



**THE ALLIANCE**  
FOR CHILD PROTECTION  
IN HUMANITARIAN ACTION



**WORKING ACROSS SECTORS**  
FOR CHILDREN'S PROTECTION

# Working Together

**An Inter-Sectoral Framework for Advancing  
Children's Protection and Well-Being  
Through Humanitarian Standards**

**Child Protection Minimum Standards Working Group**

*(Working Version: June-November 2022)*

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# ACKNOWLEDGEMENTS

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Co-development of this Inter-Sectoral Framework and Work Plan was led by Working Across Sectors specialists Claire Whiting, Clare Feinstein, and Hannah Thompson from Proteknôn on behalf of the Child Protection Minimum Standards Working Group.

# OVERVIEW

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Protection is recognised as the purpose and intended outcome of humanitarian action. It must be at the centre of all humanitarian preparedness and response activities. While specialised child protection interventions are important, no one sector possesses the full range of knowledge, skills and resources necessary to completely meet children’s protection and well-being needs. A holistic and multi-sectoral approach across the entire humanitarian response is required to achieve our collective responsibility – to uphold the **centrality of protection** including that of children – and build stronger, more effective programmes that **improve outcomes for children**.

Collaborating across sectors is crucial to achieve these goals [of protecting children and promoting their well-being] and make the most of available resources.<sup>1</sup>

Pillar 4 of the Minimum Standards for Child Protection in Humanitarian Action (CPMS) provides standards and guidance on working across sectors to support children’s protection and well-being. While there is some momentum around awareness-raising and implementation of CPMS Pillar 4 at the country and global level, few humanitarian responses are (1) fully meeting those standards or (2) systematically addressing the centrality of children’s protection and well-being across sectors.

Everyone has a role to play in the protection of children.<sup>2</sup>

Our programmes don’t usually engage children. But food security can improve outcomes for children, so (we) need a child protection lens. Identifying child protection risks that (we can help) mitigate.<sup>3</sup>

Linked to this vital role of all sectors, the Child Protection Minimum Standards Working Group (CPMS WG) of the Alliance for Child Protection in Humanitarian Action is leading an initiative to strengthen multi-sectoral coordination and collaboration to support children’s protection and well-being in humanitarian,

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<sup>1</sup> Working across sectors for children’s protection microsite: <http://alliancecpha.org/workingtogether>

<sup>2</sup> The Alliance for Child Protection in Humanitarian Action (2021). 2021-2025 Strategy. The Centrality of Children and their Protection: A Clarion Call.

<sup>3</sup> Child Protection Minimum Standards Working Group, Working Across Sectors Initiative. Consultations Findings Brief. January 2022.

refugee and mixed settings<sup>4</sup>. This initiative contributes to the Alliance's 2021-2025 Strategy<sup>5</sup>, which calls for 'children and their protection to lie at the heart of each humanitarian action' and concretely aligns with Strategic Priority 3 - for 'children's protection and well-being to be prioritised within cross-sector collaboration, including within multi-sector and integrated programmes, and across all humanitarian action.'

This Inter-Sectoral Framework for working across sectors is led by the CPMS WG. It serves as a **collective steer** – for **child protection actors and prioritised sectors partners** – for centring children and their protection needs across all programmes, in all sectors, and in all humanitarian responses. As such, it encourages increased implementation of the CPMS for Working Across Sectors.

The Inter-Sectoral Framework – encompassing its vision, outcomes, objectives and values – has been **co-developed through engagement with humanitarian actors across sectors**. It is informed by the outputs of a global consultation<sup>6</sup> which involved 385 stakeholders from across all sectors and technical areas<sup>7</sup>. More in-depth engagement was undertaken with colleagues working in health, education, food security and camp coordination and camp management (CCCM)<sup>8</sup>, as well as child protection and gender-based violence (GBV). The central aim of the consultation was to listen to actors from other sectors operating in humanitarian, refugee and mixed settings. Discussions centred on barriers, opportunities and priorities for working across sectors and findings have informed thinking on how to build effectively upon existing ways of working together.

The Framework includes:

1. *ATA GLANCE*: a one-page visual summary of the Inter-Sectoral Framework.
2. The *VISION* acts as the basis and informs the collective work across sectors over the coming four years.
3. The *VALUES* inform our collaboration across sectors for children's protection and well-being.
4. The *DRIVERS* set out the existing challenges and point to opportunities for change.
5. The *OUTCOMES AND OBJECTIVES* provide the focus for decisions, priorities, ways of working and resource allocation. They do not cover everything that humanitarian actors do in relation to working across sectors for children's protection and well-being but provide a strategic common focus.

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<sup>4</sup> This Inter-Sectoral Framework is part of a CPMS WG initiative funded by BPRM. It is a live document and it will be updated and improved through its operationalization and continuous feedback.

<sup>5</sup> The Alliance for Child Protection in Humanitarian Action (2021). 2021-2025 Strategy. The Centrality of Children and their Protection: A Clarion Call.

<sup>6</sup> Child Protection Minimum Standards Working Group, Working Across Sectors Initiative. Consultations Findings Brief. January 2022.

<sup>7</sup> Self-identified as child protection, health, education, food security, nutrition, shelter, camp coordination and camp management (CCCM), water sanitation and hygiene promotion (WASH), protection, gender-based violence (GBV), land housing and property, mine action, cash and voucher assistance, mental health and psychosocial support (MHPSS), logistics, early recovery and emergency telecommunications.

<sup>8</sup> The four prioritised sectors of the CPMS Working Across Sectors Initiative.

6. *IMPLEMENTATION* provides a summary of steps needed to begin putting the Framework into practice.

The Framework is accompanied by (i) a summary of Priority Actions that will result in sustainable progress<sup>9</sup> and (ii) a set of Actions Common to All Sectors for children's protection and well-being.

Recognising that we are at the start of a learning journey about what works, this Inter-Sectoral Framework is a **living document** where strategies, priorities and actions may change and **adapt as learning happens**. Reflecting this, it will be regularly reviewed and updated by the CPMS WG as we build understanding of what is effective.

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<sup>9</sup> Priority Actions will inform the development of a detailed workplan by the CPMS WG, in collaboration with partners, that will assign lead persons to agreed actions.

# ADDRESSING THE NEEDS OF THE CHILD: THE SHIFT AT THE HEART OF THIS FRAMEWORK

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Children are already at the centre of all child protection work. This Inter-Sectoral Framework makes the case for *ensuring that children are a major consideration for **all** actors, working across **all** sectors, in **every** humanitarian, refugee and mixed setting.*

**Children are a significant proportion of affected populations in crisis settings.** They account for 30% of the world's population but make up 42% of the world's forcibly displaced people.<sup>10</sup> Approximately 1 billion children live in countries at extremely high risk of climate crises.<sup>11</sup> In 2019, 1.6 billion children (69% of the world's children) were living in conflict-affected countries.<sup>12</sup>

**Children's needs are holistic.** All sectors and actors intrinsically influence and contribute to children's protection and well-being. All sectors recognise the importance – and life-saving nature – of children's protection, and the corresponding responsibility of all humanitarian actors to prevent and respond to risks to children. This necessitates working with children, their families and communities to ensure meaningful and equitable participation of children across all sectors.

Data indicates that **when children are protected in an effective and holistic manner, other humanitarian efforts are also more successful in achieving their outcomes.**<sup>13</sup> A holistic and multi-sectoral approach to children and their protection and well-being is core to achieving our collective responsibility as humanitarian actors to uphold the centrality of protection, including that of children, and ensure improved outcomes for children. However, children's protection and well-being are yet to be systematically considered in all sectors' ways of working. And the wider humanitarian architecture does not demand a universal focus on children, as it does on other aspects of a person's identity that can increase vulnerability, such as gender.

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<sup>10</sup> The UN Refugee Agency (UNHCR). (2021). Global Trends: Forced Displacement in 2020.

<sup>11</sup> United Nations Children's Fund (UNICEF), (2021) The Climate Crisis is a Child Rights Crisis:: Introducing the Children's Climate Risk Index. New York.

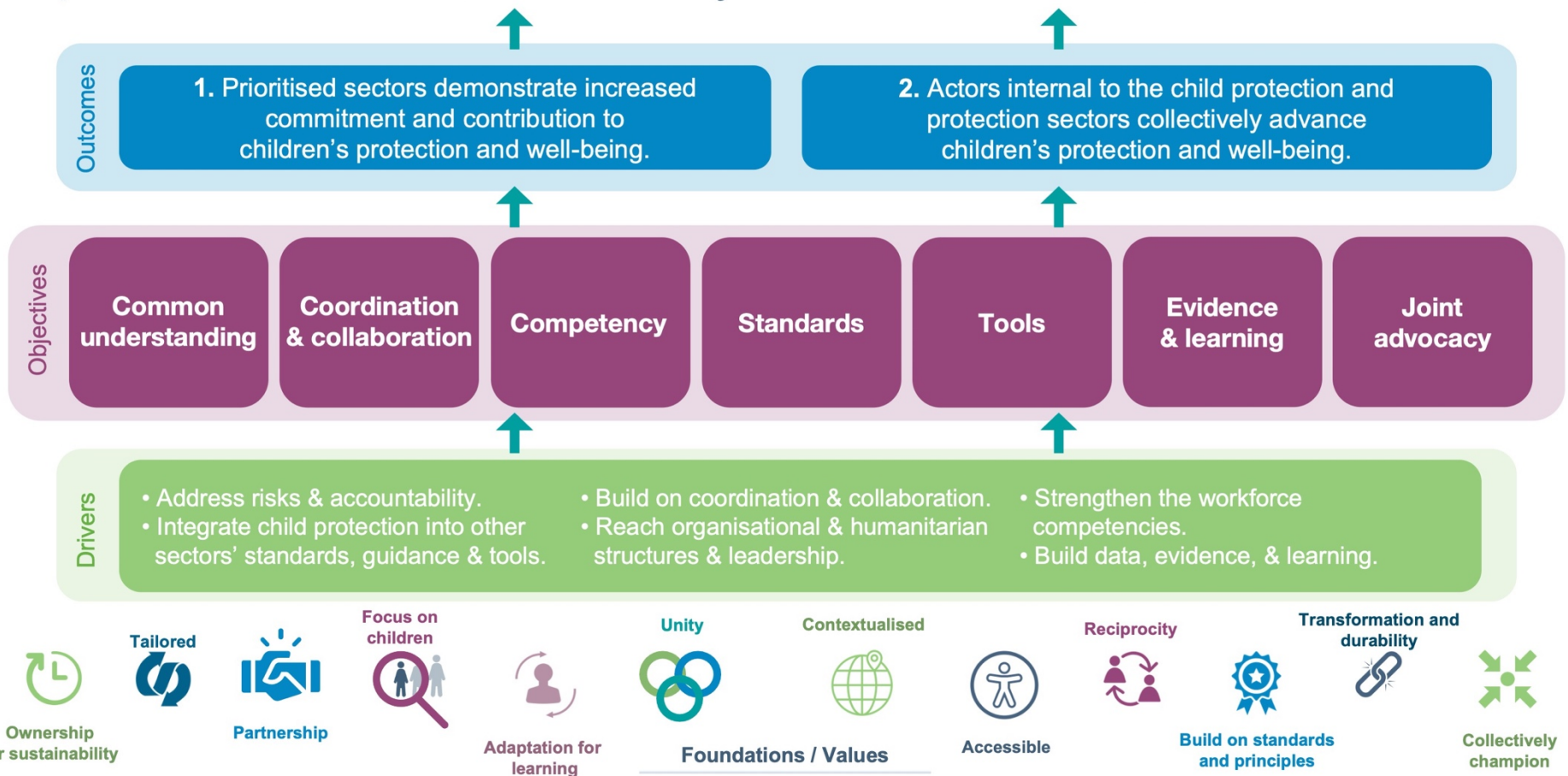
<sup>12</sup> Østby, Gudrun; Siri Aas Rustad & Andreas Forø Tollefsen (2020) Children Affected by Armed Conflict, 1990–2019, Conflict Trends, 1. Oslo: PRIO.

<sup>13</sup> Theresa S Betancourt (2015) The Intergenerational Effect of War, JAMA Psychiatry Published online January 7 2015; Food security, health, and nutrition outcomes all are impacted greatly by nurturing parent care and positive childhood experiences. Yves Martin-Prével. « Soins » et nutrition publique. Cahiers d'études et de recherches francophones / Santé. 2002;12(1):86-93.

# INTER-SECTORAL FRAMEWORK AT-A-GLANCE



**Our vision is humanitarian action where children's protection and well-being are institutionalised as core commitments by all actors and across all sectors.**



## VISION

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Our Vision is improved outcomes for children through humanitarian action where children's protection and well-being are institutionalised as a core commitment by all humanitarian actors and across all sectors.



# VALUES

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The following are the **fundamental values and ways of working** that inform our<sup>14</sup> actions to achieve the vision and influence the nature of our collaboration across sectors for children’s protection.

- We work to support a **collective and holistic focus on children** and their protection and well-being across all sectors of the humanitarian response. This involves encouraging meaningful and equitable participation of children by all sectors.
- We work in **partnership** – through collaboration and cooperation – with all relevant actors, including where applicable, global and national sector leads, donors, and humanitarian leaders.
- We work through **reciprocal relationships**<sup>15</sup>, building on strong and equal partnerships with local, national and international actors across sectors that support capacity sharing,
- We build on **unity and common positioning** among protection and child protection actors, including the Alliance for Child Protection in Humanitarian Action, the Child Protection Area of Responsibility, and the Protection Cluster.
- We listen and work with other sectors to co-develop and build **ownership**.
- Our work is **transformative and durable**, resulting in lasting change and improved outcomes for children.
- We build on existing **humanitarian standards**, principles and commitments.
- We **listen and tailor approaches** to sectoral needs, languages and ways of working.
- We support and enable **contextualisation** of all tools and approaches.
- We ensure simple, **accessible**, practical, operational support.
- We are informed by – and actively adapt to – **learning** over time.
- We **collectively champion** the advancement of children’s protection and well-being across humanitarian action.

The Alliance, and this Framework, also adhere to the Core Humanitarian Standard, and the Principles<sup>16</sup> outlined within the Child Protection Minimum Standards.

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<sup>14</sup> Child protection actors and partners.

<sup>15</sup> Meaning based on ‘mutual benefit and support’.

<sup>16</sup> Child Protection actors are guided at all times by the 10 Principles set out in the CPMS as key to understanding and applying the CPMS. [Principles 1-4](#) are the key principles set out by the [Convention on the Rights of the Child \(CRC\)](#) and are applicable to all humanitarian action. [Principles 5-8](#) are the protection principles from the 2018 [Sphere Handbook](#), restated here with specific references to the protection of children. [Principles 9-10](#) are specific to the Minimum Standards for Child Protection in Humanitarian Action.

# DRIVERS

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This Inter-Sectoral Framework responds to the following **core drivers**, which set out the existing challenges and point to opportunities for change. Advancing in these areas will contribute to the two outcomes and help us move forward towards achieving the vision.

## 1. Need to address risks and accountability

Programming that considers risks to children across all sectors of the humanitarian response would contribute to (i) decreased risk of harm to children, (ii) enhanced sectors' outcomes, and (iii) more efficient use of resources. Children's protection is intrinsically linked to existing humanitarian commitments, principles, and initiatives already understood and adopted across sectors. This includes "accountability", "inclusion", "participation", "do no harm", the "centrality of protection", "access to services/assistance", "safeguarding", "age and gender analysis", and the "Core Humanitarian Standard".

The view that children's protection and well-being is a non-essential, optional add-on must be overcome. All humanitarian action must (i) actively consider risks to children to prevent harming them and (ii) be accountable to children. This requires meaningful and equitable participation of children across all sectors<sup>17</sup>. Clearly articulating how the protection and well-being of children are fundamental to these existing commitments, principles, and initiatives will be a catalyst for action and counter the view that children are a "competing priority" and/or necessitate "additional work".

## 2. Building on coordination and collaboration

Whilst pockets of good practice exist both within child protection and other sectors, staff frequently do not prioritise cross-sectoral collaboration and coordination. The child protection sector does not always dedicate time to working with other sectors in reciprocal ways – for example, by integrating other sectors' objectives within child protection interventions or offering the time and support needed to mainstream and integrate child protection in the work of other sectors. Actors across sectors, including child protection, acknowledge the importance of shifting attitudes and practices to gain momentum for effective coordination and collaboration for children's protection and well-being.

Progress in implementing Pillar 4 and the resulting move towards centring children's protection and well-being requires a coordinated, planned, unified and long-term approach by key child protection and protection actors. Enhanced engagement between sectors will enable dialogue to (i) build a common understanding, (ii) ground children's protection in the existing work of all sectors, and (iii) facilitate linkages between other sectors' outcomes and child protection outcomes. Collaboration to achieve children's protection and well-being will be improved through (i) greater clarity and shifts in the language

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<sup>17</sup> See Strategic priority 1 of the The Alliance for Child Protection in Humanitarian Action (2021). 2021-2025 Strategy. The Centrality of Children and their Protection: A Clarion Call: 'Accountability to Children'

used to frame discussions, (ii) shared frameworks for cross-sectoral coordination, and (iii) a global steer on roles and responsibilities.

### 3. Integrating child protection into other sectors' standards, guidance and tools

CPMS Pillar 4 standards provide solid guidance for working across sectors for children's protection. However, there is limited awareness, internalisation or implementation of these standards **across all sectors, including child protection**. Where there is awareness, Pillar 4 is viewed as (i) too complex for other sectors actors and (ii) a tool for child protection actors. Broader actors focus on their own sector's guidance and overall core humanitarian commitments and standards. This is true at both global and country levels and across all types of organisations – notwithstanding that many local and national organisations do have multi-sector staff, teams and approaches. Thus, if children's protection is to be acted on across all sectors, they must identify a need for their own sector's standards to integrate child protection and reference existing tools and commitments that promote children's protection and well-being.

Where tools and resources for inter-sectoral collaboration on child protection exist, they are generally considered: (i) too complex, (ii) not sufficiently practical and operational, (iii) not adequately adapted to the other sector, and/or (iv) not fully "owned", branded and agreed by the other sector. There is a need for tailored tools and approaches that take into account the specificities of ways of working, language, priorities and goals of each individual sector. This necessitates a long-term investment in partnership building – with sectoral coordinators and actors – as considered above.

In the future, child protection actors should prioritise systematically supporting inclusion of children's protection and well-being in each sector's standards, guidelines and tools. This should include co-development of short, accessible, simple, practical and operational sector-specific resources that can be contextualised. There is also a need to address specific gaps in tools that are common to all sectors – for example, a short checklist of core actions for children's protection and well-being across humanitarian action.

### 4. Reaching organisational and humanitarian structures and leadership

Many organisational approaches and the wider international humanitarian architecture do not favour inter-sectoral collaboration, and thus do not enable the integration of a cross-sectoral focus on children's protection and well-being. Coordination and collaboration across sectors are limited both internally within and externally between organisations<sup>18</sup>. There is no clear framework that guides how sectors can work together<sup>19</sup>. Coordinated and targeted advocacy is needed to secure support and buy-in at the highest levels including within: (i) individual organisations, (ii) the humanitarian coordination system and leadership, and (iii) donor agencies.

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<sup>18</sup> An exception to note and learn from is the integrated nature of work done by a range of local and national NGOs.

<sup>19</sup> For example, at IASC level.

Organisational ways of working (that include strategies, workplans, organigrams, job descriptions, etc.), donor priorities, funding criteria and indicators, and the international humanitarian and refugee coordination architecture and processes (Joint Assessments, Humanitarian Response Plans [HRP], Humanitarian Needs Overviews [HNO], Camp Management Cycle, etc.) – all need to change to enable horizontal, cross-sectoral ways of working. This will ensure that children’s protection and well-being are resourced and prioritised from the outset and throughout the full humanitarian cycle across the response. This may also facilitate an increase in multi-functional teams.

## 5. Strengthening of workforce competencies

Updating child protection core competency frameworks and ensuring that competencies are in place for working across sectors is foundational. Further, child protection staff must have skills in mainstreaming and integrating other sectors’ outcomes within child protection work. Importantly, child protection actors need to address other sectors actors in a positive way, seeking allies and connecting on common ground. Rather than focusing on past failures or negative implications, the child protection sector must come with understanding and offer to support other sectors actors in a common goal of meeting the needs of the most at risk. Child protection actors need to consistently champion children’s protection and well-being across all sectors – by appointing focal points to regularly attend sector-specific humanitarian coordination meetings, and by embedding child protection workers and focal points within other sectors’ teams, multi-sectoral teams<sup>20</sup>, and the humanitarian coordination system<sup>21</sup>. Strengthening skills and competencies to contribute towards child protection outcomes requires tailored sector-specific capacity-strengthening initiatives and opportunities to learn from promising practices.

## 6. Building data, evidence, and learning

The lack of evidence on good practice for collaboration across sectors and the limited data on the impact of other sectors interventions on children’s protection and well-being currently limit the adoption of child-centred practices. Identifying indicators and sharing data and findings from research that demonstrates impact on sector-specific outcomes as well as on outcomes for children, will be a catalyst for change. As will too meeting the demand for accessible resources, such as case studies, that share concrete good practice based on what works in sectoral collaboration for children’s protection and well-being.

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<sup>20</sup> Including at community level.

<sup>21</sup> Permanent observer at HCT meetings and pooled fund advisory boards, attending Clusters meetings, working with Cluster Leads etc.

# OUTCOMES AND OBJECTIVES

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Below are the outcomes and objectives that will enable us to respond to the drivers and make progress towards our vision of humanitarian action where children's protection and well-being are institutionalised as a core commitment by all humanitarian actors and across all sectors.

The CPMS Working Group and the Alliance will work with other humanitarian actors to achieve these outcomes over the next four years (2022-2025).

**Outcome 1:** Prioritised sectors demonstrate increased commitment and contribution to children's protection and well-being in line with the Alliance's standards for working across sectors.

**Outcome 2:** Actors internal to the child protection and protection sectors collectively and constructively advance children's protection and well-being across the whole humanitarian response.

The following seven strategic objectives will focus decisions, priorities, ways of working, and resource allocation in order to achieve our vision. They do not cover everything that humanitarian actors should do in relation to Pillar 4 standards for working across sectors but provide a strategic common focus.

**Strategic objective 1:** Common understanding.

Language is agreed, used consistently, and tailored to each sector's ways of working.

Building a common understanding is crucial to working with each sector for children's protection and well-being. Language used in dialogue with other sectors and actors needs to be clear and understood by all parties. The vocabulary needs to be simple and translate well across contexts. The choice of words should be tailored to each sector, linking to their own vision, objectives, and commitments.

We will know we are progressing towards this objective when accessible language is jointly agreed and used consistently by child protection actors and other sectors alike.

## **Strategic objective 2: Coordination and collaboration.**

Established partnerships support coordination and collaboration.

We require a strong focus on effective coordination and collaboration across sectors, with all levels of humanitarian leadership, and with donors. Whilst groups exist for addressing children's protection needs across humanitarian action and at its nexus with development, there is no common mechanism that brings them together to speak with a joint voice. Together, actors across the whole of child protection can encourage other sectors to contribute to child protection outcomes. There is also a need for reciprocity whereby child protection actors learn to adapt their interventions to integrate other sectors' outcomes where appropriate. Continuous investment will need to be made in strengthening and embedding these relationships at organisational level. These enhanced partnerships will: (i) enable effective approaches that are tailored to the ways of working of other sectors, and (ii) support children's protection and well-being so that it becomes embedded in the whole humanitarian programme cycle – from preparedness through to evaluation.

We will know we are progressing towards this objective when stakeholders proactively approach child protection focal points to coordinate, collaborate and engage in key sector and humanitarian policy and practice processes, such as Humanitarian Response Plans and Humanitarian Need Overviews.

## **Strategic objective 3: Competencies.**

Child protection and personnel across sectors have core competencies for child protection collaboration, prevention and response.

Advancing children's protection and well-being across all sectors of humanitarian action requires strengthened competencies both within child protection and across sectors. Child protection actors need the skills to engage outwardly. Actors from all sectors need the skills to contribute to the collective goal of meeting the needs of children most at risk.

We will know we are progressing towards this objective when core competencies are identified for both child protection and sectors' actors, competency frameworks are updated and competency-based learning initiatives – tailored to sectors' ways of working – are in place.

#### **Strategic objective 4: Standards.**

CPMS inform sectoral ways of working through their integration into each sector's standards.

Whilst CPMS Pillar 4 provides clear sectoral standards for advancing commitments to protecting children, they are seen primarily as a tool for child protection actors. Progress requires integration of children's protection and well-being into other sectors' ways of working, standards and their measurement.

We will know we are progressing towards this objective when global sectors' leads support integration of children's protection and well-being into their sectors' guidance, standards and measurement.

#### **Strategic objective 5: Tools.**

Sectors have tailored operational tools and resources to address children's protection and well-being in their work.

Whilst global standards and guidance are key, operational work by actors on the ground is guided and supported by practical tools. Advancing children's protection and well-being across the humanitarian response requires simple, operational and practical tools and resources that are tailored to each sector's ways of working and owned by each sector.

We will know we are progressing towards this objective when CPMS Pillar 4 standards are translated into simple, accessible, and practical tools that have been co-developed between child protection and each sector and used at operational level.

#### **Strategic objective 6: Evidence and learning.**

Documentation and exchange of good practice promotes work across sectors for children's protection and well-being

There is a current gap in evidence. The documentation of what works for sectoral coordination and collaboration for children's protection and well-being is weak. There is a need for evidence and documented good practice that (i) demonstrates how working together leads to better outcomes, (ii) is packaged in ways that intentionally connect to each sector, and (iii) is accessible.

We will know we are progressing towards this objective when all sectors co-create and share accessible examples of promising practice including through case studies, videos and webinars.

**Strategic objective 7: Joint advocacy.**

Joint positioning and advocacy by key child protection actors, including the Alliance, Global CP AoR and Global Protection Cluster, advances work across sectors for children’s protection and well-being.

To achieve the outcomes and progress towards the vision, this Inter-Sectoral Framework requires much more effective and consistent joint positioning and advocacy at all levels. Recognising the strength and power in numbers, actors across the child protection sector should prioritise collaboration, coordination and partnerships, building with other sectors and actors based on common positioning and priorities. Child protection actors and allies need to consistently engage with each sector to champion children.

We will know we are progressing towards this objective when (i) the Alliance, the Child Protection Area of Responsibility and the Global Protection Cluster consistently champion child protection across the humanitarian system and response, and (ii) when a global network of champions consistently engages in sectoral and humanitarian leadership meetings and processes and highlights the collective commitment to working across sectors for children’s protection and well-being both across the humanitarian system (externally) and within organisations (internally).



# IMPLEMENTATION

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This Inter-Sectoral Framework aims to transform ways of working to effectively advance work across sectors for children's protection and well-being. Whilst ambitious, it aims to achieve more by adapting and enhancing ways of working, not by adding tasks to people's existing workloads. This will be achieved by focusing efforts and contributions on (i) the common vision, (ii) the outcomes, and (iii) the strategic objectives set out in this Inter-Sectoral Framework.

To ensure progress for children we will need to:

- Ensure joint commitment to Strategic Objective 7: Joint positioning and advocacy, by key child protection actors including the Alliance, the Child Protection Area of Responsibility, the UNHCR, and the Global Protection Cluster. We cannot be effective without working collectively as a sector, as well as collaboratively across sectors.
- Be systematic in our planning and decision making, ensuring all work undertaken contributes towards the agreed objectives and outcomes.
- Adapt existing commitments and workplans to contribute towards the objectives, where possible, and implement in ways that uphold the fundamental values for working across sectors.
- Recognise that whilst the Inter-Sectoral Framework is applicable across sectors, initial efforts will collectively focus on four prioritised sectors (camp coordination and camp management, food security, health, and education).
- Ensure future workplans and funding applications are aligned with this Inter-Sectoral Framework.

## ANNEX 1

# ACTIONS FOR CHILDREN'S PROTECTION AND WELL-BEING COMMON TO ALL SECTORS<sup>22</sup>

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This document sets out actions that all sectors can support to contribute to children's protection and well-being. It:

- Is based on actions included in CPMS Pillar 4 that are common to all sectors' standards.
- Should be adapted for use with sectors' actors to be as simple, practical and accessible as possible and tailored to sectors' standards, language and approaches.
- Contains actions for implementation in collaboration with child protection actors and actions each sector may lead on directly. **Each sector/actor can identify where they can lead and where they will collaborate with child protection on an action.**

To achieve the common actions set out here, all sectors will need to:

- Meaningfully engage and talk with children;
- Understand risks to children;
- Understand differing needs of diverse children;
- Invest resources – time, funds, personnel – to prevent and respond to risks and address identified needs; and,
- Change organisational ways of working to be more horizontal and allow sectors to collaborate.

## Common actions

### *Child Protection Response*

- Ensure effective child-friendly referral mechanisms are in place so that all personnel can safely and efficiently recognise child protection concerns and refer children for support.
- Collaborate with child protection actors to implement joint mechanisms for referring children and households to programme interventions.

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<sup>22</sup> The actions for children's protection and well-being common to all sectors were drafted by Hannah Thompson and Claire Whiting, for the CPMS Working Group. They are drawn from the CPMS and informed by the Working Across Sectors global consultations.

## *Child Protection Prevention*

- Include child protection messages in interventions where appropriate.
- Ensure messages are adapted for children, developed in child-friendly ways, and shared in child-focussed media.
- Ensure assistance reaches all members of the affected population by:
  - Using assessments to identify children and families who may have difficulty accessing humanitarian support;
  - Identifying barriers to access for different groups of children;
  - Collaborating with child protection actors to identify and implement strategies to overcome barriers children face in accessing services;
  - Registering all adult women as the main recipients of assistance in contexts where polygamy is practiced to avoid excluding subsequent wives and their children;
  - Facilitating inclusion and/or assistance and beneficiary cards to child heads of households and children who are unaccompanied or separated so they can access assistance in their own names; and,
  - Work with child protection actors to (i) discourage families from intentionally separating to access additional benefits, and (ii) avoid making children targets of theft or exploitation.

## **Assessments, monitoring, data and coordination**

- Conduct joint assessments including child protection related questions, or integrate children's protection and well-being into sector-specific assessments.
- Define and include child protection indicators to enable joint analysis, response and monitoring.
- Agree on an information-sharing mechanism with child protection actors.
- Ensure meaningful engagement (participation) of children in assessments and monitoring to capture children's own perceptions.
- Disaggregate all data by gender, age and disability, at a minimum. Ensure that age disaggregation clearly identifies those who are 0-17 years.

## **Risk assessment, accountability and safeguarding**

- Assess and document the impact of all sectoral interventions on children's protection, safety and well-being. Develop and adapt interventions to address or mitigate any risks and unintended negative consequences.
- Collaborate with children and other stakeholders to establish, implement and monitor joint, child-friendly, accessible and confidential feedback, reporting and response mechanisms for child protection and safeguarding concerns.
- Include child protection and children's participation in all phases of sectors' programme cycle.
- Protect the personal data of referred households and maintain confidentiality of children and families.

## Competencies

At induction:

- Train all personnel on: (i) basic child protection and well-being, including principles and approaches<sup>23</sup> so they can safely recognise, communicate with and refer children at risk; and (ii) child safeguarding and prevention of sexual exploitation and abuse (PSEA) policies, codes of conducts and reporting and referral mechanisms.
- Ensure all personnel sign codes of conduct and policies that protect children.

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<sup>23</sup> Including child-focused psychological first aid.

## ANNEX 2

### PRIORITISED ACTIONS 2022-2025

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This section summarises **key actions arranged by strategic objectives and overall timeline** to inform planning and development of detailed implementation plans by the CPMS Working Group.

#### Strategic objective 1: Common understanding

*Language is agreed, used consistently and tailored to each sector's ways of working.*

Strategic objective 1: Common understanding	
Years 1-2	Years 3-4
1.1 Review findings from the Working Across Sectors initiative consultation phase together with lessons learnt from GBV and inclusions and other mainstreaming and integration work on language use, common understanding and links to existing commitments and principles.	Review of language and approaches agreed and used by child protection and protection actors: is it working, what have we learnt, what needs to be adjusted.
1.2 Co-define, frame and agree core language and approaches for use by child protection and protection actors.	Collaborate with remaining sectors to map out tailored language and integrate it into their sector's ways of working.
1.3 Collaborate with the four prioritised sectors to map out tailored language that grounds children's protection and well-being in existing sectoral ways of working.	
1.4 Invest in communications. Integrate language and framing into the Working Across Sectors initiative toolkit, agreed messaging, etc., and support its use across the Alliance, CP AoR, UNHCR and Global Protection Cluster.	
By the end of Year 4 (2025), language is agreed and used consistently by child protection actors and with each sector.	

# Strategic objective 2: Coordination and collaboration

*Established partnerships support coordination and collaboration.*

Strategic objective 2: Coordination and collaboration	
Years 1-2	Years 3-4
2.1 Map out and identify the key coordination mechanisms, policy developers, and standards-setting bodies for each of the prioritised sectors. Identify key contacts within these groups and establish dialogue.	Embed mechanisms for dialogue and continue to prioritise coordination and collaboration in prioritised sectors.
2.2 Collaborate with each of the four prioritised sectors to establish a regular mechanism for dialogue between the CPMS WG, the wider Alliance, UNHCR and the four prioritised sectors to support enhanced coordination and collaboration.	Review the global steer on roles and responsibilities with all sectors.
2.3 Map and invest in opportunities for strengthening coordination and collaboration with the four prioritised sectors.	Consider capacity to expand the dialogue mechanism to all sectors.
2.4 Collaborate with the four prioritised sectors to develop guidance that provides a global steer on roles and responsibilities for working across sectors for children.	Use the dialogue mechanism to initiate discussion on development of a framework / platform / coordination mechanism for cross-sectoral coordination and collaboration for children. Consider links to the IASC Compact for Young People.
2.5 Provide support to prioritised sectors on opportunities to adjust ways of working to increase outcomes for children, from preparedness through the whole programme cycle – assessment, programme and project design, implementation and monitoring and evaluation.	Extend discussion on a platform for coordination and collaboration for children within the existing humanitarian and refugee response architecture to key actors.
2.6 Review, document and build on what works in existing coordination and collaboration frameworks.	Consider capacity to work with remaining sectors to identify data on children and risks to children that can be collected across sectors. Consider direct connection with global information managers

2.7 Collaborate with child protection actors and each of the prioritised sectors to co-develop a set of minimum preparedness actions for children’s protection and well-being.	Advocate for inclusion of sectoral indicators linked to children’s protection and well-being in HRPs.
2.8 Review the draft CPMS WG ‘common actions for children’s protection and well-being’ with prioritised sectors. Work with each sector to adapt it to their language and ways of working. Use it as a foundation to embed response and build on prevention and integration.	
2.9 Work with each prioritised sector to identify data on children and risks to children that can be collected across sectors. Consider direct connection with global information managers.	
2.10 Co-develop a ‘how child protection contributes to meeting your sector’s goals’ one-pager for each prioritised sector.	
2.11 Collaborate with the four prioritised sectors to gain support for and identify / revise / develop one indicator linked to children’s protection and well-being per sector.	
2.12 Work with prioritised sectors to identify where sectoral outcomes link to child protection and child protection can reciprocally support their sectoral outcomes.	
2.13 Leverage Strategic Priority 3 of the Alliance 2021-2025 Strategy to enhance coordination and collaboration for working across sectors.	
By the end of Year 4 (2025), existing partnerships are strengthened and new partnerships built, global steers on roles and responsibilities are agreed, understood and used, and progress is made towards a shared framework for coordination and collaboration across sectors for children.	

# Strategic objective 3: Competencies

*Child protection and personnel across sectors have core competencies for child protection collaboration, prevention and response.*

Strategic objective 3: Competencies	
Years 1-2	Years 3-4
3.1 Identify and revise core competencies for working across sectors for child protection personnel – identifying the knowledge, skills and attitudes required and formulating competencies.	Review the work on core competencies for working across sectors for child protection personnel to identify what works, what we have learned and what needs to be adjusted.
3.2 Update child protection core competency frameworks to include competencies for working across sectors for children’s protection and well-being.	Review work done in Years 1-2 on supporting core competencies and learning packages with prioritised sectors to identify what works, what we have learned and what needs to be adjusted to expand this work across all sectors.
3.3 Update the child protection learning package to include working across sector roles and responsibilities.	Advocate for and offer support to tailored updates of all remaining sectors’ competency frameworks to include core competencies for outcomes for children.
3.4 Organize and deliver capacity-strengthening opportunities with updated learning packages and capacity-sharing opportunities to promote promising practice.	Advocate for and offer support to all remaining sectors to update their sector-specific key learning packages to include competencies for outcomes for children.
3.5 Integrate working across sectors competencies into child protection personnel’s job descriptions.	



3.6 Work with prioritised sectors to define core competencies for child protection prevention and response for all humanitarian personnel.	
3.7 Advocate for and offer support to tailored updates of prioritised sectors' competency frameworks to include core competencies for outcomes for children.	
3.8 Advocate for and offer support to prioritised sectors to update their sector specific key learning packages to include competencies for outcomes for children.	
By the end of Year 4 (2025), child protection actors and prioritised sectors have identified core competencies, have updated competency frameworks and put in place key competency-based learning initiatives which are tailored to sectoral ways of working	

# Strategic objective 4: Standards

*The CPMS inform sectoral ways of working through their integration into sectors' standards*

Strategic objective 4: Standards	
Years 1-2	Years 3-4
4.1 Map upcoming opportunities for coordination and collaboration on strategy and standards between child protection and the four prioritised sectors.	Build on work undertaken in Years 1-2.
4.2 Review the strategies and standards of each of the four prioritised sectors, building on work under Strategic objectives 1 and 2, and co-identify opportunities for integration of children's protection and well-being.	Support the four prioritised sectors to integrate their child focused indicator into its sector's ways of working.
4.3 Advocate for and offer support to the four prioritised sectors to integrate children's protection and well-being into their own sector's strategies, standards and guidance.	Reflect on lessons learned from work in Years 1-2 and share learning with all sectors.
4.4 Work with prioritised sectors to identify, for each of them, a core indicator on children's protection and well-being that could later be integrated into the sector's strategies and processes.	Review the strategies and standards of remaining sectors, building on work under Strategic objectives 1 and 2, and identify opportunities for integration of children's protection and well-being.  Advocate and offer support to remaining sectors to integrate children's protection and well-being into their own sector's strategies, standards and guidance.
By the end of Year 4 (2025), global prioritised sector leads have supported integration of children's protection and well-being into their own sector's guidance and standards.	

# Strategic objective 5: Tools

*Sectors have tailored operational tools and resources to address children’s protection and well-being in their work.*

Strategic objective 5: Tools	
Years 1-2	Years 3-4
5.1 Working with prioritised sectors, map out the gaps in tools that are (i) common to all sectors, and (ii) specific to each prioritised sector.	Review the co-development process, what has worked, what have we learned, what needs to be adjusted.
5.2 Working with prioritised sectors, map out upcoming revisions to key global sectors’ tools and resources.	Use learning to expand support to the co-development of tools across all sectors.
5.3 Co-develop short, accessible, practical and operational sector-specific tools and guidance together with the four prioritised sectors. Ensure tools can be easily translated and tailored to country contexts.	
By the end of Year 4 (2025), the four prioritised sectors have tailored operational tools and resources that support a focus on children’s protection and well-being in line with CPMS Pillar 4.	

# Strategic objective 6: Evidence and learning

*Documentation and exchange of good practice promotes work across sectors for children’s protection and well-being.*

Strategic objective 6: Evidence and learning	
Years 1-2	Years 3-4
6.1 Work with prioritised sectors to review consultation findings and identify and document good practice in working across sectors for children’s protection and well-being.	Reflect on lessons learnt in evidence and learning. What works, what needs to be adapted.
6.2 Work with prioritised sectors and key stakeholders to identify and agree priority evidence and good practice examples that would have most impact and be most useful at the global and country levels, as well as for humanitarian leaders and donors.	Based on lessons learnt, continue building and disseminating learning and evidence that demonstrates impact on sector-specific outcomes and outcomes for children of working across sectors for children’s protection and well-being.
6.3 Build and package priority evidence and good practice.	
6.4 Work with prioritised sectors to develop and produce a webinar series that shares evidence and good practice – with each episode tailored to a specific sector as well as reflecting different contexts (humanitarian, refugee, mixed) and steps in the programme cycle.	
6.5 Work with prioritised sectors to identify and develop solutions-oriented, accessible, case studies – targeted to prioritised sectors – that cover each of the prioritised sectors and draw on their language and approaches.	
6.6 Develop tailored evidence briefs for advocacy targets.	
6.7 Integrate the strongest webinars, case studies and videos, evidence briefs, etc., into the Alliance Working Across Sectors microsite and disseminate widely through the Alliance, CP AoR, Global Protection Cluster and all prioritised sectors and inter-agency partners.	
6.8 Integrate the resources into learning and advocacy work (formal and informal) across sectors and actors.	
By the end of Year 4 (2025), child protection and prioritised sectors have co-created and shared targeted, accessible resources that document and evidence good practice.	

# Strategic objective 7: Advocacy

*Joint positioning and advocacy by key child protection actors including the Alliance, Global CP AoR and Global Protection Cluster advances work across sectors for children’s protection and well-being.*

Strategic objective 7: Advocacy	
Years 1-2	Years 3-4
<p>7.1 Work with key child protection and protection actors to map out key stakeholders for targeted advocacy to build support for working across sectors for children’s protection and well-being in Years 1-2 and Years 3-4.</p> <p>This may include donors, humanitarian leaders, organisational senior management and leaders, sector leads at global and country levels, etc. Identify a targeted sub-set of stakeholders to target in Years 1-2 and 3-4.</p>	<p>Review progress made and lessons learnt including:</p> <ul style="list-style-type: none"> <li>- Advocacy targets</li> <li>- Advocacy allies</li> <li>- Key messages</li> <li>- Joint approaches and common positioning</li> <li>- The child protection champion approach</li> </ul>
<p>7.2 Based on agreed language and approaches (Objective 1) and drawing on evidence and learning (Objective 6), work with key global child protection and protection actors to define and agree key messaging for targeted stakeholders in Years 1-2. (This is done with the goal of progressing towards integration into strategies, approaches, priorities, funding criteria, indicators, as well as in organisational ways of working – job descriptions, etc.)</p>	<p>Develop a CPMS Working Group advocacy strategy and workplan based on lessons learnt.</p>
<p>7.3 Disseminate key messages for use by all allies – including the wider Alliance (members, working groups, taskforces and initiatives), the CP AoR, the Global Protection Cluster, etc. Adapt key messages as evidence and learning is co-created (Objective 6).</p>	<p>Linked to lessons learnt consider how to expand the child protection champion approach across additional contexts.</p>
<p>7.4 Establish a child protection champion approach that covers global, regional and country levels. Build a network of child protection champions who promote children’s protection and well-being in their contexts and networks – including in organisational, inter-agency and sectoral meetings and processes.</p>	

7.5 Starting with the five Working Across Sectors initiative prioritised countries, identify child protection champions that will attend prioritised sector, preparedness, refugee and humanitarian coordination meetings at country level to promote child protection. Over time, compare minutes from these meetings with those of meetings that did not include child protection focal points.

By the end of Year 4 (2025), children's protection and well-being are considered as core commitments by key humanitarian actors.

### Additional priorities to consider in collaboration with key child protection partners include:

- Undertake country-level reviews and analyses of how the HRP and HNO currently integrate and mainstream child protection across sectors.
- Map cross-sectoral work within the existing humanitarian and refugee coordination architecture. This includes the full cycle, joint assessments, HRPs, HNOs, the Camp Management cycle.
- Review the role of OCHA and the IASC in supporting a focus on children's protection across sectors.