUSTER LEAD AGENCIES – INCLUDING ASSUMING THE ROLE OF PROVIDER OF LAST RESORT

UNICEF is the focal point agency for child protection and requires equivalent support to Cluster Lead agencies. IASC guidance for focal point agencies includes establishing coordination mechanisms, promoting standards, conducting needs assessments, establishing benchmarks and capacity building. As a focal point agency, UNICEF also acts as the 'first line' provider of last resort. Despite this important leadership role, there are a number of structural challenges related to the cluster system that can result in a downgraded status if not adequately supported.

*The HC can ensure that child protection is adequately represented within the Cluster response and the country team by: 1) encouraging UNHCR to highlight BOTH general protection and specific protection concerns; or, 2) Inviting the child protection coordinator to participate in cluster coordinator meetings and the IASC meetings.*

## KEY POINTS TO CONSIDER BEFORE ASSUMING LEADERSHIP OF THE PROTECTION CLUSTER

In situations where the cluster approach has been activated in natural disasters, UNHCR, OHCHR and UNICEF should consult with the RC/HC within 24 hours to determine which agency is willing to coordinate, and capable of coordinating, the Protection Cluster.

**Before assuming this role, UNICEF Country Representatives should consider the following:**

### 1) *UNICEF's Core Responsibilities under the Protection Cluster:*

UNICEF assumes the global lead on child protection within the Protection Cluster. Child protection is defined as protection of children against violence, abuse and exploitation – both prevention and response/vulnerability reduction. This is our primary and core responsibility.

UNICEF may also take the leadership for broader protection. Broader protection is defined as monitoring and promoting respect of all human rights. Leadership of the Protection Cluster should only be assumed if UNICEF's leadership on child protection is not compromised and if the CO can ensure that the Core Commitments for Children related to child protection are implemented.

### 2) *Staffing and Resource Implications:*

Evaluations indicate that clusters succeed when a staff member is assigned full time as the Cluster Coordinator. If UNICEF accepts leadership of the Protection Cluster, it must be able to dedicate a full time, senior level staff person to this role, while at the same maintaining its leadership in child protection. In clusterised countries where child protection working groups are established, a full time child protection coordinator may also be required.

### 3) *Staffing Profile:*

UNICEF's Child Protection Officers typically do not have the professional profile required to lead on broader protection. The protection Cluster Lead would need to understand protection needs faced by other population groups. UNICEF has been blamed for taking an overly child-focused view to its Cluster Leadership. Leadership on broader protection requires additional skills and knowledge, including experience in establishing human rights reporting and monitoring systems, promoting protection through presence, and developing other broad-based protection strategies. Coordinators should also be familiar with human rights instruments (not just child related instruments), and be able to promote standards in technical areas other than child protection, including IDP registration and profiling, conducting protection assessments, developing protection strategies, identifying and responding to issues related to land & property rights, rule of law, GBV, and landmines.

In addition, advocacy targeting other Cluster Leads, Humanitarian Coordinators as well as central and government representatives is key to broader protection. Protection coordinators therefore need to have sound political judgment and be able to tailor advocacy messages, even if the UNICEF Representative or the UN RC/HC will often deliver these.

### 4) *Limited Global Support to UNICEF Country Offices*

UNHCR – not UNICEF – is the designated global lead on protection. As such, UNICEF field officers should seek advice for technical support directly from the PCWG ([ZULU@unhcr.org](mailto:ZULU@unhcr.org)). UNICEF HQ can assist country offices to identify protection coordinators via standby partner arrangements and ProCap ([jtemple@unicef.org](mailto:jtemple@unicef.org), [bvnylund@unicef.org](mailto:bvnylund@unicef.org)).

**For additional advice on leading a Protection Cluster, please contact:**

Catherine Barnett, Coordinator, Child Protection Working Group - [cbarnett@unicef.org](mailto:cbarnett@unicef.org)

## KEY CONSIDERATIONS FOR PUTTING IN PLACE APPROPRIATE COORDINATION

### 1. LINKING THE CLUSTER WITH PRE-EXISTING STRUCTURES

1. Is there currently a child protection coordination forum?  
**IF NOT:** Within the first 48 hours of the onset of the emergency, call a meeting of key agencies working in child protection.
2. Can this group meet the needs of coordinating the emergency response?  
**IF NOT:** Work with this group and other key stakeholders to establish a child protection sub-cluster to coordinate humanitarian action during the emergency.
3. Ensure that the Cluster group has clear ToR and a defined relationship with current child protection coordination fora.
4. Are all child protection stakeholders involved?
5. The group may need to be expanded to meet coordination needs in the emergency.
6. Liaise with appropriate government agency.

### 2. LINKING CHILD PROTECTION ACTORS WITH THE PROTECTION CLUSTER

1. Is there currently child protection representation with the Protection Cluster?  
**IF NOT:** Within the child protection group agree on representation for protection
2. Child protection representatives have a responsibility to:
  - a. Ensure that issues discussed in the Protection Cluster take into account the special needs of children.
  - b. Act as an advocate for children, to ensure that all decisions reached are in the best interests of the child.
  - c. Ensure that children remain on the protection agenda. Information should be provided to the broader protection group on a regular basis.
3. It is essential that the lead child protection agency maintain regular contact with the chair of the Protection Cluster.
4. Child protection representatives should be involved, alongside protection colleagues, with broader protection and human rights initiatives and developments, to ensure that the best interests of the child are highlighted.

### 3. INVOLVING THE GOVERNMENT COUNTERPARTS IN CLUSTER WORK where appropriate

1. Does the Government coordinate a child protection forum?  
**IF NOT:** Within first 48 hours of the onset of the emergency, approach the relevant government authority to discuss coordination mechanisms for child protection. Obtain government support to establish child protection coordination. (Ideally thi will be in place prior to any emergency).

2. Does this government-led forum intend to coordinate humanitarian response in respect of child protection?
  - IF NOT: Establish a coordination mechanism as in section 1 above.
  - IF NOT: Encourage government participation in the Cluster group where appropriate.
  - IF NOT: Ensure government authorities are consulted and kept informed where they are not members of the group.
3. Are child protection stakeholders fully represented?
4. Where necessary advocate with the government to expand the group to other stakeholders to meet the needs of coordination in the emergency.
5. Depending on the context and nature of the emergency, it may be appropriate for international agencies, INGOs and NGOs to have additional meetings with the government-led forum, to avoid duplication and respond to gaps in service provision.

## POSSIBLE CHILD PROTECTION COORDINATION STRUCTURES IN CLUSTERISED COUNTRIES

Child protection coordination arrangements can vary according to the situation of a given country and the composition of the humanitarian and sectoral actors. Below are the examples of types of coordination structures based on the experience implemented under the cluster approach around the world.

### National level child protection coordination structure

National level coordination should focus at least on the strategic aspects of child protection programming, and contributing to the coherence of the overall emergency response. It will involve:

- Regular input to overall government/the Protection Cluster/Humanitarian Country Team coordination function;
- Support for joint assessments;
- Negotiation and agreement with government and other clusters on policy guidelines, overall priorities and resource allocations;
- Interpreting and establishing technical guidelines, common operating procedures relative to international and national standards, and policies.

Identifying an appropriate coordination structure at national level will depend on the government structures and coordination mechanisms that are already in place. Especially relevant is the presence or absence of the Protection Cluster, with its two-tier structure.

### Sub-national level coordination structures

Sub-national or hub level coordination focuses on the detail of planning and implementation of child protection related activities i.e. who is doing what, where; and the implementation of common standard and procedures.

The two levels of coordination rely on information from each other to be exchanged efficiently and effectively.

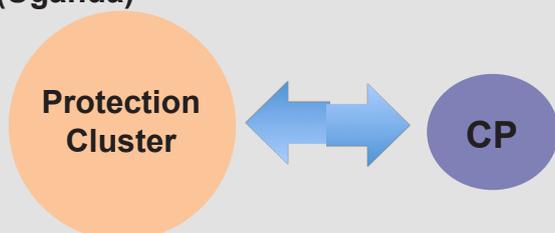
## KEY CONSIDERATIONS IN DECIDING WHICH STRUCTURE TO ADOPT

- Pre-existing NGO coordination structures – can they be adapted to take on the emergency response?

- Number of child protection actors on the ground.
- Government capacity and ability to respond to child protection concerns.
- Is the government a neutral actor in the emergency?
- Government openness to the cluster approach and to protection work in particular.
- Accessibility to emergency affected areas and ability for national and sub-national actors to communicate.
- National capacity to respond to a crisis – Are national and international actors emergency-competent?

A number of options are possible:

## Model One: Pure sub-cluster/working group - Separate but linked coordination structure (Uganda)



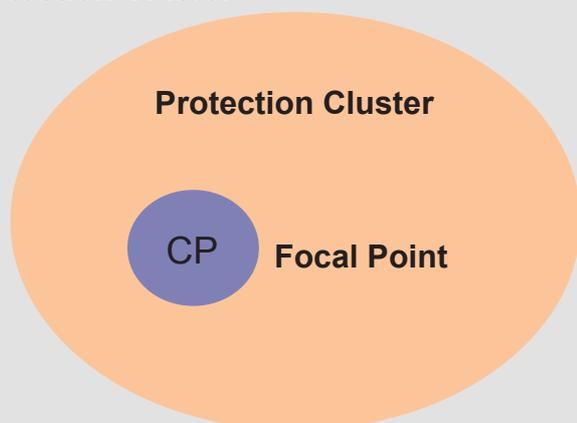
**When** there are multiple organisations involved in child protection activities, actors require coordination to ensure programmatic and geographic gaps are adequately addressed, and to avoid duplication.

**Advantages:** Allows child protection actors to adequately safeguard child protection space, while at the same time linking into and supporting broader protection initiatives. Children are better protected when families and communities are better protected.

**Disadvantages:** Can result in a silo response if child protection coordinator does not keep strong links with the Protection Cluster.

**Key Tip:** Requires a dedicated, experienced coordinator who can represent child protection at the Protection Cluster meetings, schedule meetings to coincide with protection meetings and ensure regular feedback between the child protection and Protection Cluster actors.

## Model Two: Pure focal point model - Child protection activities coordinated under the Protection Cluster



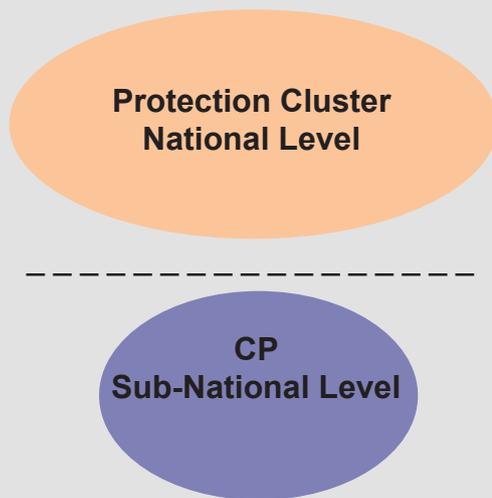
**When** there are few child protection actors on the ground.

**Advantages:** Ensures a more integrated protection response.

**Disadvantages:** Child protection is often overshadowed by other protection concerns and there is a risk of becoming invisible.

**Key Tip:** Advocate for child protection to become a standard agenda item. Regularly review OCHA inter-cluster minutes to ensure child protection is adequately represented. Advocate for additional support and resources to cover child protection.

**Model Three: Hybrid Model - Separate** but linked coordination mechanisms at either the national or sub-national level, while child protection focal point into the Protection Cluster at the national or sub-national level (DRC)



**When:** there are few child protection actors on either the national or sub-national levels

**Advantages:** allows for flexible coordination structures

**Disadvantages:** Can lead to fragmented responses between the national and sub-national levels

**Key Tip:** Ensure strong coordination at the operational level.

**Model Four: Child protection focused Protection Clusters (Mozambique, Myanmar)**



**When:** UNICEF takes the lead on natural disasters.

**Advantages:** Child protection is fully visible within the cluster system.

**Disadvantages:** UNICEF's limited institutional capacity to address non-child protection concerns. International community's expectations to manage all protection concerns can undermine child protection activities. The narrow scope opens UNICEF and others to criticism for failing to address broader protection concerns.

**Key Tip:** Request support from the global level to expand scope of the cluster. **Senior management need to manage expectations** with other Lead Agencies and senior humanitarians in country.

## SCOPE AND PURPOSE OF CHILD PROTECTION COORDINATION

### PRE-EMERGENCY PHASE

- Ensure that emergency preparedness and contingency plans are in place.
- Promote laws and values that embody respect for children and their protection and other rights, including the dissemination of appropriate conventions and principles.
- Analyse national legislation (and provisions for emergencies) to ensure that it conforms to the standards of child protection and CRC.
- Actively disseminate information at all levels of society, including the military (where applicable) to promote awareness of child rights and the need for protection; linking such dissemination to traditional values relating to the care and protection of children and to the protection of civilians in an emergency.

### EMERGENCY PHASE

- Promote humanitarian principles for the neutral, impartial, accountable and transparent delivery of humanitarian assistance, and for the protection of relief supplies and humanitarian workers.
- Promote international standards (especially the CRC) and national legislation that embody respect for children and women and their rights.
- Promote national and community-level dissemination of ethical principles linked to local cultural values for care and protection for the child.
- Negotiate with governments and rebel movements to gain formal commitments for the CRC, Geneva Conventions and humanitarian principles.
- Strengthen the capacity of families, communities, religious groups, local NGOs and others (through technical and material support) to become active partners in the promotion of child rights to protection.
- Negotiate for the creation of safe environments for children – zones of peace, days of tranquillity, safe access corridors, child friendly spaces etc.
- Advocate for demobilisation and rehabilitation of child soldiers.
- Monitor child protection concerns and violations
- Respond to violations of child rights to protection through a) services, b) advocacy c) the channelling of information to the Humanitarian Coordinator.
- Protect children and women against sexual violence and abuse through improved safety features in camps and the training of military and others.
- Oppose climates of impunity through support for international tribunals, truth commissions and other measures, to ensure enforcement of law against the perpetrators of child rights violations.
- Review national legislation concerning rights and social status of women and children, in the light of the presence or absence of real protections during the emergency period and as the basis for advocacy of new legislation and social protection.
- Promote landmine-awareness programmes, particularly those directed at children, and advocate for mine clearance operations.

## TRANSITIONING

- Reinstate activities cited in the pre-emergency phase.
- Reunite separated children with family or surrogate households.
- Support the re-establishment of continuity and normalcy provided by basic schooling and recreational activities for children.
- Support negotiation efforts to demobilise and rehabilitate child soldiers.
- Continue to monitor the welfare of child prisoners,
- Support initiation of landmine awareness education in conjunction with clearance actions.
- Consolidate demobilisation of child soldiers, counselling, rehabilitation and vocational training,
- Promote landmine-awareness programmes, particularly those directed at children, and advocate for mine clearance operations.
- Consolidate and further develop social services within a child protection system-building framework.

## TERMS OF REFERENCE FOR COORDINATION STRUCTURES

Coordination of child protection during an emergency is likely to fall into two main categories: i) at national level, and ii) at the decentralised level. Some aspects of coordination will be common to both whilst other components will be unique for one or the other. Components likely to be required are illustrated below. This list is not exhaustive.

### COMMON COORDINATION FUNCTIONS

- Facilitate coordination, reduce overlap, address gaps and solve problems.
- Maintain an overview of the situation, child protection needs and new developments; and regular flow of information from local to central and vice versa.
- Coordinate the child protection aspects of rapid and longer-term assessments.
- Share information on programmatic responses in child protection with particular focus on separated and unaccompanied children, child recruitment, psychosocial well-being, mine risk education, and other priority concerns such as abuse, trafficking, exploitation etc.
- Monitor trends and early warning indicators and ensure emergency preparedness planning is carried out, in order to anticipate new risks and pre-position a response.
- Evaluate and adapt actions on an ongoing basis.
- Maintain the profile of child protection within the broader protection structure and ensure mainstreaming of child protection in other humanitarian sectors.
- Ensure ethical aspects are considered (promoting standards).
- Facilitate inter-organisational collaboration and sharing of resources.

**SPECIFIC NATIONAL LEVEL COORDINATION FUNCTIONS**

- Set policies and consolidate standards for emergency interventions in child protection, as appropriate, and disseminate through field coordination mechanisms.
- Set priorities based on the most severe violations, threats and vulnerabilities, as well as agency capacity.
- Ensure that field-based offices are kept informed of political, military or UN decisions at national level that will impact on child protection specific work.
- Communicate key decisions and other information from national level meetings to all field-based offices.
- Through communication with field-based offices, maintain an overview of the situation and identify crucial gaps in service provision that need to be addressed at national level.
- Advocate with national bodies on child protection as appropriate.
- Maintain an inter-agency plan of action.

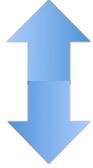
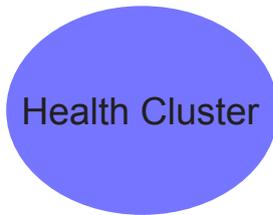
**COORDINATION DECENTRALISED LEVEL FUNCTIONS**

- Overview of security situation, local knowledge and effects on child protection.
- Map the 3Ws as well as protection needs.
- Identify gaps in emergency response and capacity and develop inter-agency strategies to meet these gaps.
- Communicate key decisions and other information from field-level meetings to the national coordinating structure.
- Advocate with local actors on the situation for children, as appropriate.
- Promote standards.

**ASSESSMENT AND ACTION TOOL ON HOW TO SUPPORT COORDINATION ON MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT**

Effective coordination is a vital step in enabling mental health and psychosocial well-being during emergencies. The Protection Cluster and the Health Cluster have a joint responsibility to ensure effective coordination of mental health and psychosocial support programming. Ideally, there will be a single coordination group that includes stakeholders from both the Health and Protection sectors. However, other coordination options exist, and it is essential to adapt the coordination mechanism to the local context.

The following section gives guidance on how to meet the coordination responsibilities set forth in the *IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings*.



**SCENARIO**

A MHPSS coordination group under the Health Cluster only

**ACTIONS**

- Ask the chair how the group handles protection concerns and issues outside the health arena that affect psychosocial well-being and whether it has explored links with the Ministry of Social Welfare or the Protection and Education Clusters.
- Encourage a holistic, multi-sectoral approach that goes beyond medical care and includes MHPSS through the education sector, information dissemination, social protection, and other items in the IASC MHPSS matrix.

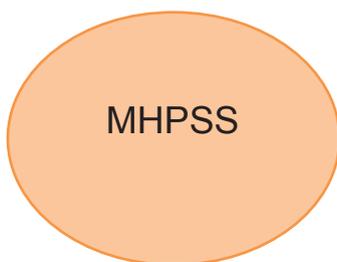


**SCENARIO**

**A MHPSS coordination group under the Protection Cluster only**

**ACTIONS**

- Ask the chair how the group supports people with severe emotional problems (including people with pre-existing or emergency-induced severe mental disorders) and whether it has explored links with the Ministry of Health or the Health Cluster.
- Encourage the group to develop a plan for how to make MHPSS appropriately available through the health sector.

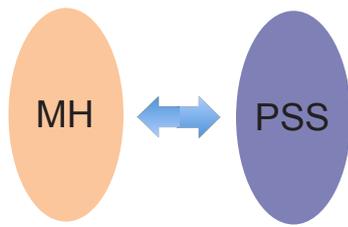


**SCENARIO**

**One single MHPSS coordination group that includes agencies in the Protection and Health sectors**

**ACTIONS**

- Seek update from chair of the single MHPSS coordination group about which items in the matrix from the IASC MHPSS
- Guidelines are being implemented and where the gaps are.
- Establish mechanisms to exchange information between the Protection Cluster and the MHPSS coordination group.



## SCENARIO

**Separate coordination groups for mental health** (Typically under the Health Cluster/the Ministry of Health) **or psychosocial support** (Typically under the child protection sub-group of the Protection Cluster).

## ACTIONS

- a) Seek update from each of the chairs of the coordinating groups on the extent to which they are implementing the IASC MHPSS Guidelines.
- b) Ask whether it is possible to have one overall group with subgroups covering different areas (e.g. subgroup on support through health services, subgroup on support through protection/social agencies, subgroup on support through the education system).
- c) If option (b) is not possible, then ask whether it is possible to have periodic meetings of the two groups for purposes of overall coordination.
- d) If options (b) and (c) are not possible, explore other options for regular exchange of information and coordination across groups, such as:
  - A point person from each coordination group attend the meetings of the other
  - The two groups develop one overall plan
  - The two groups share written updates on a regular basis
  - The two groups indicate which parts of the matrix each group will cover. The chairs then compare notes and decide how to fill gaps.

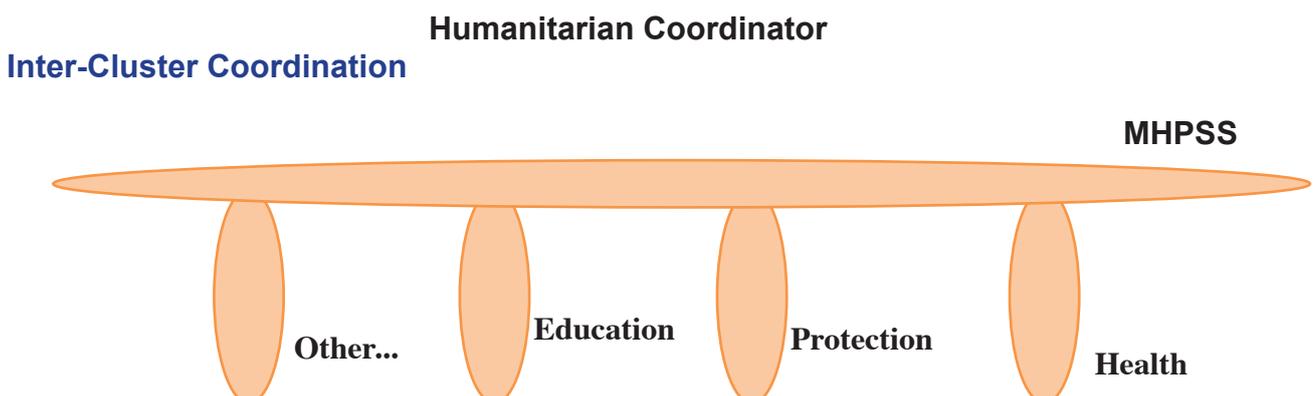
Another possible scenario is an option when **an Inter Cluster Coordination Group exists at national and regional level and MHPSS is regularly included in this group's discussions**. The group would take all the strategic decisions through the dialogue with the Protection and Health Clusters, while the technical decisions and implementation are taken and coordinated by the relevant cluster.

## SCENARIO

**MHPSS as part of the discussion of the Inter-Cluster Coordination Group** established at national and local level. Dealt with as a cross-cutting issue without a specific coordinating group.

## ACTIONS

- The Inter-cluster Coordination would take all the strategic decisions regarding MHPSS through the dialogue with the Protection and Health Clusters. The relevant Clusters will then make technical decisions and coordinate the response.



## CHILD PROTECTION INFORMATION MANAGEMENT

One of the major challenges during emergencies is the management of information. As a child protection coordinator you will face the combined pressure of:

- Requests for information from the Protection Cluster or the Humanitarian Coordinator, OCHA, other clusters, as well as the media.
- Your need for reliable accurate information in the child protection area, in order for the child protection coordination mechanisms to make decisions. Information management is a major task and often conflicts with the coordination and management priorities.

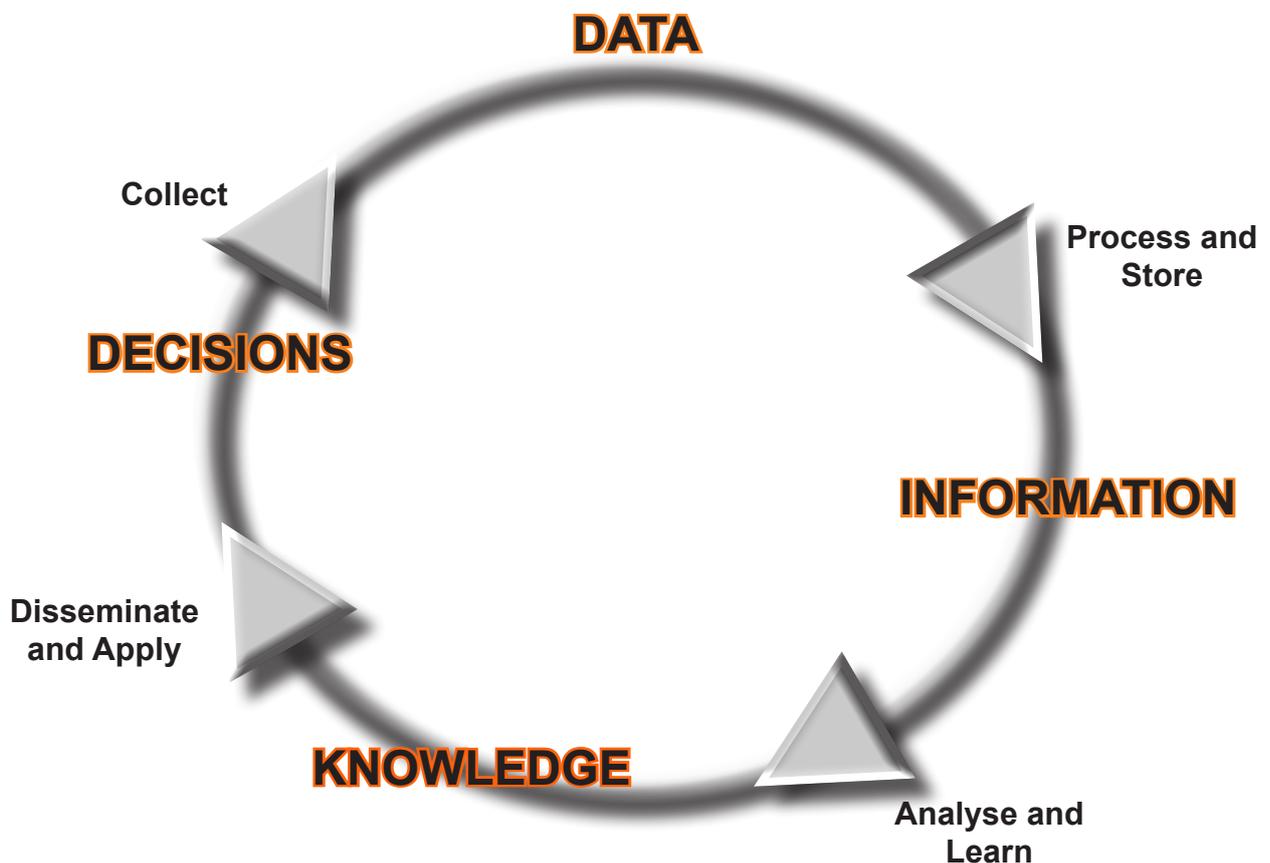
Consider investing from the onset in a fully dedicated Information Manager for the coordination mechanism.

The coordination mechanism will only benefit from a systematic and structured approach to information management. Reaching a consensus and using the same set of data is a precondition for the effective functioning of the group and coordinated response.

### What is information management?

Information management (IM) in the context of humanitarian emergencies involves the collection, processing, analysis and dissemination of information. Information is an essential commodity for all agencies and beneficiaries during emergencies and it is of no use if not analysed and disseminated.

Information Management Cycle:



Within the information management cycle:

- a. Raw data is collected and then processed to give meaningful information (e.g. partner mapping data is translated into useful information through the Who What Where (3W) tool).
- b. However for data to be useful, rigour and consistency is required in data collection. Once processed, information should be stored in a manner that facilitates sharing and easy access for all.
- c. Analysis of, and learning from, information leads to improved knowledge (e.g. analysis of the 3W tool helps to identify gaps in coverage of needs).
- d. Application of knowledge enables decision making and action (e.g. Cluster participants mobilise to cover the gaps).
- e. Monitoring of these activities or decisions can be undertaken through further collection of data.

As outlined in the cycle of IM (above), it is not until data is analysed that it becomes useful information for guiding decision making and action in emergencies. However caution should be exercised, as there can be a strong tendency to focus on the somewhat excessive *collection* of data, at the expense of timely and manageable analysis.

Consider where data will be processed and how often (e.g. field or country level, ongoing/weekly etc.) and also the time and funding needed for data entry and analysis requirements; these are often logistically demanding and time consuming, and so they sometimes may require dedicated resources.



### Tips for child protection information management in emergencies

- Show that the coordination mechanism has the capacity to analyse and disseminate the information to the benefit/ of all, to overcome any initial reluctance of sharing strategic information by individual agencies.
- Establish rules and guiding principles for dealing with the media, including promoting the use of commonly agreed and realistic figures, in order to avoid damaging, incorrect statements,
- Keep information requirements to a minimum; ask only for the information you need
- In data collection: do not confuse community level information with individual case information. Always take account of confidentiality levels needed for both groups,
- BE PROACTIVE yourself in collecting data i.e. through continuous contact, telephone, building relationships, keeping up to date.
- Consider the capacities of Cluster participants in supplying data i.e. operating systems and software capacity, internet access/restrictions etc.
- Data rapidly becomes outdated, so only collect the data you need, when you need it, and in a form that is useful e.g. disaggregated and in standard formats.
- Make information useful to others e.g. share it visually.
- Establish and maintain information management mechanisms between the child protection sector and other active sectors and clusters.

## Information Dissemination

Sharing the big picture with others, without compromising the confidentiality of some information is a common challenge in information management for child protection coordination mechanisms. Before sharing the information you might want to consider the following questions:

- Who needs the information (coordination members, HC, single agencies, government, media) and for what?
- What is the best way to disseminate for each group? (e.g. email, local media, posters/hard copies, web pages)
- Are there any security risks or sensitivities to be considered with information management either for beneficiaries or organisations, considering the context and parties involved in the crises?

Case specific information, which should be kept strictly confidential, cannot be confused with the rest of the information and should be shared only within a closed circle of technical agencies on a need to know basis. (Standards and operating procedures in this case might be decided in the coordination forum.) There should be clear agreements about the sharing of personal information for both case management and advocacy purposes.

The information collected, analysed and produced by the child protection coordination mechanism will need to be stored (to allow access to different layers of accumulated information) and widely shared. Many child protection coordination mechanisms opt for the use of public web pages in order to provide an information portal to anyone interested in the child protection situation. Similarly 'restricted' web pages have been used for circulation and exchange of information that does not need wide circulation; this has been the case in initial phases of emergencies. Web pages are easy to use and very functional.

### Creating a Google group (web page)

1. Go to: <http://groups.google.com/?pli=!>; Click 'Create a group'; In the 'Create a Group in 3 Steps' interface:
  - a. Decide a name (e.g. CPClusterMyanmar)
  - b. Create a group email
  - c. Write a brief group description
  - d. Choose an access level:
 

**Public** – Anyone can read the archives. Anyone can join, but only members can post messages, view the members list, create pages and upload files.

**Announcement-only** – Anyone can read the archives. Anyone can join, but only managers can post messages, view the members list, create pages and upload files.

**Restricted** – People must be invited to join the group. Only members can post messages, read the archives, view the members list, create pages and upload files. Your group and its archives do not appear in public Google search results or the directory.
2. Click on 'Create my group'; Type the verification characters.
3. Add directly or invite members into the group.

## GENERIC TERMS OF REFERENCE FOR CP COORDINATORS

Based on guiding cluster principles and concrete field experience, the global Child Protection Working Group recommends the following ToR for child protection coordinators:

### **Assessment responsibilities**

- With child protection actors, organise and supervise an inter-agency child protection needs assessment to map out priority protection gaps and identify key resources and assets, while considering the impact of the emergency on existing protective systems.
- Work with the Protection Cluster lead to ensure that key child protection concerns are reflected in OCHA-led multi-sectoral assessments, as well as other non-child protection specific sectoral assessments.

### **Inter-agency Strategic planning responsibilities**

- In collaboration with national and international child protection actors, map current institutional response capacities, including conducting a child-protection specific 3Ws.
- In collaboration with child protection actors, develop a realistic evidence-based, inter-agency child protection response plan, including both programmatic and advocacy activities (results oriented).

### **Capacity building**

- Work with child protection actors to develop an inter-agency CPiE capacity building strategy that meets the needs and priorities of key national and local stakeholders (e.g. community, civil society, government officials, NGOs, non-child protection humanitarian actors) in order to be able to implement the agreed programmes.

### **Monitoring and evaluation responsibilities**

- With child protection actors, identify benchmarks for the inter-agency child protection response plan – ensure periodic review of agency and inter-agency response.
- With partners, identify response gaps (including geographic coverage and programmatic scope) and seek solutions to fill the gaps. When implementing agencies are unable to fill an identified gap, work with UNICEF and the Protection Cluster to find a solution.

### **Management and representational responsibilities**

- In consultation with non-governmental child protection actors and national civil society, identify appropriate mechanisms for working with and collaborating with national authorities.
- Promote, respect and ensure that the *Principles of Partnership* are reflected in the day-to-day work of the child protection coordination mechanism. Represent the interests of the sectoral group in discussions with the humanitarian community and other stakeholders on prioritisation, resource mobilisation and advocacy.
- Establish results-oriented, two-way communication channels between the national and sub-national levels, to promote, upgrade and strengthen a more standardised child protection response at the operational and national levels.
- Represent Child Protection Actors within the Protection Cluster, the OCHA-led inter-cluster coordination mechanisms and, when possible, within the IASC/UN country team.
- Promote emergency response actions, while at the same time considering the needs for early recovery planning. When feasible, work with child protection actors to identify entry points for building national child protection systems.
- Work with partners to develop a child protection inter-agency emergency preparedness plan (before, during and post emergency).

- During the transition phase of an emergency, work with child protection actors, government and other key stakeholders, including, where appropriate, groups at the global level, to develop a clear plan of action to hand over child protection in emergencies work to the appropriate actors.

#### ***Protection Cluster/CP related responsibilities***

- Work with the Protection Cluster and/or other actors including Areas of Responsibility to identify opportunities to integrate child protection into other protection and other sector activities and to avoid duplication
- Work with the Protection Cluster and/or other humanitarian actors to prevent unintentional harm to children as a result of inappropriate humanitarian assistance.
- Collaborate with the Protection Cluster and/or other bodies as necessary, and the Health Cluster to support and contribute to MHPSS coordination mechanism as necessary.

#### ***Fundraising responsibilities***

- In close consultation with child protection actors, develop CERF, FLASH and CAP proposals
- Advocate with donors to ensure appropriate support for inter-agency child protection activities. Organise inter-agency meetings with donors.
- Leverage resources within UNICEF to support Inter-agency child protection activities under the Cluster.

#### ***Standard promotion and setting related responsibilities***

- Refresh or establish standards, where they are lacking, and core commitments to frame the response in the sector at the onset of the emergency
- Work with child protection actors and others to promote/facilitate the integration of crosscutting issues into the child protection response (e.g. gender, HIV, rights-based approach).
- Work with partners to promote the appropriate use of participatory and community-based approaches in assessments, analysis, planning and monitoring and response. Participatory approaches must be in line with the best interests of the child.
- Work with partners to promote 'Do No Harm' principles and facilitate their integration into all aspects of the child protection response.

## CHILD PROTECTION MECHANISMS: THE ROLE OF PARTICIPANTS

The child protection coordination mechanisms will need to accommodate the interests of all sector actors .

### What is expected of participants to the child protection coordination mechanisms?

That they will:

- Endorse the overall aim and objectives of the child protection coordination mechanisms
- Be proactive in exchanging information, highlighting needs and gaps, reporting progress and learning, mobilising resources (financial, human, material), engaging with affected communities, building local capacity.
- Share responsibility for the activities child protection coordination mechanisms, including assessing needs, developing plans, developing policies and guidelines through working groups and implementing activities in line with agreed objectives and priorities. Respect and adhere to agreed principles, policies, priorities and standards.

### Accountabilities within the child protection coordination structures in clusterised countries

The Cluster Approach does not require that cluster participants be held accountable to the Coordinator or Leading Agency. Individual agencies can only be held accountable to the LA when they have a contractual obligation i.e. as an implementing partner.

However the Coordinator, in collaboration with government, may develop a ToR for the coordination mechanism for endorsement by those agencies involved in implementation and decision making, to ensure that they are clear about CP coordination expectations, and committed to working within agreed principles, policies and priorities.

The functioning or malfunctioning of the coordination mechanisms in clusterised countries cannot be considered the sole responsibility of the coordinators and the Lead Agency, but a common and shared responsibility. However the coordinators are responsible for guaranteeing the wider meaningful participation. Concerns or complaints about their performance should be tabled at the coordination mechanism level, but can also be taken to the Protection Cluster coordinator or to the HC, who will consult with the UNICEF Country Rep and/or Global Protection Cluster and, where necessary, propose alternative arrangements.

Those agencies whose mandates prevent them from participating in the Cluster structures should still be encouraged to attend e.g. ICRC, MSF. Exchanging information will be mutually beneficial for coordination and effective mobilisation and use of resources in the child protection response.

## TRANSITIONING CHILD PROTECTION COORDINATION MECHANISMS

Unlike other purely humanitarian clusters, child protection coordination mechanisms DO NOT terminate or conclude. Due to the unique character of the sector, it is more appropriate considering transitioning (handing over) to newly-created or merging into pre-existing and revised forms of coordination. Based on the so far limited experience (Myanmar, Uganda) there are four key considerations:

### 1. Need for a child protection sector coordination beyond the humanitarian phase

Child Protection responses are life saving during an emergency, but the impact of a humanitarian crisis on families and communities increases the incidence of child protection needs incrementally over time, and this need can run well into the recovery phase and beyond. An effective inter-agency strategy for the emergency response will limit the escalation of secondary child protection problems, and integrate early recovery planning and considerations from the onset; (e.g. building capacity and institutional capacity of local stakeholders as a requirement in any service delivery is a means to paving the way for sustainable recovery and development work).

**Child Protection responses do not stop when the humanitarian crisis comes to an end.**

A child protection system building approach is applicable and recommended in both humanitarian and development contexts, with some degree of variation in terms of prioritisation of interventions. Considering the nature of the child protection sector, the diversity and profile of actors required (across sectors, government and non governmental, community based) and the global recognition that inter-agency work is a necessity to adequately address child protection issues and violations, a coordination mechanism in both emergency and non-emergency contexts is unavoidable, if prevention and response programmes are to have an optimal impact.

A child protection coordination structure beyond the humanitarian phase ideally should be government led wherever circumstances allow, with support and engagement of all key child protection stakeholders, including civil society. In most cases, due to the intensity of work and dedicated resources invested, the cluster period may well result in critical or improved child protection tools (e.g. mapping and reporting tools etc.), materials (e.g. standards, codes of conduct, training modules etc.) and lessons learned/best practices (through evaluations etc.), some of which should be mainstreamed at the national level and carried over in a recovery period through post cluster coordination fora.

The cluster approach is a great opportunity to demonstrate the necessity and added value of inter-agency work, and the transition should aim to keep up the inter-agency momentum, promote good practice nationally, and finally promote systemic changes (including in national sector plans and budgets), and support the government's capacity to take on leadership of coordination functions.

### 2. Cluster duration is often linked to resource availability

Lead Agencies as providers of last resort might be eager to transfer their accountabilitys onto a government-led structure. Also, the pressure to close the cluster/coordination mechanism may intensify as soon as the debates, (usually influenced by humanitarian donors), around declaring the end of the humanitarian phase commence. Discussions on closure of clusters will typically run alongside the challenging task of articulating and bridging the humanitarian phase with the recovery phase and securing continuous funding.

Child protection coordination stakeholders should be prepared to actively contribute to these debates and have a funding strategy in place to cater for the 'grey zone'.

The Lead Agency has a particular responsibility to take on a long-term commitment and must fully understand from the outset that the child protection coordination mechanism is not expected to terminate, but rather should be thoughtfully and responsibly transformed/transitioned into a post-emergency coordination mechanism.

### 3. Leadership and inter-agency commitment are essential in transitioning

It requires leadership as much as an inter-agency investment to sustain the coordination mechanism, renew its mandate and prepare an operational plan to support the government in taking on coordination functions and responsibilities. The original choice of having a dedicated 'Cluster Lead' for child protection offers more flexibility for properly managing the transitioning processes, since it separates the process from the programming needs of the agency, which might wish to return to normal programming as soon as feasible.

### 4. Transition as a process and not as an end

Transition is a consultative process requiring time, planning and resources. The work plan of the Cluster should include exploring with the government the different options for sustaining a different kind of coordination mechanism. The relevant experiences, knowledge, skills and capacities, as well as tools and materials resulting from the work of the cluster, should be transferred to the government and the new coordination mechanism.

#### Important tips for supporting child protection transitioning:

- Take the time to explain to UNICEF senior management, Cluster Lead, and partners the need for transitioning the child protection coordination mechanism during its set up, and stress that this must be done through an inclusive and participatory process which takes time and resources. (It should be understood as integral part of the accountability of Lead Agencies). Avoid the association: end of the humanitarian phase = end of CP coordination mechanism; the situation is much more complex than that!
- Members of the CP sub-cluster might want to continue the inter-agency work, given its value and its position as the main force driving the transition process (e.g. valuing the inter-agency work, securing the gains made and maintaining the essential connection between local to national into the recovery phase, and the participation of NGOs and community groups into coordination mechanisms).
- Funding is essential for a good transition though CAP is limited in this. Opportunities might be sought in early recovery and multi-donor funds or single donors. Planning and resource mobilisation need to take this into account.
- Transition must be seen as a process extending into recovery as the situation changes and new complexities emerge: changes in partners; facing the national development and recovery plans; need for a common framework or an inter-agency document on agreed tools and approaches

Inter-agency commitment and recognition of the need for a good transition:

- A set of common frameworks, tools, and harmonised approaches is still needed and relevant
- Develop a CP costed recovery strategy feeding into a national recovery strategy
- There is a need for preparedness plans to be developed in the recovery phase

**THE PERFORMANCE OF CHILD PROTECTION COORDINATION MECHANISMS**

THE PERFORMANCE OF CHILD PROTECTION COORDINATION MECHANISMS

Since coordination in emergencies often involves a large number of actors and is always challenging, it is important to review regularly the status of the coordination mechanism and the perception of the participants. The coordination mechanism needs to be renovated based on changing context and capacities as well as the contributions of partners.

Child Protection coordination under the Cluster approach is not just an additional effort to share and collect information among agencies; rather, coordination is a means to an end: achieving a more predictable, coherent and faster child protection response. Coordination is oriented towards achieving better results without programmatic and geographical gaps.

The Principles of Partnership are the fundamentals that should guide, inform and provide the benchmark for a cluster coordination review or evaluation. Coordinators should plan for regular reviews based on the following indicators, and any additional as relevant to the local situation.

<b>PRINCIPLES</b>
<b>EQUALITY</b>
Ability to influence the items placed on the sub-cluster meetings' agendas
Ability to influence decisions and direction of the sub-cluster
Treated as equal member of the sub-cluster
Ability to comfortably express dissenting opinions within the sub-cluster
Ability to influence the items on the Protection Cluster meetings' agendas
Ability to influence decisions and direction of the Protection Cluster
Treated as an equal member of the Protection Cluster
Ability to comfortably express dissenting opinions within the Protection Cluster
<b>COMPLEMENTARITY</b>
Diversity of members' mandates and capacities duly considered in developing strategies, responding to priorities and gaps
Local NGO members can contribute own perspectives, experience and capacities to sub-cluster work
Local NGO members can contribute own experience and capacities to Protection Cluster
Collaboration with other sub-clusters (GBV, Rule of Law, etc.) in strategy and response
Collaboration with the Protection Cluster in strategy and response
Collaboration with other clusters (CCCM, WASH, education, etc.) in strategy and response
<b>TRANSPARENCY</b>
Meetings open to all partners ('open door policy') CP/Protection Cluster
Child protection sub-cluster regularly shares information with members about field work and inter-cluster work
Protection Cluster regularly shares information with members
Cost plans and financial reports on child protection sub-cluster funding (funds raised for the Cluster/sub-cluster specifically) openly shared with members
Cost plans and financial reports on the Protection Cluster openly shared with members
<b>RESULTS ORIENTED</b>
Clear strategy and work plan exist for the child protection sub-cluster, developed jointly with members
Clear strategy and work plan exist for the Protection Cluster, developed jointly with members

CP work plan and strategy regularly reviewed to reflect priority areas and prevailing protection concerns
Protection work plan and strategy regularly reviewed to reflect priority areas and prevailing protection concerns
<b>RESPONSIBILITY</b>
Members able to deliver on commitments to CP sub-cluster work
Members able to deliver on commitments to Protection Cluster work
Members able to raise issues of non-delivery of CP commitments and to find alternative responses/solutions
Members able to raise issues of non-delivery of protection commitments and to find alternative response/solutions
Agency has adopted a code of conduct to prevent abuse

*Adapted from CPWG review of the Ugandan experience*

## Child Protection Sub-Cluster Learning Review and Documentation, Kenya Questionnaire

- This form will only be seen by the review team, with any information provided compiled by site for a final report and not attributed to organisations or persons.
- By providing your name and organisation, the review team will be able to follow up on your comments directly but will not share your observations with others.
- Your candour and frank reflection will be greatly appreciated!

**Name and Organisation:**

**Involved in Child Protection Sub-Cluster since (approximate date):**

### Partnerships

To what extent do you find that you and your organisation can meaningfully contribute to developing the direction of the Child Protection Sub-Cluster?

Not at all  Somewhat  Substantially

Explain? Example?

To what extent do you feel that the work of the CP Sub-Cluster affects the work of the Protection Cluster?

Not at all  Somewhat  Substantially

Explain? Example?

As a member of the CP Sub-Cluster do you feel adequately engaged in, and informed about, how the group decides how to seek or allocate resources (human, financial)?

Not at all  Somewhat  Substantially

Explain? Example?

For the Protection Cluster?

Not at all  Somewhat  Substantially

Explain? Example?

Scope of Work

Has the CP Sub-Cluster been effective in identifying programming or geographical gaps?

Not at all  Somewhat  Substantially

Explain? Example?

Responding to those gaps?  
 Not at all  Somewhat  Substantially   
 Explain? Example?

Has your participation in the CP Sub-Cluster changed the way in which your organisation implements child protection programming?  
 Not at all  Somewhat  Substantially   
 Explain? Example?

To what extent does the CP Sub-Cluster seek to work with other clusters or sectors to address child protection priorities (i.e. health, WASH, education, etc.)?  
 Not at all  Somewhat  Substantially   
 Explain? Example?

**Advocacy**

To what extent does the CP Sub-Cluster develop common messages to influence policy or practices of Government, of the humanitarian community, or donors around priority concerns?  
 Not at all  Somewhat  Substantially   
 Explain? Example?

To what extent do you find that Child Protection concerns are appropriately represented in humanitarian strategies for Kenya?  
 Not at all  Somewhat  Substantially   
 Explain? Example?

**Standards and Tools**

Which of these tools do you use in your work?

Tools	Never	Rarely	Often	Always
IDP profiling guidance				
Inter-agency Guidelines on Separated and Unaccompanied Children				
IASC Guidelines on Mental Health and Psychosocial Support				
IASC GBV Guidelines				

Other tools?

**Effectiveness**

Has the CP Sub-Cluster resulted in a more effective CP response in Kenya?  
 Not at all  Somewhat  Substantially   
 Explain? Example?

A more effective and integrated protection response with other protection actors?  
 Not at all  Somewhat  Substantially   
 Explain? Example?

A more effective humanitarian response?  
 Not at all  Somewhat  Substantially   
 Explain? Example?

**MAPPING - WHO, WHAT AND WHERE**

The Who does What Where Database and Contact Management Directory is part of OCHA's Field Information Management Strategy.

To ensure that an appropriate and timely humanitarian response is delivered during a disaster or emergency situation, information must be managed efficiently. The key points that are important to assess and ensure that humanitarian needs are met in any emergency/disaster are, to know which organisations(Who) are carrying out what activities (What) in which locations (Where), which is universally referred to as the 3W (Who does What Where). The Who does What Where database (3W) is one product that is universally agreed to be the most important priority for any coordination activity.

The database is only as any good as the information that we put in it. In each country context OCHA will work out the sub-sectors to be mapped within Protection but they need to be further defined so that all actors are clear about what is included in each sector. Once the information is provided to OCHA, the database is on-line and can be accessed by all participants to get information.

**PROTECTION SUB-SECTORS – CHILD PROTECTION BREAKDOWN OF ACTIVITIES UNDER EACH HEADING**

Subheadings within Protection (This will be on the OCHA Mapping)	Activities that fall under each Subheading (Not exhaustive, but for guidance)
<b>Capacity Building</b>	
	Government
	NGOs
	IDPs
<b>Child Friendly Space &amp; Materials</b>	
	Pre 5 activities
	Children's activities
	Youth activities in children's spaces
	Materials
	CFS structures
<b>Youth Activities</b>	
	Youth activities other than in children's spaces
	Vocational training for youth
<b>Child Protection</b>	
	UAM & separated children
	Community mobilisation - child protection committees
	Children affected by armed conflict
	Community level child protection mechanisms
<b>Child Rights Promotion</b>	
	Child rights awareness in communities
	Child rights training – government civil officials
	Child rights training – police

	Child rights training – armed forces
	Child rights training – armed groups
	Child rights training – NGOs
	Child rights training – community
<b>Mine Risk Education</b>	
	MRE through schools
	MRE in communities
<b>Survivor Assistance</b>	
	Rehabilitation centres & other support to disability
<b>Children's/Youth Clubs</b>	
	Sports clubs
	Children's/youth clubs in communities including areas of return
<b>Contingency Planning/Disaster Recovery</b>	
<b>Emergency Preparedness</b>	
<b>Human Rights Monitoring</b>	
	1612 Reporting
<b>IDP Protection</b>	
	Protection monitoring and reporting
	Protection interventions (accompaniment, referrals)
	Advocacy
	Training and awareness raising on protection issues
	Assistance to Extremely Vulnerable Individuals/Families (EVIs/EVFs)
<b>Legal Support</b>	
	Legal advice and court representations
	Civil documentation support
	Housing, land and property issues
<b>Mediation</b>	
	Training on negotiation and mediation skills
<b>Other</b>	
	HIV/AIDS awareness raising
	Community mobilisation including women empowerment
<b>Peace Building</b>	
	Civil-military liaison
	Community dialogue
	Human rights and IHL training for the armed forces
	Training and capacity building for the police
<b>Security</b>	

	Camp lighting, fencing, gender-sensitive bathing space
	Protection camp management training
<b>Sexual and Gender-Based Violence (SGBV)</b>	
	Monitoring and reporting
	Legal support, victim/witness protection
	Medical and psychosocial support
	Livelihood, reintegration support for SGBV survivors
	Training and awareness raising: gender equality and SGBV
	SGBV prevention activities including income generation

*Adapted from Sri Lanka experience*

## **INTER-AGENCY CHILD PROTECTION ASSESSMENT AND ANALYSIS**

Summarised below are the steps of the process that the inter-agency child protection 1st Phase Assessment Toolkit proposes – though reality might dictate a different sequence of actions.

### **1. Establish a coordination mechanism**

The success of an inter-agency assessment requires strong coordination and partnership among all actors. Under the cluster approach, the child protection coordinator is responsible for ensuring that a sector-specific assessment takes place (when appropriate, Government should be involved). Supervising and coordinating the assessment requires high-level child protection experts providing:

- Technical support (tools adaptation, team selection, training and supervision, data analysis)
- Administrative support (ensure wide participation and inclusion, logistics-security, time and information management, liaison with other assessment processes.)

### **2. Develop an assessment plan**

The assessment plan should include the following details:

- Number, size and make-up of the assessment teams (consider availability, language, gender, translation etc.)
- Roles and responsibilities of team members, including who should interview whom
- Site selection and allocation of assessment teams to each location
- List of targeted resource persons
- Visit schedule
- Reporting lines/frequency of interim reporting from field teams
- Logistics (including travel, per diem and lodging). Time to allow for fieldwork at each location
- Budget and Supply list

### **3. Conduct a risk assessment**

In conjunction with the Security Focal Point and senior management, the coordination team must undertake a general risk analysis before carrying out field work. Protection assessments often create unintentional risks (security related and perceptions) for both the affected communities and humanitarian workers.

#### 4. Conduct a rapid training session

To ensure consistency and quality data collection, the assessment team must be trained on how to use the assessment tool, different methodologies, ethical considerations, and a Code of Conduct. Keep in mind that humanitarian assessments heavily focus on problems faced by the community. Protection assessments, however, must also document local assets and resources.

#### 5. Data collection and analysis

For pre-crisis and in-crisis secondary data, map essential information (e.g. population settlements and movement, positions of humanitarian equipment and materials, government's child protection capacity on the groups, essential supplies, and insecurity). National secondary data should contribute to: characterising the nature, scope and extent of the emergency; identifying the most affected regions and populations/vulnerable groups and choosing sites for field interventions; assessing changes to national and local child protection capacities due to the crisis; monitoring changes in the international capacity for assistance; identifying security, logistical considerations and opportunities for referring children to specific services.

Collection of current/recent and/or detailed secondary data in the affected area before doing field assessments at specific locations is essential in order to identify locations for field assessment, fill gaps in information on pre-crisis conditions and form a clearer, detailed and up-to-date analysis of the situation at local level once primary data has been gathered.

Primary data collection at the community level will allow the group to: identify priority sites and sectors for humanitarian response; provide a qualitative picture about the range of impacts of the emergency and influencing factors; validate or modify the assessment provided by secondary data; ensure that affected populations participate in identifying priorities for the immediate response.

#### DATA PROTECTION

Owing to the nature of the issues being discussed, it is essential to pay a high level of attention to the protection of any data gathered in the field; here are some basic elements:

1. Keep named records separate from all detailed records and coded with a case or file number.
2. Substitute numerical codes to encrypt identifiable data.
3. Remove any pages which contain identifiable personal information (e.g. address, birth date).
4. Record information from group discussions without identifying individual participants.
5. Ensure all team members, including drivers and translators, understand the critical importance of confidentiality.
6. On a daily basis, ensure all papers are stored in locked cabinets and that there is password protection for all computerised documents.
7. Limit access to identifiable data to key staff.
8. Destroy written field notes if they have been typed up.
9. Dispose of all records and notes so that they cannot be reconstructed and read (i.e. shred, burn or, if it is deemed that they could be useful in future, send them out of the country).
10. Do not record or photograph witnesses and survivors of violations at this stage.

It is also important to think clearly about how the final information will be shared, both with agencies participating in the assessment and other interested parties.

Field teams should be discussing and consolidating data gathered at a location at the end of each visit. One Assessment Form per site should be completed, and inconsistencies between data collected by different team members or using different methods should be reconciled or highlighted at the end of each section. (Use triangulation for reducing bias and minimising inconsistencies).

Field teams should be aware that the analysis will be reviewed at coordination level in the light of other data, pre crisis data and national and/or international benchmarks for crisis situations.

## 6. Preparing the Assessment Report

A well-written report should:

1. Summarise key findings, potential developments, immediate action taken, and key recommendations.
2. Be organised and structured logically.
3. Compile quantitative/statistical information into a quick reference box.
4. Mention the methods and/or sources used to obtain and verify all key information.
5. Express clearly and concisely the key findings, limits to the knowledge gathered, and any gaps in information that remain.
6. Articulate how you foresee the child protection situation evolving in 3-6 months (scenarios).
7. State any immediate action the team has taken and any that is needed.
8. Make recommendations for medium-term action.
9. Include a list of key contacts.

## 7. Programming Based on Results of Assessment

A well-planned and executed assessment is wasted if no timely outcome is forthcoming. Action must run throughout the whole process, as needed. While the complete report will be passed on to management for various approvals, the team itself can undertake action (this includes any referrals and assistance provided on site). There may have been matters that required immediate attention as they fell within the protocol that was established prior to the field visits; these should be reported to management on a daily basis so action can be taken. Follow-up of such actions is crucial to ensure accountability to the affected population.

As the assessment wraps up, there are some administrative steps that need to occur. One of the most important in child protection is planning in relation to long-term data storage.

## USING DATABASES IN CHILD PROTECTION EMERGENCY RESPONSES

Databases have been used in a number of humanitarian responses to assist in child protection programming and individual case management. Although the number and type of databases used varies, the Child Protection Working Group and the Inter-Agency Working Group on Separated and Unaccompanied Children recommend that if in need, emergency child protection programmes use a standard inter-agency approach to facilitate gathering of information, sharing data and monitoring. (One option is the 'Inter-Agency Child Protection Information Management System' – IA CP IMS).

- *Databases do not provide solutions to children's needs*
- *Databases are tools that help the management of cases effectively*
- *Databases are to be used for planning, case management and monitoring*
- *Databases are not the only possible tool to manage child protection cases*  
– *simple spreadsheets are good tools as well*

A database is not always useful; it is a tool, and as such it needs to be adopted if relevant in the given setting. Below are key considerations in deciding whether or not a database is suitable for your situation:

### 1. KIND OF INFORMATION

- What information needs to be gathered by agencies in the planned response? It is vital to always discuss and agree the purpose of requesting children's personal information on the basis of individual interviews. Information should only be taken and stored if it is essential to improving the situation of a particular child/group of children. It is important to work out what information is needed at each stage of case management: who will use it and for what purposes?

### 2. KIND OF RESPONSE NEEDED

- What are the main child protection issues?
- What is the planned response for the estimated case load?
- Is the response likely to involve inter-agency coordination through various stages of the project?

If the programme focuses on an individual response for children, databases can help order and arrange information for each child and the response they will receive. If the programme is likely to be coordinated between agencies, standardised data collection and storage is vital to ensure clarity around each case and the responsibility for each stage.

### 3. EXPECTATIONS OF USING THE DATABASE

- What are your expectations of using a database?
  - To enable easier management of large volumes of data?
  - To facilitate the exchange of data between locations/agencies?
  - To filter the data by certain criteria to produce lists of children requiring particular types of action?
  - To flag up when action is overdue?
  - To search lists of separated children and relatives searching for children and suggest possible matches?
  - To generate reports and graphs to enable analysis of data for strategy planning/resource allocation planning/advocacy etc?

If functions such as suggesting 'matches' between missing children and family members, or flagging up when tasks such as follow up visits are overdue, then a more sophisticated database such as the IA CP IMS is more suitable. The expectation for usage will determine the sophistication of the database or data storage mechanism required.

If only data storage and basic filtering of data is required, a rudimentary Excel spreadsheet could be used. If your needs can be easily met through a spreadsheet, seriously consider if you need the sophistication of a database?

#### 4. CASELOAD SIZE

- What is the size of the estimated caseload in total?
- What is the estimated size of the caseload that will be handled by each individual field office?
- Does information need to be centralised to one location or be stored locally only?
- Are there ongoing population movements?

If the caseload is expected to be lower than 200-300 in total, or lower than 200-300 in each local field office and the data does not need centralising, then a simple data sheet (Excel) or paper filing system can be considered.

If the case load is expected to be over and above 200-300 children, and/or if population movement is continuing to occur and necessitates the exchange of data by multiple agencies working in different locations, a database may be a more appropriate individual case management and monitoring tool.

#### 5. RESOURCES

- Are there, or are you aware of any resources needed, or that might be needed, to support a database set-up and continuation for case management and monitoring of children?
- The running of a database requires dedicated resources, which include: dedicated and secure computers, human resources (one or more data entry clerks, depending on the size and location of the caseload), a percentage of the project coordinator's time, programme specialists' time for caseload analysis and prioritisation, filing cabinets and administrative costs. The use of the database needs to be associated with adequate resources for a child protection programme providing the care arrangements for children.

#### 6. MANAGEMENT

- Do you have the support of your agency/region to set up and integrate a database into an existing or new programme structure?  
Initial set-up support and ongoing support for a database offered at an agency level is often valuable. Office management and programme structures need dedicated supervision time, oversight and input from key functions such as senior management, logistics and security. Is this commitment written into job descriptions and resourced appropriately?

#### 7. DATA PROTECTION AND CONFIDENTIALITY

- What are the key risks and threats to data protection and data confidentiality?
- How safe does the information need to be, and how will data be protected?
- What are the implications for how information is gathered, transferred and shared?  
All children are entitled to have their data protected and not shared without their prior and informed consent. This is acutely more of a concern when children don't have parents or guardians who can make decisions for them with their best interests in mind. They might be placed in danger if information about them is made public or falls into the wrong hands.

The higher the perceived risk to children, the more securely the data should be kept. ALL children's data kept electronically should at the very least be password protected, or kept under lock and key by a manager if it is in paper form. For more sensitive data, or data that needs to be exchanged between people or offices, an encryption function available on more sophisticated databases such as the IA CP IMS is vital to ensure safe transfer of data.

## 7. ACCESS TO DATA

- Who will be the custodians of the data and who will have access to it; what will happen to the data when the programme closes?  
From the outset, clarity and thinking is needed around this issue. Children/their caregivers can then be asked for their informed consent for named organisations/government agencies to have access to their data upfront. If this is not done problems can occur later when programmes are closing down e.g. governments may ask to hold the data where there has been no formal consent given by children for this, and it may be difficult to return to children to then ask for consent.

## DEVELOPING AN INTER-AGENCY CHILD PROTECTION STRATEGY

### What is a strategy?

A strategy provides the overarching vision for a collective, and therefore more comprehensive, protection response. A strategy provides a collective analysis of the protection concerns and a clear understanding of the operating environment; defines common objectives, identifies priorities and puts forward a coherent and comprehensive plan of action, with clearly allocated roles and responsibilities, for achieving these objectives.

The purpose of an inter-agency strategy is to put in place an action plan, which goes beyond the sum of single agency contributions, achieving a comprehensive evidence-based response. It is an inter-agency effort that allows the filling of gaps (programmatic and geographic) by extending traditional agencies' mandates and practice.

### Why is an inter-agency strategy important?

A protection strategy, especially one that is developed with a broad range of partners, will help to strengthen the overall protection response, particularly that of national authorities and affected communities, in a number of ways:

- **Effective response:** Working together in a planned and coordinated way will result in a more coherent, and therefore more effective and more comprehensive, response to protection concerns, while helping to ensure that there are no gaps or duplications of effort.
- **Innovative responses:** The process of developing the strategy, bringing all relevant actors together to identify shared objectives and mutual strengths, can also help find creative ways of overcoming obstacles.
- **Sustainability:** avoiding gaps and addressing overarching child protection concerns together with local and national counterparts ensures the sustainability of the response.

- **Access to resources:** Raising funds for protection activities can be more effective when approaching donors together and presenting shared objectives. The strategy often forms part of the inter-agency planning or fund-raising process, such as the Common Humanitarian Action Plan (CHAP) or Coordinated Appeal Process (CAP).
- **Measuring impact:** Measuring the impact of protection interventions in a short span of time is difficult, but setting benchmarks or indicators can help to evaluate how the protection response has improved the situation, and if the interventions are appropriate.
- **Continuity:** A strategy can help to ensure continuity in an operation, especially in situations where there is a high turnover of staff.

### Who should be involved?

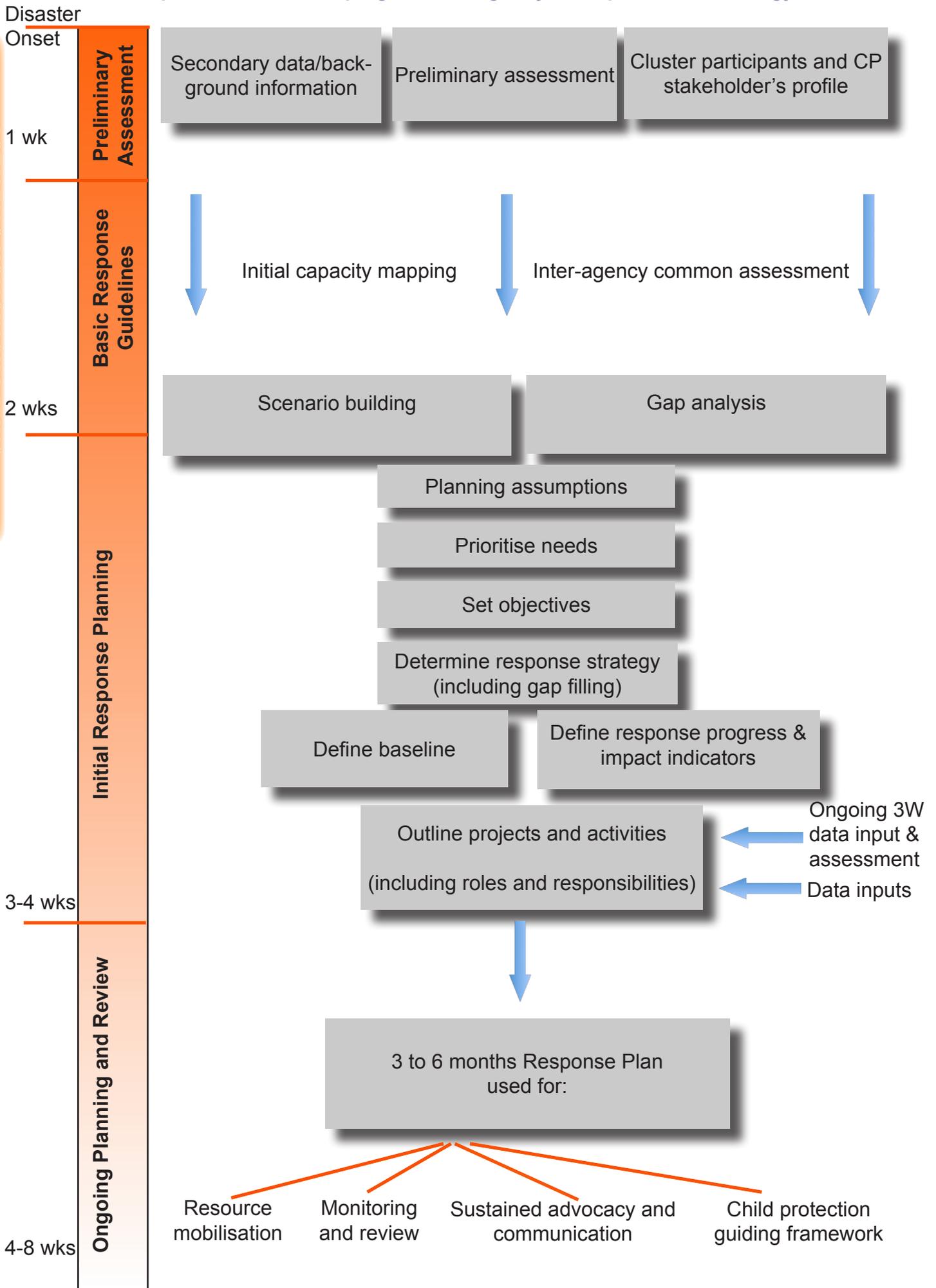
In order to ensure appropriate identification of needs and the most effective and comprehensive response, all relevant child protection actors in the country should be involved throughout the process of developing an inter-agency strategy. Involving or consulting with national or local authorities, as appropriate, and other relevant stakeholders, such as donors or representatives of peace-keeping/peace-support/peace-building missions, is equally important. The strategy should reflect the views of communities, families, youth and children on better strategies to promote child protection.

Coordinating the development of a strategy with a large number of actors with different working styles and mandates can sometimes be difficult. Therefore:

- Aim at a broad consensus
- Ensure a clear and concise strategy document (shared understanding for implementation)
- Make sure there are standard operating procedures for all activities involving more than one agency
- Review the strategy regularly to ensure relevance and effectiveness

## The process for developing an inter-agency child protection strategy

**DEVELOPING AN INTER-AGENCY CHILD PROTECTION STRATEGY**



## Important considerations about the flow chart

1. The flow chart above sets out the response planning process in separate stages. In practice the process will involve combined stages, with constant review and revision. The latter stages may run alongside the rapid assessment process, drawing on preliminary qualitative findings as they emerge.
2. The availability of information for response planning will be limited, with gaps and conflicting information in relation to specific needs. Focus on the major issues and don't get bogged down in the need for detail and.
3. The plan will need continuous updating and modification in response to the changing situation, emerging needs and the outcome of ongoing activities.

## Following preliminary assessment (after 3-7 days)

Based on the IASC 'common assessment of needs', basic response guidelines need to be drawn up by the coordinator together with the cluster partners (a commonly identified task force might be more effective) to guide rapid assessment planning and steer priorities in the first 3-4 weeks.

They will rely on limited and possibly unsubstantiated information, but help to ensure a focus on critical life-threatening issues. In 1-2 pages, set out:

- The overall aim of the inter-agency child protection response,
- The main needs identified, assumptions being made and overall objectives addressing the needs,
- The main priorities and broad strategies to be adopted,
- An outline indication of the main actors, and
- Details of any gaps where known.

As further assessment and capacity details become available (after 1-4 weeks). The basic response guidelines will be developed in detail to guide the forthcoming 3-6 month period. Consider that the strategy development is a fundamental process for the cluster and it might take several meetings. Where there are many actors, a smaller drafting task force might be identified to speed up the process and avoid the coordinator having to work on the document alone, which would bring up more challenges.

## Challenges in developing an inter-agency strategy and action plan



- Plans become outdated and are of limited use.
- Plans are not updated and response activities become 'project' rather than 'objective' driven (donor driven rather than client driven).
- Plans are unrealistic – they include too many activities which cannot be achieved within the timeframe/local context.
- Plans are inaccurate, due to inadequate or ineffective investigation, verification and analysis of data.
- Plans are not accepted or 'owned' by cluster actors, due to inadequate consultation/communication.
- Plans are seen as biased in favour of more powerful agencies, due to inadequate stakeholder representation.
- Plans are not understood, due to inappropriate language/terminologies used, or lack of relevance to the context.
- Plans have limited relevance and do not address gaps – lack of shared analysis and strategy.

The majority of challenges can be addressed through regular consultation with stakeholders, and continuous review and modification to ensure plans are flexible, realistic and appropriate. Consensus should be sought.

### The Strategy Document

Strategies may differ in format, but there are a number of standard components to ensure that the strategy document is clear, action-oriented and practical. These include:

1. **Background:** 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.
2. **Situation analysis:** This would include a summary of the findings of analyses and assessments and should include priorities on who should be protected and how. It should also include a list of stakeholders, both agencies and communities, involved in implementing a child protection strategy, and state their capacities and roles.
3. **Possible scenarios:** it is useful to elaborate on the best, worst and most likely scenarios in a given context. Humanitarian crises, particularly armed conflicts, are volatile. Child protection actors should be well prepared for the different scenarios and foresee possible changes in the strategy as may be required by the circumstances.
4. **Basic principles:** It might be necessary to emphasise the principles on which the child protection strategy is based. The strategy paper should also reaffirm technical guiding principles and standard operating procedures for all agencies involved in its implementation.
5. **Legal framework:** There should be a clear reference to the law applicable in the specific country context, including international instruments.
6. **Existing country/regional emergency preparedness plans**
7. **Objectives:** Based on the priorities identified and the legal framework, outline the objectives for the short, medium and long term.
8. **Action plan:** outline activities that will be undertaken (collectively or by individual organisations), 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 the country context. The action plan should include:
  - a. **Activities:** listed in order of priority;
  - b. **Geographic area:** where activities will be undertaken;
  - c. **Populations:** who will these activities be implemented for/with; and
  - d. **Responsibility for implementation:** assigning responsibilities for activities should take into account who is best placed to do what – who has the most expertise, experience and capacity to undertake particular activities.
9. **Coordination:** Mechanisms for coordinating the implementation of the strategy, and for defining how the sector reports to the Cluster/HC, need to be clearly defined./
10. **Key indicators:** Setting indicators to measure the impact of some child protection activities can be difficult, but there are certain key outcomes that can be used to assess progress.
11. **Constraints/assumptions:** It is important to understand what may affect implementation of the strategy. Common constraints include insecurity, lack of access, and lack of resources.
12. **Costs:** It may be necessary to include the total cost of implementing the strategy, particularly when additional funds need to be raised.

## CONTINGENCY PLANNING

Contingency plans provide an outline of the likely response requirements in the event of a subsequent disaster or emergency. Many disasters lead to increased vulnerability of both people and the environment, contributing to increased chances of a subsequent emergency. Contingency planning saves time and resources in planning and preparing for a response.

### Child protection coordination mechanism actions

Contingency planning may be combined with the response planning process (see Developing a child protection Inter-agency Strategy – Considering Different Scenarios), or it may be undertaken separately, but preferably by the same inter agency working /advisory group.

- Based on learning from previous emergencies, current vulnerability assessments and existing preparedness measures identify potential hazards and associated risks.
- Use scenario building to assess the potential impact and consequences of the hazards identified (Scenario building is the process of presuming the likely consequences of a hazard and establishing planning assumptions).
- For each scenario, outline the trigger factors, risks, assumptions, specific objectives and suggested response strategies. Prioritise them into what is most likely to happen.
- Outline specific child protection sector preparedness measures that might be required e.g. identifying and monitoring trigger indicators, training or simulation exercises, regular security assessments, collaborative operational agreements.
- Disseminate contingency plans and preparedness procedures to the coordination mechanism participants and other stakeholders.
- Incorporate associated financial resource requirements into funding appeals.
- Take action needed to put any necessary arrangements in place e.g. supplies, staff training, identifying focal points/working groups.
- Establish a system for ongoing monitoring and review of contingency plans

The child protection coordination mechanism may also be involved in an inter-cluster Contingency Planning Working Group under the direction of the HC/RC.

### Tips for effective contingency planning

- Build on existing crisis management and contingency plans, structures and projects – avoid introduction of parallel contingency measures.
- Adopt a participatory approach to ensure contingency planning responsibility rests in the hands of the national authorities and there is an accurate understanding of local risks and norms. Make sure that mechanisms for review and updating of plans are considered from the start.

### Hazard and risk analysis

Analysis of possible hazards (e.g. conflict, flooding, displacement) and their potential risk, together with assessment of existing vulnerabilities and capacities within the population, provides an insight to the potential humanitarian impact of the different hazards. Focus on the most critical hazards through risk analysis which looks at both the likelihood and potential impact of a particular hazard. You will need to prioritise.

### Triggers

Triggers are particular sets of circumstances or events that indicate a change in the situation. Historical data on previous emergencies can help identify possible triggers e.g. increasing incidence of intercommunity violence prior to civil war, prolonged storms prior to flooding.

## PROMOTING GOOD PRACTICES AND STANDARDS IN CHILD PROTECTION

Capacity building is about developing the skills of cluster participants in such a way that they are better equipped to participate, and enhance the capacity of the child protection sector in addressing the needs and rights of children and families. In particular, the child protection coordinator has responsibility to promote and support good practices and standards in the sector through the ToR:

- Promote/support training of staff and capacity building of humanitarian partners.
- Support efforts to strengthen the capacity (including institutional) of the national authorities and civil society.

Be aware that the capacity development takes place at two levels: the group (child protection mechanism members) and individual. In order to make sure that standards and good practices are applied and promoted, the group need to reach a level of maturity and interdependence.

There are guidelines and good practices related to the coordination mechanisms and humanitarian reform which will help the group to reach an optimum functioning, but there are also specific technical capacities which are needed to make sure the inter-agency child protection response is meeting its goals of effectiveness, efficiency and positive outcomes for children and families.

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

Where the capacities that have been identified as necessary for the response are missing or extremely weak, then a common plan for its development will be needed.

CAPACITY BUILDING INVOLVES:	WHAT YOU CAN DO: <b>TO DO</b>
Equipping people with skills and competencies which they would not otherwise have.	<ul style="list-style-type: none"> <li>○ Ensure processes and procedures are clearly explained and understood.</li> <li>○ Share information and resources to enable knowledge transfer.</li> <li>○ Translate key guidelines (see below).</li> <li>○ Role model effective leadership.</li> </ul>
Realising existing skills and developing potential.	<ul style="list-style-type: none"> <li>○ Conduct capacity mapping.</li> <li>○ Involve a range of skills and experience in technical or working groups to enable cross-learning.</li> <li>○ Share responsibilities across cluster participants.</li> </ul>
Increasing people's self-confidence.	<ul style="list-style-type: none"> <li>○ Value individual contributions and respect individual differences.</li> <li>○ Use active listening.</li> <li>○ Give positive feedback.</li> </ul>
Promoting people's ability to take responsibility for identifying and meeting their own, and other people's, needs and rights.	<ul style="list-style-type: none"> <li>○ Use coaching skills to encourage acceptance of responsibility from individuals and agencies.</li> <li>○ Use problem solving techniques which involve all.</li> <li>○ Delegate responsibility where appropriate.</li> </ul>

The following are the key Inter-Agency Standing Committee guidelines, standards and good practices relevant to child protection responses in emergencies:

## Standards and Guidelines

- Inter-agency Guiding Principles on Unaccompanied and Separated Children, ICRC, IRC, SCUUK, UNICEF, UNHCR and WVI, 2004.
- Guidelines on Mental Health and Psychosocial Support in Emergency Settings, IASC, 2007.
- Guidelines for Gender-based Violence Interventions in Humanitarian Settings: Focusing on Prevention of and Response to Sexual Violence in Emergencies, IASC, 2005.
- Women, Girls, Boys and Men: Different Needs, Equal Opportunities, IASC, 2007.

## Good Practices

### Tools and Resources on the Legal Framework

- Convention on the Rights of the Child (CRC), UNGA Res 44/25 of 20 Nov 1989 (Arabic/English / French/Spanish). See also: Optional Protocol on the Involvement of Children in Armed Conflict & Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography.

- Implementation Handbook for the Convention on the Rights of the Child, UNICEF, 2002.
- International Legal Standards Module, Action for the Rights of Children, 2002.

### **Tools and Resources on the Care and Protection of Separated Children**

- Inter-agency Guiding Principles on Unaccompanied and Separated Children, ICRC/ IRC/ SCUK/ UNICEF /WVI, 2004.
- The Lost Ones: Emergency Care and Family Tracing from Birth to Five Years, UNICEF, 2005 (Draft)
- Introduction to the Child Protection Information Management System

### **Tools and Resources on Psycho-Social Support and Child Friendly Spaces**

- Minimum Standards for Child Friendly Spaces and Children's Centers, West Darfur Child Protection Working Group, August 2007. (English/French/Spanish)

### **Tools and Resources to Combat Violence, Neglect, Exploitation and GBV**

- Establishing Gender-Based Standard Operating Procedures (SOPs) for Multi-sectoral and Inter-organisational Prevention and Response to Gender-based Violence in Humanitarian Settings, IASC Sub-working Group on Gender and Humanitarian Action, 2008.
- WHO Ethical and Safety Recommendations for Researching, Documenting and Monitoring Sexual Violence in Emergencies, WHO, 2007.
- The "DOs and DON'Ts": Reporting and Interpreting Data on Sexual Violence from Conflict-Affected Countries, UN Action Against Sexual Violence in Conflict, 2008.

### **Tools and Resources on Children Associated with Armed Forces /Groups**

- The Paris Principles: Principles and Guidelines on Children Associated with Armed Forces or Armed Groups, Feb 2007.
- The Paris Commitments to Protect Children from Unlawful Recruitment or Use by Armed Forces or Armed Groups, Feb 2007.
- Integrated Disarmament, Demobilization and Reintegration Standards, UN, 2006. (See in particular chapters 5.20 on children and 5.30 on youth).

### **Other Important Tools and Resources on child protection**

- The Participation of Children and Young People in Emergencies, UNICEF, 2007.
- Adolescent Programming in Conflict and Post-Conflict Situations, UNICEF, 2003.
- Keeping Children Safe: Standards for Child Protection, Keeping Children Safe Coalition, 2006 (The Standards/How to Implement the Standards /Training)
- The webpage of the Child Protection Working Group (<http://onerresponse.info>) has a resource section and links to other useful web pages.

**FUNDING MECHANISMS OVERVIEW**

During an emergency there are many different funding mechanisms available to support Child Protection responses; however it is important that those mechanisms are understood from the beginning. The child protection sector still needs strong advocacy to be adequately recognised in the immediate humanitarian response, and knowing the humanitarian funding mechanisms and how they work is fundamental, as they are key opportunities for effective advocacy.

Most of the agencies have their own specific funding channels, while the Humanitarian Reform has increased the emphasis on coordinated strategies and funding appeals. The Cluster approach and the child protection coordination mechanism are great opportunities for increasing the visibility and recognition of the sector to donors.

**WHICH FUNDING SOURCES?**

In emergencies there are different options for funding; most of the time they are tapped into sequentially, but not always. Usually the order is as follows:

Sequence	Funding mechanism	Time frame
1st	<b>FLASH APPEAL</b> Do a FLASH APPEAL which clearly articulates humanitarian needs, priority sectors for response, an outline of response plans, and roles and responsibilities. (UN, IOM, NGOs, and government through partners)	Onset up to 6 months. →
2nd	<b>CERF</b> Projects that address life-saving activities from the Flash Appeal can easily be submitted to the CERF mechanism. All that is required is endorsement from the HC, putting them in the CERF format and the signing of Letters of Understanding between submitting agencies and OCHA. (UN, IOM, NGOs through UN agencies-IOM)	Onset up to 3 months →
3rd	<b>FLASH APPEAL - revision</b> As better assessment information becomes available, the projects within the Flash Appeal can be revised at any time. New projects can be inserted. The Flash Appeal is not a static document but is open and flexible.	Up to 6 months →
4th	<b>CONSOLIDATED APPEAL PROCESS (CAP)</b> The CONSOLIDATED APPEAL PROCESS (CAP) can be considered if the emergency continues for more that sixth months. (All agencies and fovernment through partners.)	Beyond 6 months →

## Coordinating funding requirements

To get a realistic overview of the funding required to meet critical child protection coordination and response needs, information will be needed about the funds available and/or committed for child protection agencies' projects. Gathering this data will be difficult, particularly in the early response when information is hazy or **agencies are reluctant to provide financial data**. However, continuous effort is needed through ongoing partner mapping and review, to ensure that additional donor funding is prioritised for use in meeting the most critical and under-resourced aspects of child protection. This is also a way to avoid limiting funding only to 'familiar' or 'traditional' child protection initiatives irrespective of the context.

### Measures to encourage exchange of funding information include:

- The 'pull factor' of potential funding;
- Participation of agencies in the response planning and prioritisation process within the child protection coordination mechanism;
- Efforts to represent the interests of the whole child protection sector amongst the projects submitted for funding;
- Potential for collaborative projects bringing different actors together with shared resources;
- Making agreements to secure necessary information e.g. agreement to work in particular areas, operational and geographical coverage, etc; and
- Highlighting agencies in the cluster that fail to meet information requirements.
- Referral to the Financial Tracking Service (FTS) may also be useful in gathering an overview of funding commitments. FTS is an on-line database showing global humanitarian funding requirements and financial and in-kind contributions made (see:<http://www.reliefweb.int/fts>).

Regular donor liaison will also assist in providing guidance on:

- Donor priorities and influencing donor priorities
- Funding availability and restrictions and
- Funded/implementing partners.

## Selecting projects for funding

In the initial 5-10 days after the onset of an emergency, details of individual child protection projects may need to be submitted for a Flash Appeal. If possible, aim to do this as part of a systematic response planning process promoting an inter-agency strategic framework.

The selection of appropriate projects can be a very sensitive process, particularly when projects proposed by the child protection coordination mechanism are also under consideration. Some cluster participants will also be unfamiliar with the restrictions and criteria for funding, and this may generate tension. A structured mechanism for identifying gaps, prioritising needs and outlining the necessary projects and activities for an effective child protection response will also assist in keeping project selection objective and open. Avoid selecting projects in isolation or exclusively within a UN group. Where possible, include projects for as wide a range of cluster actors as possible including international and national NGOs and local organisations and institutions.

As a Coordinator you will play a key role in:

- Coordinating the collection of information about ongoing and proposed projects amongst coordination mechanism/Cluster actors;
- Providing necessary information about funding requirements and the selection process;
- Establishing a representative, transparent but timely mechanism for the assessment and selection of Cluster projects; and
- Collaborating with government partners, the Protection Cluster (where applicable) and other clusters to maximise complementarity in the selection of projects.

### Selecting projects for funding can fuel conflict among partners!



Consider the following:

- Provide clear guidance and supporting information about pooled funding mechanisms and criteria (e.g. core competencies, capacity, prior presence in locality, targeting unmet needs, alignment with cluster priorities etc).
- It may be prudent to manage project selection through an ad hoc working or advisory group. Particular effort will be needed to ensure the group is genuinely representative of the diverse interests within the coordination mechanism. A group dominated by international agencies, or with inadequate government representation, may lead to serious misunderstanding, tension and conflict, and undermine the basis of coordination.

## OTHER FUNDING SOURCES

### Emergency Response Fund

In addition to common or pooled funding sources, in some countries the child protection coordination mechanism may be able to bid for project funding through the Emergency Response Fund (ERF). The ERF is managed by OCHA through the HC and aims to provide rapid, flexible funding to:

- address gaps in humanitarian aid; and
- enable scaling up of response and recovery interventions, particularly through international and national NGOs who are not eligible for direct funding through the CERF.

### Multi Donor Trust Funds

A Multi-Donor Trust Fund (MDTF) is a mechanism through which donors pool their resources with the intention of supporting national humanitarian, recovery, reconstruction and development priorities. These are a useful additional source of funding after the immediate relief stage and help to reduce the burden of seeking and reporting on funding from multiple sources. The funds are managed through an administrative agent such as UNDP, and the nature and requirements for funding are determined based on the individual country context and programme or project objectives.

## Traditional donors

The child protection coordination mechanism provides a useful platform for cluster participants to develop collaborative proposals for their traditional bilateral donors i.e. ECHO, DFID, USAID, CIDA, SIDA. With many donors encouraging collective or consortia bids, particularly those that demonstrate partnerships with local organisations, cluster participants should not be reliant on the coordination mechanism as a way for generating funds. Rather they should see the collaborative cluster assessment and planning process as a robust basis for additional funding appeals which support the group's strategy and coordinated response for children.

## Additional resources

All the inter-agency technical guidance on funding procedures (Humanitarian Financing, CERF and CAP) can be found and downloaded at the Humanitarian reform website, on the 'Resources and Tools' page: <http://www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=143>

## CENTRAL EMERGENCY RESPONSE FUND (CERF) GUIDANCE

The CERF is a UN standby fund for timely, effective and reliable humanitarian assistance for victims of natural disasters, complex emergencies and time-limited responses to deteriorating situations in protracted emergencies. CERF application is initiated, and submission has to be endorsed, by the HC/RC.

### CERF aims and principles

- CERF is a start-up fund - very early, immediate response, time limited to 3 months.
- CERF aims to mitigate against or avert loss of life, physical harm or threats to the population. (It essentially works on the life saving criteria.)
- CERF aims at enhancing response to time-critical needs (intervention to reduce escalation).
- CERF adheres to basic humanitarian principles of humanity, neutrality and impartiality and is consistent with principle of Do No Harm.
- CERF should contribute to the improvement, durability, and sustainability of solutions.
- CERF recognises the special vulnerability of children and women.

### LIFE SAVING CRITERIA: 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 service 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, e.g through provision of child-friendly spaces or other community-based interventions, return to school or emergency education, 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.

Extracted from: CERF Life-Saving Criteria, approved by John Holmes, USG Humanitarian Affairs/ERC 26 January 2010

**TO DO**

**WHAT DO YOU NEED TO DO?**

1. Collate available evidence/information on child protection (assessed/demonstrable needs).
2. Identify and agree on priorities for child protection emergency humanitarian needs with your cluster (partnership).
3. Develop the child protection part of the CERF proposal.
4. Follow up and keep on advocating for child protection recognition in the proposal – with HC/RC and other clusters.
5. Prepare for monitoring and reporting.

- Evidence or demonstrable needs in child protection are crucial. (Make a direct link between concerns and remedy – i.e. mitigation of direct physical harm or threat).
- No recurrent, running and sectoral coordination costs allowed.
- No activities allowed which are not directly linked to life saving criteria.
- NGOs can access funding only through UN Agencies – including IOM.



**TIME FRAME**

**Onset** up to 3 months

**FLASH APPEAL GUIDANCE**

The Flash Appeal is a tool for structuring a coordinated humanitarian response for the first three to six months of an emergency. It is issued within one week of an emergency and it provides a concise (**max 10 pages**) overview of urgent life saving needs within one week of the onset of an emergency. It addresses acute needs and recovery projects that can be implemented within the Flash Appeal timeframe (up to six months), based on the best available information at the time of writing.

**Who prepares a Flash Appeal?**

The UN Humanitarian Coordinator triggers this in consultation with all stakeholders. The overall content of a Flash Appeal is coordinated and compiled by the Humanitarian Coordinator and UNOCHA, with input from the Humanitarian Country Team, usually within 5-10 days of an emergency onset.

**TO DO**

**WHAT DO YOU NEED TO DO?**

1. Lobby and advocate for life-saving child protection function with HC/RC, IASC, Clusters.
2. Collate available information on child protection.
3. Identify and agree on priorities on child protection emergency humanitarian needs with your cluster.
4. Develop child protection part of the Flash Appeal (1 page) – this normally would be based on early response planning.
5. Follow up and keep on advocating for child protection recognition in the proposal – within the Cluster, with HC/RC and other clusters.
6. Prepare for monitoring and reporting.

- The Flash Appeal may be developed into a Consolidated Appeal if the emergency continues beyond six months.
- The Flash Appeal can be used as the basis for the Central Emergency Response Fund (CERF).
- Funds are not channelled through the Protection Cluster or child protection coordination mechanisms but should be counted as funding towards meeting child protection needs within the Cluster Approach.
- UN agencies and NGOs are eligible to submit projects under the Protection Cluster/child protection coordination mechanism, and government activities may be considered if incorporated under a UN or NGO project.
- The Protection Cluster/child protection coordination mechanism may also submit projects, including proposals, to support funding for Cluster coordination activities.



### Revised Flash Appeal

Given that Flash Appeals necessarily are based on early estimates, they and their projects can be revised at any point after the launch as more information emerges. A revised Flash Appeal is usually made approximately 1 month after the initial appeal. This takes the same format but will be based on more detailed assessment data and new or revised response projects.

### TIME FRAME

Onset

up to 3-6 months

## CONSOLIDATED APPEAL PROCESS GUIDANCE

The Consolidated Appeals Process (CAP) is a tool used by aid organisations to plan, coordinate, fund, implement and monitor their activities. The process of development of a CAP helps to develop a more thoughtful and thorough approach to humanitarian action.

The Consolidated Appeal is usually developed through **a month of consultations** between government agencies, UN agencies, NGOs, donors, IOM and the Red Cross and Red Crescent Movement, and may be compiled **up to 6 months after the onset** of an emergency.

A consolidated appeal presents a snapshot of the situation and response plans: if the situation or people's needs change, any part of an appeal can be revised at anytime. In complex emergency situations, the CAP may be prepared on an annual basis.

## The Consolidated Appeals Process From the UN OCHA 2008 CAP leaflet

A CAP consists of a Common Humanitarian Action Plan (CHAP) and a set of projects necessary to achieve this strategy. If the situation changes, or new needs emerge, the CAP can be revised at any time.

The CHAP includes:

- Analysis of the context;
- Best, worst and most likely scenarios;
- Assessment of needs and statement of priorities;
- Detailed response plans, including who does what, where;
- The link to longer term objectives and goals; and
- A framework for monitoring the strategy and revising it if needed.

An appeal must include as many such proposed projects as possible in order to state the overall funding needs: an essential advocacy point.

A set of projects necessary to achieve a coordinated strategy that will enable humanitarians to save lives and bring relief, and to appeal for funds cohesively instead of competitively.

### Who prepares a CAP/CHAP?

The HC leads a **one-month** (approx.) consultation exercise with the Humanitarian Country Team (or CAP sub-group) to consider detailed assessments, priorities and appropriate strategies for a longer-term response. Selected projects form the basis for the Common Humanitarian Action Plan (CHAP).

### WHAT DO YOU NEED TO DO?

1. Build on the inter-agency assessment and child protection strategy: (consider that the CHAP might be adopted as your child protection inter-agency strategy).
2. Coordinate the gathering of proposals, (proposals and priorities can be changed according to evolving situations), and submitting information in the CAP format about all ongoing or planned projects under the child protection coordination mechanism – whether funded by other donors or not.
3. Develop the child protection part of the Consolidated Appeal.
4. Advocate for child protection recognition in the Appeal – within cluster, and with HC/RC.
5. Prepare for monitoring and reporting.

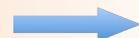
It is important to list all projects, whether they are likely to be funded by other donors or not. This helps to highlight funding shortfalls and reinforce advocacy messages. NGO projects can be listed separately, rather than under the umbrella of a UN agency (e.g. UNICEF), which can help to overcome funding delays and NGO concerns about autonomy.

### TIMEFRAME

Onset

6 months

CAP



## ADVOCACY IN EMERGENCY

Advocacy, which means making a persuasive argument for a specific outcome, plays a key role in the Protection Sector's response to an emergency. An advocacy strategy depends on the desired outcome and will vary from situation to situation. Advocacy can be carried out by a coalition of likeminded partners in a very public way, or might be more appropriately carried out in private and without partners (lobbying). In some sensitive or sub-regional cases of violations, advocacy may be more appropriately carried out at the regional or headquarters level, rather than at the national level. Keep in mind that the following points are for inter-agency advocacy and should involve the widest possible number of stakeholders as well as communities and children.

### STEPS TOWARDS AN ADVOCACY STRATEGY

- Analysis of the problem. Identify the issue, who is most at risk and why.
- Gather evidence – advocacy is only as strong as the evidence it is based on.
- It is important to know the precise nature and extent of core violations of children's rights and their perpetrators, to implement effective prevention and response at local, regional and international levels.
- Stakeholder and culture analysis – clear understanding of the community, their needs and expectations. Understanding the culture is key to understanding where and when to advocate.
- Determine the key actors: Who should be targeted by the advocacy? Ensure this is towards decision makers: facilitate a micro-macro link so that advocacy can trickle up to policy level.
- Establish the expected outcome of the advocacy. Define concrete things for action in the emergency compared to those that are long-term advocacy campaigns.
- Risk analysis – determine the risks for the community and also staff. The advocacy strategy should be amended as the security situation determines.
- Draft a plan of action that details the most appropriate channels for action, identifies key responsibilities for realising that action, adapts tools as appropriate to the intended audience, etc.
- Determine who should advocate (UN staff may not be the most effective, e.g. religious leaders may be the most effective advocates in some situations).
- Consider the role the Protection Sector can play to give the community a voice to effect change that affects their lives. Can the Protection Sector use its influence to bring community members into meetings and discussions?
- Can the Protection Sector help to enable a network of community groups so that they can collectively have a voice?
- Evaluate and adapt actions on an ongoing basis.

### IDENTIFYING ADVOCACY MESSAGES

- Adapt the delivery of the message to the intended target. Note that the core messages themselves cannot deviate from the Protection Group's principles.
- Consider the impact that the message could have on various parties. You do not want this to backfire on the children and families you are striving to protect.
- Tailor your message for the target audience and consider how they might receive the message.
- Always aim at reaching a common agreement, especially on figures to be used, consistent for all agencies!

## PREVENTING FAMILY SEPARATION

## KEY ACTIONS FOR PREVENTING FAMILY SEPARATION

- Advise military personnel and humanitarian workers not to evacuate a child or take him/her to hospital without ensuring that families and caregivers are informed and a caregiver accompanies the child. Ensure that children remaining at home are cared for.
- Encourage families to keep together during mass movements, make plans for meeting in case of separation, and transmit messages at transit points.
- Encourage parents and caregivers to keep track of their children and avoid family separation during movement. Encourage parents and caregivers to teach children their name and place of origin and place identification tags on younger children (where appropriate).
- Document the name and address of any child or parent admitted to hospital.
- When a separated child is identified, immediately write down the name and any information available about the missing family and how and where the child became separated. Do not throw away children's clothing, even if dirty and torn, as clothes can serve as an important identifier for younger children.
- Contact the MRCS, UNICEF, World Vision, Save the Children and Enfants du Monde representatives working with separated children in your areas to help identify the best care options, fully register the child for family tracing and provide regular follow-up. If there is no child protection agency working in the area, contact the ICRC or appropriate authorities.
- Support agencies undertaking photo-tracing and mass tracing efforts by facilitating community information campaigns. Coordinate with family tracing agencies to set up information booths in easy to reach location for families and children to make inquiries and to for registration purposes.
- For developmentally disabled children, babies and younger children who do not know their names and places of origin, inquire among adults and older children around them to find out whether they know the child or his/her family and where the group came from, before moving the child from the location, unless it is unsafe to keep a child there.
- For children in need of temporary caregivers, encourage and support family-like care over orphanages and other forms of institutional care.
- Informally monitor institutions to ensure adequate care and report any observed or reported concerns to the Child Protection Cluster working group.
- If you learn of or identify a suspected case of child abuse, neglect or exploitation, immediately refer the case to the child protection agency and/or local child protection focal points in your area.
- Avoid targeted assistance based on blanket categories of children (e.g. separated). Rather, work with the Child Protection Cluster working group to outline criteria for assistance based on vulnerability to abuse, exploitation and violence.

Adapted from CP key messages produced by the Child Protection Working Group for Iraq (UNICEF, IRC, SC-Alliance, WVI, EDM), Version 15 April 2003.

## KEY CONSIDERATIONS (INSTITUTIONAL CARE)

Orphanages, children's villages, boarding school and other group residential facilities may seem a logical response for separated and orphaned children in the aftermath of an emergency. In fact, this approach can impede family reunification and undermines the development of national solutions for orphans and other vulnerable children. Such institutions may be appealing because they can provide food, clothing and education, but they generally fail to meet young people's emotional, psychological and social needs. This failure, and its long-term ramifications, support the conclusion that countries and children are better served by keeping children with families. Key points to consider:

### Traditional residential institutions

- These usually have too few caregivers and are therefore limited in their capacity to provide children with the affection, attention, personal identity and social connections that families and communities can offer (which is particularly important for children under five).
- They are likely to segregate children and adolescents, by age and sex and from other young people and adults in their communities. Instead of encouraging independence and creative thinking, institutional life tends to promote dependency and discourage autonomy. For many adolescents, the transition from life in an institution to life in a community is difficult. They lack essential social and cultural skills and a network of connections in the community.
- Many children in residential institutions have at least one living parent or relative. In the aftermath of an emergency, as parents struggle to rebuild their lives, families sometimes place their children in 'orphanages' to secure access to services or better material conditions for their children. Experience indicates, however, that children's lose vital links to their family and community when placed in residential care. Institutionalised children are also at greater risk of losing family and community support networks than children in foster homes.
- Another drawback to residential care is that it is more expensive than the cost of supporting care by a family. The ongoing costs of supporting one child in institutional care could support many times that number of children in their own families or substitute family-based care. It is essential that available resources be used to benefit as many children as effectively as possible.

### Family based care

In most countries the extended family and community are still the most important social safety nets and disconnection from these support systems greatly increases the long-term vulnerability of orphans and separated children. Poorly prepared to integrate into community life, and with little knowledge of potential risks and how to protect themselves, these young people may feel hopeless and depressed and become involved in harmful activities. Adolescent Girls are particularly vulnerable. For children who cannot be cared for by extended family, foster placements, local adoption and surrogate family groups integrated into communities are better than traditional institutional care. In some cases, a group of siblings may decide to remain in their home after the death of both parents.

With adequate support from members of the extended family or community residents, this can be an acceptable solution because it enables the children to maintain their closest remaining relationships. In rural areas, it may also enable them to retain the use of their parents' land.

Family-like care should be promoted and supported in lieu of institutional care. Placement in residential institutions is best reserved as a last resort or as a temporary measure when no other option is available.

Text revised and adapted from the UNICEF, UNAID and USAID publication: Children on the Brink 2004: A Joint Report of New Orphan Estimates and a Framework for Action.

## ADVOCACY FOR MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT

In emergencies, children and their caretakers may be at risk due to emergency-induced social problems (e.g. family separation, disruption of social networks and supports, destruction of community structures and resources etc.) and psychological problems (e.g. grief, non-pathological distress, depression, etc.). However, they may also be affected by humanitarian aid-induced problems such as the undermining of traditional support mechanisms and anxiety due to, for instance, a lack of information about food distribution.

The term 'mental health and psychosocial support' refers to any type of local or outside support that protects or promotes psychosocial well-being and/or prevents or treats mental disorder. It includes non-formal support such as the support provided by family and friends, as well as formal support such as counselling. This comprehensive approach contrasts with the narrower approaches that have been taken in the past.

Throughout the 1980's and 90's many agencies placed excessive emphasis on clinical problems such as Post-Traumatic Stress Disorder (PTSD) and on individual, Western-style counselling methods that did not fit the local context and culture. By the mid-1990s, many agencies had developed holistic, community-based psychosocial approaches that addressed nonclinical sources of distress (e.g. being separated from one's family), respected children's agency, and emphasised children's resilience. Recently developed global guidelines emphasise the importance of organising a coherent system of different kinds of support.

In emergencies, it is important to advocate both the comprehensive approach and the specific actions outlined below. Key targets of advocacy efforts include Ministry representatives, Cluster representatives, and donors.

### CLARIFICATORY POINTS

- Children differ in their reactions to emergencies depending on what they have been exposed to, whether they had pre-existing problems, their level of development, how much social support they have at present, and how safe their current living situation is. It is inappropriate and stigmatising to assume that all emergency affected children have been traumatised and need clinical care. In fact, only a minority of children will experience problems of clinical magnitude.
- Many emergency affected children exhibit normal distress responses such as social withdrawal, sleep problems, crying and inability to concentrate in school. It is important not to regard these responses as signs of medical pathology. Typically, these problems dissipate over time if security and access to basic services have been established and as children receive support from family, friends, religious leaders, teachers and others. In fact, most children will exhibit resilience and will cope with their adversity by, for example, seeking social support from others.
- More severely affected children may cling to their parents, stop speaking altogether, or become dysfunctional and unable to fulfil their customary roles and activities. If they need more specialised support, they should be referred for additional care.

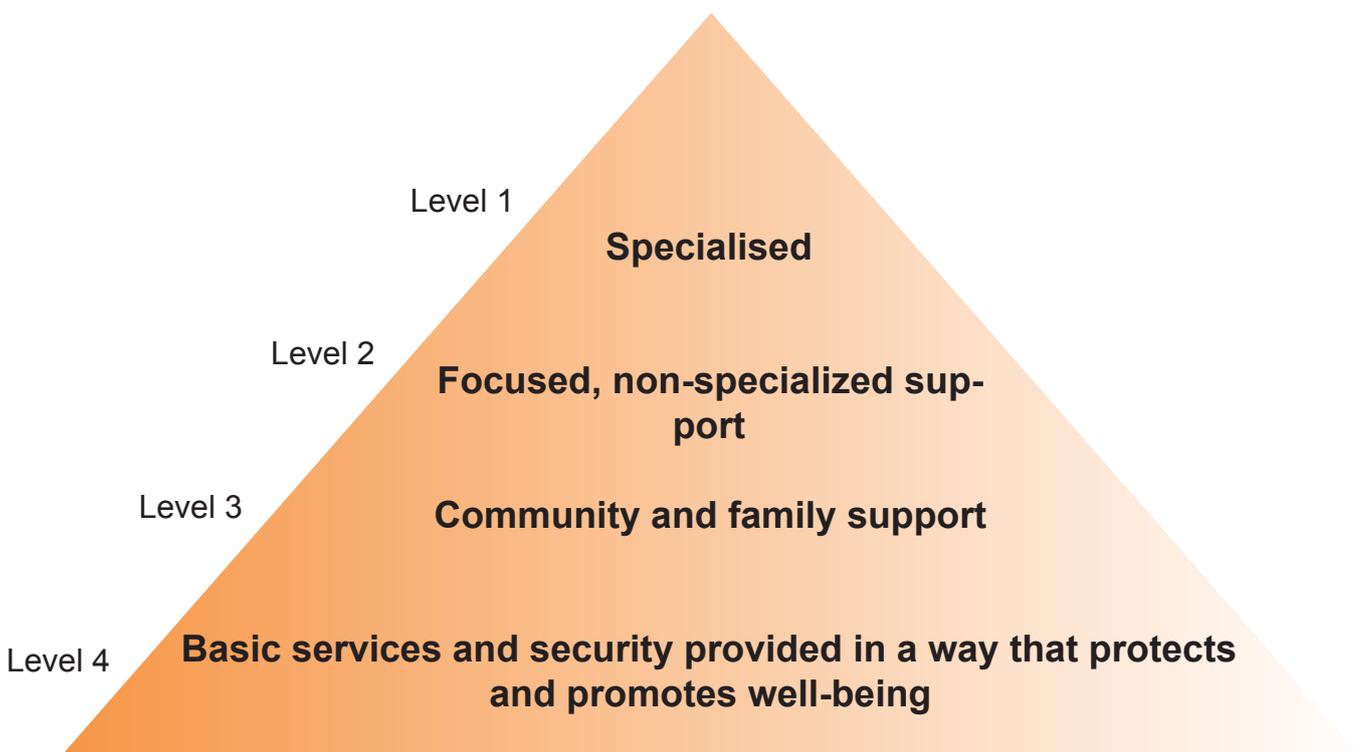
If counselling is to be provided, it should be non-stigmatising, appropriate to children's gender and stage of development, accompanied by efforts to establish safety and access to meet basic needs, administered by people who have appropriate training and followed up with additional support.

- Practices to be avoided include one-off counselling sessions with no follow-up, forcing children to talk when they are not ready, asking children to talk about the details of difficult events and providing stand-alone counselling services.

### KEY ACTIONS FOR MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT

- Respect these principles: Promote children's rights; enable children's meaningful participation as appropriate to the context; Do No Harm; build on available resources and capacities; and build integrated support systems.
- Restrict using terms such as 'trauma,' 'traumatised children,' and 'symptoms' to clinical settings only. For the wider population of children, speak in terms of distress or stress, anguish, and reactions to difficult situations. Also, avoid calling structured activities 'therapy'.
- Engage teenagers in the emergency response since this supports their sense of self-efficacy, reduces feelings of being overwhelmed and supports their dignity and agency.
- Support children's resilience and coping strategies, avoiding a deficits approach to protection.
- Develop mechanisms for referral of severely affected children and ensure that these children are protected.
- Organise psychological first aid. In this non-formal, non-clinical intervention, aid workers and others listen actively to those who want to talk, show empathy, provide factual information about access to services, and link people with appropriate sources of support.
- This type of aid can be taught quickly to professionals and non-professionals.
- Develop multilayered support that provides security and access to basic needs for all; family and community support or focused support such as livelihoods for children who need them; and specialised support for the most severely affected children (see intervention pyramid below).

### Intervention Pyramid for Mental Health and Psychosocial Support in Emergency Settings



**Level 1**

- Provide aid in different sectors in a manner that supports children's psychosocial well-being (for example, sites should include safe spaces for play, and shelters should avoid overcrowding). Support family access to basic services.

**Level 2**

- Provide access to non-formal or formal education and age- and gender-appropriate activities such as sports and structured recreational activities, children's and youth clubs and other activities that help to restore a sense of normalcy and aid social integration.
- Organise support for three distinct sub-groups: young children (0-8 years), school-aged children (9-13 years), and adolescents (14-18 years).
- Support children's participation in community-wide cultural and religious activities and ceremonies, including burial and grieving rituals.
- Support younger children; create mother-child activities that support early stimulation.
- Support caregivers and family members to deal with their own difficulties
- Support and facilitate caregiver committees and/or child protection committees.
- Carry out regular family visits for caregivers in need of additional support.

**Level 3**

- Organise focused support for children affected by rape and other forms of gender-based violence.
- Set up hotlines and other community-based reporting mechanisms.
- Provide culturally appropriate counselling.

**Level 4**

- Support access to specialised services for severe disorders such as depression, psychosis, alcoholism, and severe substance abuse.

Sources: IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings (2007); Inter-agency Statement on Mental Health and Psychosocial Support in Gaza in 2009: Principles and Response.

## MAINSTREAMING CHILD PROTECTION IN OTHER HUMANITARIAN SECTORS

## EDUCATION

## KEY ACTIONS FOR EDUCATION ACTORS

- Ensure as much as possible that children affected by conflict and IDP children are able to access schooling in host communities or emergency education facilities from the outset. Consider additional protection risks of schooling in host communities if tribal/ethnic tensions exist.
- Ensure that all children have access to education by providing emergency education in formal and non-formal settings.
- Promote flexible education programmes to include normally excluded children (girls, children heading households, children with disabilities, children associated with armed groups and armed forces etc.).
- Develop focused strategies for adolescents. They may be the most affected by events and experiences. Keep children and adolescents active and give adolescents responsibilities in education, recreation and community activities if they agree to this; this can provide them with a sense of having a role, purpose, competence, mastery of skills and hope.
- Ensure that child protection advocacy messages are, where possible, disseminated through emergency education programmes, including prevention of separation messages, as well as mine-risk education and other key protection messaging.
- Provide teachers directly with psychosocial and MH support and facilities, training them to be able to provide similar support to children.
- Facilitate teachers' understanding of the consequences of emergencies or crises on a child and understanding of children's responses in the classroom, so that they can respond appropriately.
- Promote non-violent class management skills and positive discipline within schools.
- Work with teachers providing emergency education to report cases of separated and unaccompanied children to the appropriate agency or government department responsible for registering and tracing children.
- Create a child protection focal point in each education setting to receive and handle cases of abuse, sexual abuse and violence.
- Set up independent complaint mechanisms to allow children and parents to report abuses and violence in the education setting.
- Establish referral mechanisms and linkages between emergency education programmes and protection programmes, to ensure that the needs of vulnerable children are met.
- Promote the development of child protection policies and procedures for dealing with abuse, sexual abuse and violence in the education setting.
- Ensure that the Education Cluster and child protection coordination mechanism liaise and work together for the establishment and running of child-friendly spaces and early childhood education interventions in community and camp settings.
- Ensure adequate water and sanitation provision, separated by gender and allocated in a safe space, as well as ensuring school structures are safe (buildings, fencing, gates, UXO (unexploded ordinance) etc).

## MAINSTREAMING CHILD PROTECTION IN OTHER HUMANITARIAN SECTORS

## FOOD and NON-FOOD ITEMS

## KEY ACTIONS FOR FOOD AND NON-FOOD ITEMS DISTRIBUTION

- Ensure that women are employed to play a lead role in distribution systems and networks.
- Regularly consult women and youth to identify potential protection gaps and risks in distribution systems.
- Monitor the full distribution pipeline of food and non-food items (NFIs), as well as the nutritional status of women, children and other vulnerable groups, to make sure that food reaches them.
- Ensure there is an accessible reporting mechanism for violations and abuses surrounding distributions.
- Ensure child headed households, unaccompanied and separated children are issued with ration cards in their own names and receive special distributions of food and NFIs as necessary.
- Distribute food in schools to encourage school attendance and to optimise learning potential.
- Provide extra food to school students to take to their families to encourage parents to keep their children in school. This can be especially effective in keeping girls safe and in school.
- Ensure women and girls have supplies of sanitary napkins.
- Use vitamin A fortified foods, supplements, or vitamin A rich food to: strengthen children's immune systems, decrease effects of measles and diarrhoea, reduce child mortality in at-risk populations by 23-34% and help prevent childhood blindness.
- Provide children with shoes and other protective footwear to decrease vulnerability to infectious disease and injury.
- Provide child-sized clothing for children to avoid it being taken from them.
- Create a social work focal point at supplementary and therapeutic feeding points to avoid separation of children from their families.

Adapted from CP key messages produced by the Child Protection Working Group for Iraq (UNICEF, IRC, SC-Alliance, WVI, EDM), Version 15 April 2003.

## MAINSTREAMING CHILD PROTECTION IN OTHER HUMANITARIAN SECTORS

## HEALTH

## KEY ACTIONS FOR HEALTH

- Advise military personnel and humanitarian workers not to take a child to hospital without ensuring that families and caregivers are informed and a caregiver accompanies the child. Ensure that children remaining at home are cared for.
- Do not accidentally cause family separation by taking a child or parent into hospital or health clinics without ensuring that children are cared for and a record of their family is taken. If a parent or caregiver is admitted to hospital make sure that there is a responsible adult taking care of children remaining home. If a child is admitted make sure a parent or caregiver accompanies her or him. Make sure this is part of admission procedures and understood by emergency services as well as by health staff, camp management staff and military.
- Ensure access for vulnerable groups to medical services (including disabled persons). Conduct outreach when possible to identify those too sick to visit clinics.
- Although many children and their families will show signs of distress, remember that a very small percentage will require clinical psychiatric treatment. The majority of children and families will recover provided that their parents and communities are supported to provide a routine of care, play and education. Work with the Health and Child Protection Clusters to establish an appropriate screening and referral system. (For more information see the IASC mental health and psychosocial guidelines in emergencies.)
- Provide comprehensive health services targeting the common causes of illness with emphasis on maternal, child and reproductive health). Support HIV/AIDS education, prevention and response programs.
- Ensure that health clinics are able to ethically screen, identify and respond to incidences of sexual and physical abuse among children, women and other vulnerable groups (in line with the IASC guidelines on GBV in emergencies). Work with the Child Protection Cluster working group to train staff in how to deal with child victims and to establish an effective social service and legal referral and response system.
- Mothers under great stress are limited in their ability to care for their babies and young children on their own. Incorporate initiatives into health programs that provide mothers with emotional support, such as bringing together small groups of mothers to develop support networks and discuss their parenting concerns.
- Promote and support exclusive breastfeeding for the first 6 months, and continued, with appropriate complementary foods, through to at least the second year of life.

Adapted from the one pagers produced by the Child Protection Working Group for Iraq (UNICEF, IRC, SC-Alliance, WVI, EDM), Version 15 April 2003.

## MAINSTREAMING CHILD PROTECTION IN OTHER HUMANITARIAN SECTOR

## NUTRITION

## KEY ACTIONS FOR NUTRITION ACTORS

- Make sure dieticians are fully briefed on child protection concerns (separation, abuse, sexual abuse, violence, exploitation, trafficking etc.).
- Provide the dieticians with understanding on how to handle possible cases, and link them up with a clear referral mechanism (such as community CP focal points).
- Regularly include child protection information and sensitisation in nutrition activities.
- Where families report that they have left other children behind and without care, liaise with child protection agencies and inform them of possible child-headed households.
- Monitor the nutritional status of women, children and other vulnerable groups to make sure that food reaches them, and refer excluded groups.
- For infants whose mothers have died, cannot be traced or cannot lactate, seek substitute mothers (wet nurses) from the community who have been breast-feeding their own infants. Traditional and cultural infant feeding practices should be explored. Encourage the development of support groups with community participation for promotion of breastfeeding.
- Ensure child headed households, unaccompanied and separated children are included in the nutrition programs. They may not be very visible and may require proactive engagement at the community level or through the assistance of specialised child protection actors.
- Use vitamin A fortified foods, supplements or vitamin A rich food to strengthen children's immune systems, decrease effects of measles and diarrhoea, reduce child mortality in at-risk populations by 23-34% and help prevent childhood blindness.
- Provide parents and caregivers with parenting tips and increased awareness of the responsibility of taking care of children during emergencies.
- Create a child protection focal point at supplementary and therapeutic feeding points to raise awareness and receive complaints/reports, as well as registering children separated from their families.
- Nutrition Programmes and associated livelihood activities have to take into account the impact that these can often have on child care practices. Mothers and babies need to be kept together or child care provided with regular breast feeding access.

Adapted from Save the Children sector specific guide and tools

## MAINSTREAMING CHILD PROTECTION IN OTHER HUMANITARIAN SECTORS

## SHELTER AND CAMPS

## KEY ACTIONS FOR SHELTER AND CAMP MANAGERS

- Involve women, children, youth and disabled children in the design and layout of camps and facilities to help keep them safe and accessible for all. The views of women, children, youth and the disabled often differ from those of traditional adult representatives.
- Mobilise the wider community to provide women, child-headed households, the elderly and disabled with assistance in building their shelter units. Tailor the system to the needs of vulnerable groups, such as allowing flexibility in the number of people required to receive a tent.
- When constructing homes or shelters, maximise privacy. Measures should also be provided for female privacy in group or transit shelters such as schools or other public buildings.
- Refer cases of separated and vulnerable children to the local child protection focal point. Support community education programs to promote family-like care over orphanages.
- Create an information centre where displaced people can get information about access to basic services and food distribution, the local security situation, the situation in their home location and the location of family members. Provide child-friendly information.
- Post information in camps, in places such as latrines, showers and child-friendly centres) regarding women and children's rights against sexual abuse and other forms of abuse and exploitation, and where they can seek confidential support. Provide child-friendly information.
- Support the establishment of a camp committee consisting of men, women and youth to develop a community-based security system to provide rapid but interim response, verify allegations of incidents, document, report and make recommendations to the overall camp management. Camp management agencies should ensure that there is a 24hour security mechanism in place with appropriate rapid response to any security breaches. Such a mechanism should have special measures in place for child offenders and victims.
- Contact child protection agencies to support the creation of child-friendly spaces. Create safe play zones away from hazardous sites, including garbage dumps, roads and open wells.
- Establish separate areas for providing food to children, elderly, disabled and other vulnerable groups, to ensure fair food distribution.
- Latrines and bathing facilities should be gender specific, centrally located and less than 50 meters from housing facilities, secured with locks and well lit, to protect children and women against violence. When constructing and locating latrines, consider the privacy

Adapted from the one pagers produced by the Child Protection Working Group for Iraq (UNICEF, IRC, SC-Alliance, WVI, EDM), Version 15 April 2003.

## MAINSTREAMING CHILD PROTECTION IN OTHER HUMANITARIAN SECTORS

## WATER AND SANITATION

## KEY ACTIONS FOR WATER AND SANITATION

## WATER

- Consider children's physical capabilities (including disabled children) when designing water collection points.
- Water points should be accessible, safe and easy to operate by children as well as adults.
- Provide jerry cans or other water collection containers of a size and shape that children can carry safely.
- Ensure vulnerable children such as disabled children, children without parental care or living on their own and street children, have access to safe water collection points..
- Identify residential schools, orphanages, detention facilities and other groups caring for children, and ensure they receive adequate supplies of potable water.

## LATRINES AND SHOWERS

- Build separate latrines and shower facilities for men and women/girls. Women's and girl's latrines should be less than 50 meters from their housing area, provide locks and be well lit, for protection. To ensure privacy, provide secondary enclosures around facilities.
- Increase the capacity for women's latrines, recognising that they will serve both women and children. Make openings smaller to decrease the risk of children falling in.
- Promote latrine use among children and adults. Ensure latrines are safe for children. •
- Provide child friendly information to encourage use of latrines.
- Encourage caregivers to properly dispose of children's excreta (e.g. provide potties, encourage caregivers to empty a child's potty into a latrine and clean up exposed waste in living areas).

## HYGIENE PROMOTION

- Promote simple personal hygiene messages for children using child-friendly information (e.g. cartoons)
- Work with the Education and Child Protection Clusters to initiate child-to-child peer training programs in schools, in order to conduct hygiene promotion and spread health education and safety messages.
- Ensure systems are in place to make sure that garbage is properly disposed of, especially in children's play areas.
- Provide health information about the importance of keeping all animals outside of the living areas, to decrease exposure to illness.

Adapted from the one pagers produced by the Child Protection Working Group for Iraq (UNICEF, IRC, SC-Alliance, WVI, EDM), Version 15 April 2003.

## FOSTERING COLLABORATIVE LEADERSHIP

Whilst the Child Protection Cluster Coordinator is responsible for facilitating a coordinated humanitarian response through the child protection sector actors, this responsibility comes without the authority to enforce compliance with the cluster coordination requirements. This demands an innovative approach to leadership and a shift in mindset and practice from authoritative leadership to a collaborative approach, e.g. it requires a shift:

From...	...To
○ Leading based on line authority	-Leading based on trust, relationships, services
○ Unilateral decision making	-Shared decision-making & consensus management
○ Command and control	-Facilitate, network and enable
○ Implementing partners	-Equal partners
○ Focus on agency interest	-Focus on broader sector and emergency as a whole
○ Being out in front	-Facilitating & networking behind the scenes

### 1. Guidelines for effective Collaborative Leadership'

Here are some useful steps to consider:

1. Cultivate a shared vision and identity right from the start, even if it's vague; the child protection cluster. Response Planning can help achieve this.
2. Take care to involve the right mix of stakeholders and decision makers.
3. Sustain the momentum and keep a focus on ongoing collaboration; reliable flow of accurate information and regular review of Cluster plans and outcomes will help to achieve this.
4. Engage the perspectives and address the needs of each stakeholder group in the work of the cluster.
5. 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.
6. Don't waste time. Meetings must be efficient and productive; management must be lean and driven. Consider alternatives to meetings.
7. Develop clear roles and responsibilities for Cluster participants (even if these roles and responsibilities regularly shift among participants).
8. Secure commitments from all participants that every human effort will be made to ensure that the same people come to each meeting.
9. All collaboration is personal – effective collaboration happens between people – so maintain regular communication.

Adapted from Hank Rubin, <http://www.collaborativeleaders.com>

## 2. What is collaborative leadership?

A process through which organisations:

- Exchange information;
- Exchange activities;
- Share their resources;
- Enhance capacity for mutual benefit and a common purpose by sharing risks, rewards and responsibilities; and
- Share common goals.

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 limited vision of what is possible.

## 3. Situational Leadership Styles

Building on the above guidelines, experience has shown that different situations require different styles of leadership. A collaborative leader assesses the situation and chooses an appropriate leadership style:

When the Child Protection Coordinator is **directive**, s/he initiates action, structures activities, motivates others and gives feedback to participants. It is not about threatening and demanding.

**Directive** style in the Cluster can be appropriate in the initial stages of establishing the Cluster when guidance is needed on 'how the Cluster works' and frameworks, processes and time-scales are being set. It is also useful when time is short. However, it will only work if the Cluster participants are motivated and committed to the common goal.

**Participative** style in the Cluster is important in building trust and engagement of the Cluster participants, and in establishing initial principles, plans and modes of operation. Much of the Coordinator's time will be engaged in this style. However, it is time consuming, and not every decision needs to be democratic, so it is important to develop the flexibility to use the other styles appropriately.

The **participative** style gets results by leading discussions, asking questions to involve others, encouraging others to volunteer for responsibilities, confirming commitments and asking for a vote to get a consensus decision or a majority decision.

The **delegative** style lets the group make decisions and encourages others to use their expertise, whilst still maintaining responsibility for the overall outcomes.

**Delegative** style in the Cluster is strategic in setting up technical or working groups. It will be important to delegate responsibility for these aspects of Cluster activity and allow participants to use their specialist knowledge and experience. As the Cluster matures, it will be increasingly important to engage this style of leadership.

An effective collaborative leader will use all 3 styles depending on:

- o How much time is available?
- o Are relationships based on respect and trust or on disrespect?
- o Who has the information, skills and experience?
- o How well do others know the task?
- o Is the task structured, unstructured, complicated, or simple?
- o Are there established procedures which need followed?
- o Are there internal conflicts which need managed and controlled?
- o What is the level of maturity of the group?
- o How motivated are others?

A Cluster's ability to perform increases over time as the group goes through stages. In a coordination mechanism in emergency those stages will be extremely rapid and often overlapping. In order to maximise the child protection sector to perform you will need to manage and recognise the development phases of a group:



<b>Relationship</b>	<b>DEPENDENCY (Forming)</b>	<b>CONFLICT (Storming)</b>	<b>COHESION (Norming)</b>	<b>INTER-DEPENDENCE (Performing)</b>
<b>Behaviour</b>	Group looks to leader for support	About leadership, power and authority	Testing of common goals emerges	A real team; relationships working well
<b>Task</b>	<b>ORIENTATION</b>	<b>ORGANISATION</b>	<b>DATA-FLOW</b>	<b>PROBLEM SOLVING</b>
<b>Behaviour</b>	What are we here to do? What are our goals?	Of rules, procedures, structures, roles etc.	Information and ideas begin to be received and shared.	Effective team; high performance of appropriate tasks.
<b>Child protection coordinator's actions</b>	Establish roles, responsibilities, and purpose of the coordination mechanism Encourage getting to know each other.	Clarify roles, responsibilities, procedures, systems; explain limits; facilitate conflict resolutions.	Facilitate discussions; use participative leadership; coach others.	Use a delegative style of leadership; monitor progress; provide feedback.

Adapted from: 'WASH Cluster Coordinators Handbook' (DRAFT 12 October); Blake R.R. & J.S. Mouton: The Managerial Grid.

## EFFECTIVE COMMUNICATION

Most of the coordination and results in leading a cluster will depend on your communication capacity and skills. It is therefore important that you are aware of your strengths and you work on your weaknesses. The following are some essential considerations for effective communication.

## PERSONAL COMMUNICATION SKILLS

**Ask questions that draw out ideas, as well as information.**

- Ask positive, open-ended questions to involve people in solving problems.
- Avoid letting the way you phrase a question imply that there are no other options.

**A key ingredient in good communication is the ability to listen and understand.**

- Use paraphrase to check what you think you have 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 the locally expressed words and phrases. The same words may be used with different meanings.

**Your body is also a powerful element in communicating with people.**

- Maintain eye contact.
- Avoid defiant or defensive postures, e.g. 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.

**Organise meetings efficiently.**

- Make the objective of each meeting clear and circulate an agenda in good time.
- Keep discussions focused on the agenda.
- After discussing each point, reach a decision, note the actions required and assign responsibility.
- End by summing up the important points.
- Circulate minutes within two days (using simple sentences and expressions understandable by all).
- If people are absent, make sure they are copied with any relevant information.
- Inform any other people affected by decisions taken at the meeting.
- Speak a little louder and more slowly than you normally would.
- Use visual aids.

**Build trust, by keeping in touch with individuals and other organisations. 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 organisations; talk to people but listen more than you talk.
- Ask others for ideas on all aspects of protection, including your strategy as a whole.

**Feedback is valuable and people are motivated by an inclusive approach.**

- Do not make promises you cannot keep.

**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.

**Use social events to break down barriers within the protection sector.**

- Even in an emergency it is important to take time out and this works well for building work relationships. A drink together after work is often the simplest solution, but find something that works in the cultural context.
- Arrange social events for the entire group at least once a year.

## STEPS TOWARDS EFFECTIVE COMMUNICATION

- Before communicating, be clear what you are trying to achieve.
  - Break down your message into a series of points that you want to get across.
- Know your audience.
  - Are they interested in what you have to say? Are they already well informed? Are they likely to be receptive or hostile to the information you are communicating? Consider the timing of your message. People in an emergency are unlikely to take in much information unless the message is directly relevant to the job.
- Structure your message carefully.
  - Explain the purpose of the communication.
  - Present your ideas in order of importance.
  - In a meeting, end by summing up all the important points again.
- Use language your audience understands.
  - Use simple, direct words and short sentences.
  - When using interpreters, use short phrases and pause for translation.
  - Avoid vagueness. For example, 'Mike will check the supplies tomorrow' is clearer than 'The supplies will be checked'.
  - Use jargon and technical terms sparingly. Specialist vocabulary and UN acronyms are difficult for non-specialists or non-UN personnel.

## MANAGING MEETINGS

Staff during an emergency complain about the number of meetings that they have to attend and yet, despite this, people often complain that they receive poor instructions, feel uninformed about what is happening within the wider context and often feel that their views are unheard, unacknowledged, or even ignored. Yet meetings are often essential to our coordination, so creating a format and process that produces results is key.

### 1. PLANNING AND PREPARATION

<b>WHY</b>	<p>What is the purpose and expected outcomes of the meeting?</p> <ul style="list-style-type: none"> <li>○ Give or share information, feedback, reports</li> <li>○ Generate ideas</li> <li>○ Find solutions/solve problems/make decisions</li> <li>○ Develop trust, relationships, teams.</li> </ul> <p>Who needs to agree these objectives? What do participants want from the meeting? Is the meeting part of an ongoing process?</p>
<b>WHAT</b>	<p>What topics need to be on the agenda?</p> <p>Use the agenda to explain how different topics will be handled, and for how long. List what people need to bring. Is the agenda circulated beforehand? Bring spare copies!</p>
<b>WHO</b>	<p>Who should attend? Are the right people available?</p> <p>Is there a protocol for invitations i.e. to technical/working group meetings?</p>

<b>WHERE</b>	<p>Which is the best location and venue to suit everyone? Does it have the space, equipment, ventilation, catering needed? What is the best layout for the style of meeting – formal or informal?</p>
<b>WHEN</b>	<p>When is the best time for this meeting? Is there a clear start and finish time which is culturally acceptable to all? Is there sufficient time to achieve the objectives? What breaks will be needed? Is it free from interruptions?</p>
<b>HOW</b>	<p>What is the best way to start, engage all cultures, encourage contributions, and clarify purpose and expectations? e.g. introductions, ground rules, ice-breakers What translations and interpretation is needed? How will you record, clarify and circulate decisions and actions? e.g. on a flipchart or whiteboard; in minutes?</p>

You will be required to attend a wide variety of meetings. In each your role may differ:

- As the chair, your role is to facilitate the meeting in such a way that the collective wisdom of the attendees is tapped into, while keeping discussions in line with the meeting's objectives.
- As a participant, your role is to prepare for, and engage constructively in meetings, so that results can be accomplished.

## 2. FACILITATING A MEETING

Meetings are an important element of cluster coordination, and chairing the cluster coordination meeting is likely to be your biggest challenge – balancing the need to be seen as impartial, independent, a good listener and open, with the importance of achieving the tasks facing the cluster.

### Facilitates

- Makes suggestions on how the meeting can move forward
- Encourages ideas from others
- Looks for connections between others ideas
- Limits their own opinions and ideas to remain neutral

### Encourages positive reactions

- Checks the level of support and agreement for others ideas
- Encourages reasoned disagreement to ensure constructive debates
- Stays positive and focused on the purpose of the meeting

### Clarifies

- Asks open-ended questions.
- Restates an idea or thought to make it clearer.
- Checks others have understood.
- Limits detailed explanation from others, bringing the discussion back to the agenda item.

### Summarizes

- Summarises regularly key points in the discussion, agreements, action points etc.
- Arranges for a volunteer to record salient points as they arise; this helps the group stay focused, avoids repetition, and helps reach consensus.

### Manages participants

- Creates opportunities for everyone to participate and feel they are listened to and their contribution valued.
- Encourages wide participation. Asks for information and opinions, especially from smaller NGOs and Donors.
- Prevents exclusive side-conversations.
- Avoids strong characters dominating e.g. by moving from one speaker or topic to another.

### Uses verbal and non-verbal signals

- Listens actively.
- Allows time and space for reflection by pausing between comments.
- Combines body language and speech to communicate – e.g. use eye contact to encourage or discourage behaviours.
- Is aware of cultural differences. Neutrality is important here, so that some people are not encouraged more than others.

### ESSENTIAL MEETINGS CHECKLIST

- 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: Prepare how you will lead the meeting and talk to members.
  - Circulate papers in advance so that everyone can be well prepared.
- Be clear about the purpose of the meeting.
- Make sure you invite the people necessary to take decisions.
- State the purpose of the meeting at the outset: check that all those attending understand the reasons for which they are present.
- 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.
- Summarise
  - Summarise 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.

## 3. ALTERNATIVES TO A MEETING

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 that information easily presented and understood without interaction?</li> <li>○ Who needs to 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>○ E-mail messages/fax</li> <li>○ Phone calls</li> <li>○ Instant messaging</li> <li>○ Teleconferencing</li> <li>○ One-to-one exchange</li> <li>○ On-line options – Google Groups</li> <li>○ Websites</li> <li>○ Video</li> </ul>

## CONSENSUS BUILDING

Consensus is aiming for the maximum agreement among people while drawing on as much 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.

1. **Agree on your objectives for the task/project, expectations and rules**
2. **Define the problem or decision to be reached by consensus**
3. **Brainstorm possible solutions**
4. **Discuss pros and cons of the narrowed down list of ideas/solutions**
5. **Adjust, compromise, and fine tune the agreed upon idea/solution so all members of the group can accept the result.**

Testing for agreement: notice when the group is nearing agreement and can move on to a firm decision. Groups can waste a lot of time talking round ideas which they largely agree on. It is worth presenting the group with the ideas you are hearing and asking for some sign of agreement or disagreement. Some disagreement may still allow the group to move forward.

For example:

**Non-support:** 'I don't see the need for this, but I'll go along with it.'

**Standing aside:** 'I personally can't do this, but I won't stop others from doing it.'

**6. Make your decision. If a consensus is not reached, review and/or repeat steps one through six. (See below: Breaking an impasse )**

### Breaking an impasse

Impasse occurs when the key stakeholders are unable to perceive effective solutions to their dispute or differences. People feel stuck, frustrated, angry and disillusioned. They might dig their heels in deeper, adopting extreme or rigid positions, or they might withdraw from the Cluster. Either way, impasse represents a turning point in efforts to negotiate a solution to the conflict. As such, rather than avoiding or dreading it, impasse should be viewed with calm, patience and respect. Know that you are near a 'breakthrough'.

- Remind all of the humanitarian consequences of failing to reach an agreement, and how an agreement will benefit the children you are all there to serve. (Think about our obligations as duty bearers to protect children.) Confer and invite suggestions – use probing questions.
- Retrace progress and summarise areas of agreement and disagreement.
- Find out where people stand – how strongly they feel.
- Gather further information or evidence
- Build consensus in mixed small groups, then meet representatives together.
- Set a time limit and then suggest that the issue goes to a majority vote.
- Meet with primary disputants and ask them, 'What could be changed so that you could support this?'
- Bring disputing parties together outside this meeting, and facilitate conflict resolution and problem solving.

**7. Once the decision has been made, act upon what you have decided.**

**8. Follow up and monitor the implementation of the agreement.**

#### Consensus building is most useful when:

- Participants have perspectives and information of value to the decision making, prioritisation and planning process;
- Buy-in is key to commitment, ownership of decisions and follow through;
- 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 clearly obvious, not complex, and 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 politicised or views highly polarised. (Use your judgement as to whether the consensus is a possibility 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 in depth others' points of view.
- Communicate openly.
- Remember and review common goals.
- Focus on and explore underlying interests.
- Identify and grow the 'zones of agreement' – these are those areas and priorities on which the group agrees.
- Trust the process; believe that you can reach agreement and infuse this belief through out 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.

**NEGOTIATING**

As child protection cluster coordinator you may find yourself either negotiating directly with another person or group (e.g. on behalf of the Cluster at an inter-cluster meeting) or facilitating negotiations between other conflicting parties. Negotiation is a complex process but one worth mastering. If you keep in mind that you are responsible for the success or failure of negotiation, and if you follow the tips above, you will find the process easier.

**You will enter into negotiations when:**

- Conflicting interests exist between two individuals or groups;
- There is joint interest in achieving a settlement;
- More than one potential outcome is possible;
- Both parties are prepared to make concessions.

Within the Cluster you may need to negotiate over the strategic focus of the Cluster, or division of responsibilities, or simply on the timing of the meetings. Whatever the level of negotiation required, the following guidelines are important:

**1. Prepare options beforehand**

Before entering into a negotiation, decide:

- What you really want
- What is the minimum you are prepared to accept?
- What are all the issues you could negotiate over (time, money, quantity, quality)

You also need to consider:

- What might they want from me and what am I prepared to offer?  
Anticipate why the other person might resist your suggestion, and be prepared to counter with an alternative.

## 2. Draw out the other's perspective

In a negotiating situations, use questions to find out what the other person's concerns and needs might be. You might try:

- What do you need from me on this?
- What are your concerns around what I am suggesting?

Use active listening, gauging what issues are most important to them, and which they are most likely to move on.

## 3. State your needs

The other person needs to know what you need. It is important to state not only what you need, but also why you need it. Often disagreement may exist regarding the method for solving an issue, but not about the overall goal. Start with what you ideally want, but indicate that you are prepared to make some concessions.

## 4. Do not argue

Negotiating is about finding solutions so don't waste time arguing. If you disagree with something, state your disagreement in a gentle but assertive way and offer an alternative suggestion. Don't demean the other person or get into a power struggle.

## 5. Consider timing

There are good and bad times to negotiate. Bad times include those situations where there is:

- A high degree of anger on either side
- Preoccupation with something else
- A high level of stress
- Tiredness on one side or the other.

Time negotiations in order to avoid negative circumstances as far as possible. If they arise during negotiations a time-out/rest period is in order, or perhaps rescheduling to a better time.

## CONFLICT RESOLUTION

Conflicts are a pervasive and inevitable part of any group and, if handled well, can lead to growth and development of the Cluster 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 Cluster tends to avoid conflicts, resolve them prematurely, or stifle any discussion of differences, serious difficulties will arise. Relationships among participants and the Cluster'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 don't see them as something to be avoided! Because of this it is important to learn the skills involved in handling conflicts constructively.

Skills for resolving conflicts:

### 1. Recognise 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 Socialising.

**2. Tackle it early:** left alone, conflict grows and spreads.

**3. Identify the causes** – Sources of conflict include these areas:

- Strategies (lack of clarity; no common vision)
- Systems (methods of communicating)
- Structures (division of responsibilities; physical barriers/access)
- Cluster (differing values among participants)
- Individuals (personalities, styles of working)

**4. Focus on core issue or problem:** avoid 'old scores' or 'getting personal'

**5. Consider each point of view:** use active listening

**6. Invite suggestions on the way forward:** focus on solutions and building consensus

**7. Check agreement of all stakeholders:** check back that everyone accepts the resolution

*Additional resources*

<http://www.seedsforchange.org.uk/free/consensus.pdf>

- useful detailed guidelines on consensus building;

<http://www.seedsforchange.org.uk/free/conslarge.pdf>

- useful detailed guidelines on facilitating consensus building in large groups

This handbook is a product of the Child Protection Working Group (CPWG) and was developed by:



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with support, guidance and contributions from the group.

The CPWG has a broad membership, including: ChildFund, Columbia University, ILO, the International Rescue Committee, Plan International, Terre des Hommes, Save the Children, UNHCR, UNICEF, War Child, and World Vision International.

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For more information on the CPWG please visit:

<http://onerresponse.info/GlobalClusters/Protection/CP/Pages/default.aspx>

*The Child Protection Working Group would like to thank the Swiss Government for providing funds that allowed for the printing of this handbook.*



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