

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



2018–2020

**STRATEGIC PLAN**

ENDORSED ON 9 MARCH 2018

## Core Members of the Alliance

1. ChildFund International
2. CPC Learning Network
3. Danish Refugee Council
4. International Federation of Red Cross and Red Crescent National Societies (IFRC)
5. Hurras Network
6. International Organization for Migration
7. International Rescue Committee
8. Islamic Relief Worldwide
9. Plan International
10. Save the Children
11. Terre des hommes
12. UNHCR
13. UNICEF
14. War Child Holland
15. War Child UK
16. World Vision International
17. *Observer status:* Child Protection Area of Responsibility

## General Members of the Alliance

18. International Labour Office
19. Global Partnership to End Violence against Children
20. Action contre la Faim
21. Children of One World
22. EFADA
23. CAN Pakistan
24. VIVA
25. Cambodia ACTS
26. Swatantrata Abhiyan Nepal
27. Partnership Network for Prevention VAC
28. Hope Spring Haven
29. Lutheran World Foundation
30. New hope New winners
31. Catholic Relief Services
32. Advocacy for Child Relief
33. Bioforce Institute
34. Humanity and Inclusion (Handicap International)
35. Bangladesh Model Youth Parliament
36. King's College
37. BIFERD
38. Child Fund Philippines
39. Parent- Child Intervention Center
40. Street Child
41. SEDHURO
42. AJEDI-Ka
43. Elimu Mwangaza
44. Nirengi Association
45. Africa Child Policy Forum
46. Hope Aid
47. Action Chrétienne pour la Paix et le Développement (ACPD)
48. Child Frontiers
49. Child Helpline
50. Child Soldiers International
51. CESVI
52. Everychild
53. Family for Every Child
54. Geneva Call
55. Goal
56. Heartland Alliance
57. HelpAge
58. International Bureau for Children's Rights (IBCR)
59. International Institute for Child Rights and Development (IICRD)
60. Keeping Children Safe Coalition
61. Mercy Corps
62. Mindleaps
63. Norwegian Refugee Council (NRC)
64. Refuge Point
65. ReTrak
66. RedR
67. SOS Children's Villages International
68. University of KwaZulu Natal
69. UNRWA
70. War Child Canada
71. Watchlist on Children and Armed Conflict
72. Women's Refugee Commission
73. World Health Organization
74. ACPDH - Burundi
75. *Observer status:* International Committee of the Red Cross (ICRC)

## Associate Members and other Contributors

Global Affairs Canada  
Inter-Agency Network for Education in Emergency  
Elevate Children Funders Group  
European Community Directorate General for Humanitarian Aid and Civil Protection (DG ECHO)  
Swiss Agency for Cooperation and Development

UK Government Department for International Development (DFID)  
United Nations Department for Peacekeeping Operations (DPKO)  
United States Bureau of Population, Refugees, and Migration (BPRM)  
USAID Displaced Children and Orphans' Fund (DCOF)  
USAID Office for Foreign Disaster Assistance (OFDA)

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### Acknowledgement

This strategic plan was based on consultations with child protection and other humanitarian practitioners at all levels, including donors, academics and Alliance working groups and task force members. In September 2017, the priorities were endorsed by the Alliance’s Steering Committee and, on 9 March 2018, the current document received final endorsement. We would like to thank all those who dedicated time and resources to the development of this plan.

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## Executive summary

With unprecedented numbers of ongoing and emerging crises and conflicts, and the disproportionate burden they impose on children, it is incumbent upon us to take extreme measures to prevent and respond to abuse, neglect, exploitation and violence against children in humanitarian settings. The Alliance for Child Protection in Humanitarian Action ('the Alliance') continues its journey, together with its partners, to support child protection practitioners who work tirelessly in humanitarian contexts to minimize risk and harm to girls and boys.

Through extensive consultation with local, national, regional and global humanitarian actors, the Alliance defined its strategic priorities for the period 2018–2020. These priorities were considered in developing the work plans of the Alliance's technical working groups and task forces. The three main priorities are: integrated programming, evidence-based programming and localization. The two secondary priorities are: prevention and the strengthening of child protection workforce capacity. These priorities will guide our work over the next three years with the hope of bringing us closer to our vision of a world in which children are protected from abuse, neglect, exploitation and violence in humanitarian settings.

## Introduction

This document provides an overview of the strategic direction of the Alliance for Child Protection in Humanitarian Action for the period of 2018–2020. The purpose of the document is to better define the Alliance's added value to the sector and to position this inter-agency network in the context of the multitude of global actors that are working towards similar or complementary goals.

The core priorities outlined here are the result of an extensive consultation process with child protection actors at both field and global levels. The process began with an online survey in which data were collected from 161 respondents. The second phase was undertaken during the 2017 Annual Meeting for Child Protection in Humanitarian Action in Kampala, Uganda. There, 159 child protection experts from local, national and international non-governmental organizations (NGOs), UN agencies and donors, along with academic partners and independent consultants, came together to exchange knowledge and share experiences. The recommendations from these two rounds of consultations were reviewed and endorsed by the Alliance's Steering Committee.

## Context, challenges and opportunities

Nearly 250 million children – 1 in 10 – live in areas affected by armed conflict; 50 million girls and boys are affected by disasters; and over half of the world's refugees are children.<sup>1,2</sup> In 2016

alone, a peak of 65.6 million people had been forcibly displaced from their homes; of these, 22.5 million were refugees. Indeed, the past few years have seen a trend in population movements as a means to flee conflict and seek protection. Climate change is resulting in more severe and frequent natural disasters, which disproportionately impact children. In line with the World Humanitarian Summit 2016 commitments, the Secretary-General's Agenda for Humanity,<sup>3</sup> and the promise of the Sustainable Development Goals (SDGs), the international community, now more than ever, needs to "work together to meet needs, reduce vulnerabilities and manage crisis risks better."<sup>4</sup>

An emergency, whether caused by armed conflict or natural disaster, makes children extremely vulnerable to various types of violence, abuse, exploitation and neglect. Children are at risk of injury and disability, physical and sexual violence, psychosocial distress and mental disorders – even of losing their lives. They may become separated from their families, recruited into armed forces, and economically or sexually exploited.

In today's environment, respecting the centrality of protection and abiding by the core responsibilities of the Agenda for Humanity are ever more relevant.<sup>5</sup> The Alliance, through this strategy, aims to support the efforts of humanitarian actors in line with the Agenda for Humanity concept of the centrality of protection as well its core responsibilities 3, 4 and 5. In collaboration with key actors at global, regional and local levels (see section on [key partners](#)), the Alliance will support child protection actors by strengthening technical capacity, developing standards and guidance, advocacy, and the generation and synthesis of evidence.

The Grand Bargain and the Agenda for Humanity both outline the importance of working alongside national and local actors.<sup>6 7</sup> The Alliance is committed to working more closely with local actors and to facilitate their involvement in its activities. Localization, in fact, is one of the key priorities of this strategic plan (see below). Concrete actions will be taken to guarantee that this commitment is reflected in the initiatives of the Alliance's working groups and task forces. The 2017 Annual Meeting for Child Protection in Humanitarian Action in Kampala set the tone, with strong participation by local and national organizations. Indeed, their numbers were almost equal to those of international NGOs.<sup>8</sup>

# The Alliance for Child Protection in Humanitarian Action

## Vision, mission, function and governance

*The Alliance envisions a world in which children are protected from abuse, neglect, exploitation and violence in humanitarian settings.*

**Its mission is to support the efforts of humanitarian actors to achieve high-quality and effective child protection interventions in humanitarian contexts, in both refugee and non-refugee settings.** As a global network of operational agencies, academic institutions, policymakers, donors and practitioners, the Alliance facilitates inter-agency technical collaboration on child protection in all humanitarian contexts. It sets standards and produces technical guidance for use by the various stakeholders. The United Nations Children’s Fund (UNICEF) currently co-leads the Alliance with Save the Children.<sup>9</sup>

The Alliance for Child Protection in Humanitarian Action facilitates inter-agency collaboration on normative work, including standard-setting and development of technical guidance. It also provides its members with technical support and guidance where needed. The Alliance’s work falls into five categories:

- **Standard setting and guidance development:** The Alliance develops standards for child protection in humanitarian action and generates technical guidelines and associated materials for use by humanitarian actors. It also promotes the integration of humanitarian standards and norms into practice, and encourages efforts to learn from their use and improve upon them. The Alliance is the custodian of the Minimum Standards for Child Protection in Humanitarian Action, which is considered a companion to the Sphere standards.
- **Capacity building, learning and development:** The Alliance develops technical capacity for child protection by identifying, expanding and strengthening the CP in humanitarian action workforce; mapping capacity gaps; defining priorities and strategic direction in terms of capacity development; and providing learning opportunities, both face-to-face and remote.
- **Evidence and knowledge generation:** The Alliance invests in generating, processing and making robust evidence available on the effectiveness of programmes and strategies in protecting children in humanitarian settings.
- **Advocacy:** The Alliance engages in advocacy for child protection and its beneficiaries. This includes ensuring child protection needs are reflected in the global humanitarian architecture and associated processes.

- **Convening:** The Alliance convenes humanitarian child protection actors working at local, national, regional and global levels to promote knowledge-sharing and technical collaboration.

The Steering Committee of the Alliance is comprised of representatives from core members, which include UN agencies, networks, and local and international NGOs.<sup>10</sup> The Steering Committee has primary authority and responsibility on matters of strategic significance, along with policy and governance issues of importance to the functioning of the Alliance. The Steering Committee delegates responsibility to the coordinators and the secretariat to implement Steering Committee decisions and to handle the Alliance's day-to-day operations.

Working groups, task forces and technical focal points implement the Alliance workplan. They are led by members of the Alliance and supported by Alliance coordinators. Working groups are permanent work streams, while task forces are expected to serve a specific technical function and dissolve once the task is completed. Technical Focal Points are individuals, within member agencies of the Alliance, who have agreed to act as an inter-agency resource on a given technical area of child protection, where no working group or task force exists

The Alliance for Child Protection in Humanitarian Action is composed of four working groups and six task forces:<sup>11</sup>

*Working groups within the Alliance:*

- Child Protection Minimum Standards Working Group (CPMS WG), co-led by Save the Children and Terre des hommes
- Assessment, Measurement and Evidence Working Group (AME WG), co-led by Save the Children and the CPC-Network
- Learning and Development Working Group (L&D WG), co-led by Terre des hommes, UNICEF, the United Nations High Commissioner for Refugees (UNHCR) and the Child Protection Area of Responsibility
- Advocacy Working Group (AWG), co-led by World Vision and ChildFund Alliance.

*Task forces within the Alliance:*

- Unaccompanied and Separated Children, led by the International Organization for Migration (IOM) (rotating leadership)
- Case Management, co-led by the International Rescue Committee (IRC) and UNICEF
- Community-based Child Protection, co-led by Plan International, UNICEF and World Vision
- Cash Transfer and Child Protection, co-led by the CPC-Network, World Vision and the IRC
- Family Strengthening, co-led by War Child Holland, the IRC and Save the Children

- Child Labour, co-led by the International Labour Organization (ILO) and Plan International.

In addition to these working groups and task forces, technical focal points support specific areas of child protection in humanitarian action, and help maintain linkages with other global bodies. The themes covered by these focal points as of end of 2017 are ‘justice for children’ and ‘children affected by armed conflict’.

## Guiding principles

The principles outlined in the Minimum Standards for Child Protection in Humanitarian Action are the key guideposts for this strategy. In addition, the following principles also provide direction for the approaches and activities under this strategic plan.

- **Field-focused.** This entails a clear orientation towards producing technical material that is needed and useful for field practitioners and those who support them.
- **Child-centred.** Based on the guiding principles outlined in the Minimum Standards for Child Protection in Humanitarian Action, all activities and products of the Alliance will place the child at the centre.
- **Family- and community-driven.** Following the socio-ecological model as a frame of reference, the Alliance’s products will promote the involvement of families and communities in defining and implementing protection of children in all contexts.

## Strategic priorities

As described above, through three rounds of consultation, three primary strategic priorities were chosen for the Alliance for the period of 2018–2020: ‘integrated programming’, ‘evidence-based programming’ and ‘localization’. ‘Prevention’ and ‘child protection workforce capacity strengthening’ were identified as secondary priorities. As part of the consultation process, a 2020 strategic goal was also developed for each of the top three priorities; the statements are intended to provide aspirational goals to help guide our actions from 2018–2020. Aligned to the Alliance’s overall vision the Alliance aspires to reach these three strategic goals by 2020:

- 1. Child Protection and select sectors have mechanisms in place that foster integrated programming for prevention and response to abuse, exploitation, neglect and violence against children.*
- 2. Alliance resources are grounded in robust evidence.*
- 3. A diversity of local child protection actors from different contexts drive and benefit from Alliance activities.*



Below, each of the priorities and their respective goal statements are broken down into objectives and activities that outline the Alliance's approach over the next three years. These will be reviewed on an annual basis to reflect progress as well as lessons learned, together with the workplans of the working groups and task forces.

### Priority A: Integrated programming

*Strategic goal A:* Child protection and select sectors have mechanisms in place that foster integrated programming for prevention and response to abuse, exploitation, neglect and violence against children.

Integrated programming is defined as programmatic approaches that incorporate activities that typically sit within two or more humanitarian sectors under one programme.

Integration builds on the reality that lack of access to basic services may lead to increased vulnerability and exposure to harm, especially for children. Also, many humanitarian sectors share a common goal of ensuring safety and well-being of the population affected by conflict and other crises. In the case of children, all humanitarian sectors contribute towards the realization of children's rights, as enshrined in the [Convention on the Rights of the Child](#). Putting the child in the centre of our thinking naturally leads to more integrated thinking and approaches. We, as the Alliance, are committed to helping child protection actors explore innovative ways of planning and implementing integrated programmes to better protect children through the provision of holistic, multisectoral services.

#### *Key objectives and activities*

The main objective is to explore and develop technical guidance and mechanisms that can foster integrated programming for prevention and response to abuse, exploitation, neglect and violence against children. This will involve looking at bottlenecks for cross-sectoral collaboration, both from the child protection side as well as on the part of other sectoral actors.

As part of this commitment, integrated programming will be featured very strongly in the revised version of the [Minimum Standards for Child Protection in Humanitarian Action](#). Standards on mainstreaming child protection in other humanitarian sectors, which constitute standards 19 to 26 in the 1<sup>st</sup> edition of the CPMS, will be revised to reflect integration. The title of these sets of standards will be 'integrated approaches and standards to work across sectors'.

The Alliance is also pursuing a joint initiative with the Inter-agency Network for Education in Emergencies (INEE). This initiative will facilitate development of a framework for cooperation between education and child protection actors that includes innovative ways of linking activities within these two sectors in emergency settings. The goal of this initiative is to define a framework that can help field practitioners in the two sectors work together more systematically and effectively to deliver results for children.

The Guidelines for Integrated Assessments, currently under revision, will further support intersectoral analysis of needs and capacities, as well as a comprehensive response. This process is led by Plan International, under the Assessment, Measurement and Evidence Working Group, and in collaboration with the CP AoR. All of the 2018–2020 working group and task force workplans were reviewed with an ‘integration’ lens, and opportunities to engage other sectors will be explored throughout the implementation of the 2018–2020 workplan.

The secondary priority of prevention will also be addressed under this priority. Prevention, both at the individual and population levels, requires involvement of sectors beyond child protection. Education, economic strengthening, health and other sectors contribute to mitigating risk factors that lead to child protection risks and vulnerabilities. The Alliance will promote systematic implementation of child safeguarding measures in all humanitarian action through collaboration with other sectors. For example, the Cash for Child Protection Task Force will be developing recommendations for all sectors that use cash as a programmatic tool, to reduce the chance of protection risks as a result of such programmes. The Child Protection Minimum Standards Working Group, during the revision process, is considering inclusion of guidance on prevention linked to each of the standards. The Alliance collaboration with INEE on joint programming for child protection in humanitarian action/education in emergencies will also look specifically at the role of education in preventing protection risks.

### Priority B: Evidence-based programming

*Strategic goal B:* Alliance resources, including standards and technical guidelines, are grounded in robust evidence.

Child protection, as a distinct humanitarian sector, is relatively young. However, it has been rapidly professionalizing during the past two decades. As part of its growth process, the child protection sector, especially that within the humanitarian sector, is taking a keener approach to evidence generation and use. Compared to some other humanitarian sectors, such as health and nutrition, child protection has much to do before it can claim to be a sector that places evidence at the centre of its interventions. While there are admittedly many gaps in evidence, there is also a lot of evidence available that is under- or un-utilized. The child protection sector can certainly improve on the use of existing data and evidence to improve programming. The Alliance aims to play a significant role in supporting the sector in this journey.

### *Key objectives and activities*

The main objective of this priority is to significantly boost our reliance on robust evidence in designing and implementing child protection programmes in humanitarian action. The Alliance will achieve this goal through synthesis and by making evidence accessible to programmers as well as by incorporating evidence into all its technical resources, such as the Minimum Standards. Strengthening of evidence is already reflected in the 2018–2020 workplan of all

Alliance working groups and task forces. We will also analyse the causes of weak use of data and evidence in programming so that technical groups under the Alliance can more effectively address this issue.

The Alliance's Assessment, Measurement and Evidence Working Group will be leading the charge on improving the evidence base for the sector. In addition to looking into existing evidence and gaps, the AME WG will work closely with other Alliance working groups and task forces to support their evidence and learning initiatives. The AME WG is also looking into an initiative to improve understanding of the determinants of child protection risks and vulnerabilities to better enable child protection and other humanitarian actors to prevent harm to children in humanitarian settings.

The Minimum Standards revision process will include significant investment in improving the standards' evidence base. This involves identifying the current state of evidence related to child well-being and development, and incorporating it into the standards. It is expected that this will lead to increased effectiveness of child protection interventions in humanitarian settings. In this process, gaps in our knowledge will also be systematically documented to inform the evidence agenda for the sector. This will be undertaken through a systematic review of evidence from published and 'grey' literature and the translation of evidence into programmatic language appropriate for minimum standards.

### Priority C: Localization

*Strategic goal C: A diversity of local child protection actors from different contexts drive and benefit from Alliance activities.*

The World Humanitarian Summit and the resulting Grand Bargain committed the humanitarian community to "making principled humanitarian action as local as possible and as international as necessary."<sup>12</sup> This commitment is the recognition of the important and undeniable contribution made by national and local actors in responding to the needs of populations affected by humanitarian crises. Through their knowledge and inherent connections with the context, national and local actors ensure effectiveness, relevance and sustainability of humanitarian outcomes. They are often the first to begin responding to the needs created by humanitarian crises, and the last to leave – if ever. The Alliance aims to increase meaningful participation of local actors in its leadership and membership by 2020.

#### *Key objectives and activities*

Through this priority, the Alliance seeks to increase the diversity of actors involved in its work. We strive for diversity in voices and views in our working groups and task forces, primarily by facilitating further involvement of local child protection actors from different contexts. The Alliance aims to augment inclusion of local actors across its membership, training activities,

global and regional gatherings, and in peer-to-peer learning initiatives. Membership in the Alliance has already increased significantly since November 2016, when the group was launched. In fact, over 60 per cent of new members have been local and national actors. As part of the Alliance's governance structure, its Steering Committee will actively seek out national and local partners to sit as core member. Currently, there are four vacant seats (out of 21) within the Steering Committee, which welcomes new members. The Alliance will strive to have all four seats filled with local, national or regional organizations by 2020. The Alliance will also seek to ensure (directly and through partners) that national and local actors have the necessary resources to participate in and/or lead Alliance working groups, task forces, global and regional events and specific workplan activities.

The Alliance will draw on existing – and pilot new – ways to engage local actors in the development, design and dissemination of guidance and field-oriented activities of its working groups and task forces. To do so, the Alliance will fully utilize its knowledge-management capacity and seek strategic partnerships with actors with experience in local engagement methodologies. It will also continue to draw on the Child Protection Area of Responsibility for inputs from national and local actors to ensure that they benefit from the Alliance's technical work. The Alliance will focus on the translation of key documents for field practitioners in at least French, Spanish and Arabic, and will strive to find ways to reach local actors who prefer to work in local languages.

The Alliance will continue to ensure that guidance and standards articulate roles and responsibilities of international, national and local actors and encourage the humanitarian community to operationalize the principle, “as local as possible, as international as necessary.” As a starting point, the Alliance will strive to identify and include examples of approaches that are in line with Grand Bargain commitments (such as the use of coaching and mentoring partnership models).

## Key partners

The Alliance for Child Protection in Humanitarian Action aims to maintain and further strengthen its collaboration with key partners, including academia, donors, other networks and operational agencies. This includes members of the Alliance as well as other actors at the global, regional and national levels. Through these partnerships, we hope to ensure the coherence, relevance and user-friendliness of the tools and guidance we produce. The Alliance's working groups and task forces will collaborate with relevant partners in line with their scope of work throughout 2018–2020. The Alliance secretariat will also pursue new collaborations with relevant partners, notably:

- The [Child Protection Area of Responsibility \(CP AoR\)](#)<sup>13</sup> operates as part of the Global Protection Cluster. It ensures that child protection responses in humanitarian contexts (defined as Humanitarian Coordinator and Early Warning contexts) are

effectively led and coordinated to achieve maximum coverage and quality.

Furthermore, the CP AoR is actively engaged in Alliance working groups and task forces, including co-leading the Learning and Development Working Group. The CP AoR plays a significant role in promoting global guidance and tools through sharing knowledge as well as remote and on-site support for coordination groups. They also play a role in connecting Alliance working group and task force to field level coordination groups that CP AoR supports.

- The [United Nations High Commissioner for Refugees \(UNHCR\)](#)<sup>14</sup> is the lead UN agency mandated to protect refugees. Since the Alliance has expanded its work to include the refugee aspect of humanitarian crises, UNHCR has become an even stronger partner: It is involved in relevant working groups and task forces (such as those on case management and unaccompanied and separated children) and co-leads the Learning and Development Working Group. UNHCR plays a significant role in connecting Alliance working groups and task forces with child protection actors and coordination groups in refugee settings. In addition, UNHCR leads the development of the [global compact on refugees](#), which will inform programming in the child protection sector going forward.
- The [Global Partnership to End Violence Against Children](#)<sup>15</sup> envisions a world in which every child grows up free from violence. It aims to make societies safer for children, working with all countries, with a focus on pathfinding countries. To achieve this, the Global Partnership has developed INSPIRE, a set of seven strategies to end violence against children. The Alliance and the Global Partnership have already worked together on several occasions and aim to maintain and strengthen this collaboration. Some essential areas of collaboration include the revision of the Minimum Standards for Child Protection in Humanitarian Action and the development of the implementation guide for INSPIRE and the End Violence Solution Summit.
- The [Global Social Services Workforce Alliance \(GSSWA\)](#)<sup>16</sup> promotes knowledge and evidence, resources and tools, and political will and action needed to address key social service workforce challenges. The Case Management Task Force has already begun collaboration with the GSSWA, looking at the humanitarian-development continuum, especially around technical case management tools and capacity building.
- The [Inter-Agency Network for Education in Emergencies \(INEE\)](#)<sup>17</sup> is an open global network of members representing NGOs, UN agencies, donor organizations, governments, academia, schools and affected populations working together to ensure that all persons realize the right to quality and safe education in emergencies and post-crisis recovery. As explained below, the Alliance and INEE are exploring ways to collaborate, notably around integrated programming to protect children.
- The [Inter-Agency Standing Committee \(IASC\) Reference Group on Mental Health and Psychosocial Support in Emergency Settings](#)<sup>18</sup> was established in December 2007. Its main task is to support and advocate for the implementation of the IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings. The Reference Group consists of more than 30 members and fosters a unique collaboration

among NGOs, UN and international agencies, and academics, promoting best practices in mental health and psychosocial support.

- The [Humanitarian Standards Partnership \(HSP\)](#)<sup>19</sup> aims to further develop coherence and complementarity among the standards involved so that humanitarian practitioners are able to move easily between them. To achieve this, it works to improve links between standards, increase cross-references and eliminate inconsistencies. The Alliance is a close partner to the HSP, through its Child Protection Minimum Standards Working Group.

Alliance collaboration with key partners will be evolving and potentially expanding, depending on global, regional and national initiatives as well as on the humanitarian contexts over the course of 2018–2020. The Alliance will look at opportunities for collaboration that will support the three main priorities developed in this strategy, while also promoting collaboration across the humanitarian-development continuum. This includes the strengthening of relationships with academics around the world and more actively participating in major global initiatives when relevant to the Alliance’s work streams. For example, the Alliance is currently contributing to the Global Youth Compact to ensure that relevant programme learning and technical guidance on the protection of adolescents and youth in humanitarian settings is integrated into the Inter-Agency Guidelines: Programming with and for Young People in Humanitarian Settings.

## Operational plan

Please see the work plan of the Alliance [here](#).

## Annex 1: Methodology for developing the strategic plan

In 2017, the Alliance for Child Protection in Humanitarian Action launched a process to develop its 2018–2020 strategic plan, which establishes the general direction of the Alliance’s activities, most importantly the workplans of the working groups and task forces. A multi-stage process was designed for the development of the plan.

The first stage consisted of consultations in French, English, Spanish and Arabic to develop strategic priorities. The process began in July 2017, when the Alliance conducted an online survey with Alliance members and other practitioners and actors in the field of child protection in humanitarian action. A total of 233 people participated in the survey, out of which 121 answered all questions and 161 answered most questions. A high level of diversity was observed in the type of respondents that participated.

The survey participants were asked to select up to three predefined priority areas that they believed should guide the work of the Alliance from 2018 to 2020. The highest number of votes went to ‘integrated programming’ and ‘localization’, followed by ‘evidence-based programming’, ‘prevention’ and ‘increase child protection workforce capacity’.

Following the online survey, the Alliance used the opportunity of its Annual Meeting in Kampala in September 2017 to consult with the participants involved in child protection on these identified priorities. The audience was composed of 159 persons from various backgrounds, including global, regional and local child protection practitioners as well as donors and academics. The first step of the consultative process was to agree with the larger group on top priorities. The main priorities selected were ‘integrated programming’, ‘localization’ and ‘evidence-based programming’, followed by ‘prevention’ and ‘child protection workforce capacity strengthening’. Following this first step, the audience, by group, was tasked to draft a vision statement by 2020 for each of the top three priorities. Each statement was reviewed, amended and shared back with the group for final feedback before being presented to the Alliance’s Steering Committee for final review and endorsement.

## References

- <sup>1</sup> United Nations Children’s Fund, *2014 Annual Report: Our story*, UNICEF, New York, June 2015.
- <sup>2</sup> United Nations High Commissioner for Refugees, *Global Trends: Forced displacement in 2016*, UNHCR, Geneva, 2017, See: <[www.unhcr.org/globaltrends2016/](http://www.unhcr.org/globaltrends2016/)>.
- <sup>3</sup> Agenda for Humanity Core Responsibilities: 1. Prevent and end conflict, 2. Respect rules of war, 3. Leave no one behind, 4. Work differently to end need, and 5. Invest in humanity, <[www.agendaforhumanity.org/agendaforhumanity](http://www.agendaforhumanity.org/agendaforhumanity)>.
- <sup>4</sup> International Organization for Migration, ‘UN Launches Commitment to Action at WHS: Moving from delivering aid to ending need’, press release, 24 May 2016, <[www.iom.int/news/un-launches-commitment-action-whs-moving-delivering-aid-ending-need](http://www.iom.int/news/un-launches-commitment-action-whs-moving-delivering-aid-ending-need)>.
- <sup>5</sup> Centrality of protection emphasizes that protection “must be central to our preparedness efforts, as part of immediate and life-saving activities, and throughout the duration of humanitarian response and beyond,” according to a statement endorsed by IASC principals on 17 December 2013. See: <[www.globalprotectioncluster.org/assets/files/tools\\_and\\_guidance/IASC%20Guidance%20and%20Tool s/IASC\\_Principals\\_Statement\\_Centrality\\_Protection\\_Humanitarian\\_Action\\_December2013\\_EN.pdf](http://www.globalprotectioncluster.org/assets/files/tools_and_guidance/IASC%20Guidance%20and%20Tool%20s/IASC_Principals_Statement_Centrality_Protection_Humanitarian_Action_December2013_EN.pdf)>.
- <sup>6</sup> International Council of Voluntary Agencies, ‘The Grand Bargain Explained: An ICVA briefing paper’, ICVA, March 2017, <[https://interagencystandingcommittee.org/system/files/icva\\_grand\\_bargain\\_explained.pdf](https://interagencystandingcommittee.org/system/files/icva_grand_bargain_explained.pdf)>.
- <sup>7</sup> ‘Financing: Investing in Humanity’, paper prepared on core responsibility 5 of the Agenda for Humanity, High-Level Leaders’ Roundtable, World Humanitarian Summit, Istanbul, 23–24 May 2016, <[https://www.agendaforhumanity.org/sites/default/files/resources/2017/Jul/FINANCING-INVESTING\\_IN\\_HUMANITY.pdf](https://www.agendaforhumanity.org/sites/default/files/resources/2017/Jul/FINANCING-INVESTING_IN_HUMANITY.pdf)>.
- <sup>8</sup> The Alliance for Child Protection in Humanitarian Action, ‘Annual Meeting for Child Protection in Humanitarian Action: Working across sectors to better protect children, Kampala, Uganda, 11-12 September 2017’, <<https://childprotectionallianceblog.files.wordpress.com/2017/11/annual-meeting-report-2017.pdf>>.
- <sup>9</sup> As per the Alliance governance document, the NGO co-lead rotates every three years.
- <sup>10</sup> Core members are members that have made a specific commitment to contribute to the work of the Alliance and to uphold and promote its principles and products. At the end of 2017, there were 16 core members and one observer member (CP AoR) on the Alliance steering committee.
- <sup>11</sup> Alliance website, ‘How We Work’, <https://alliancecpha.org/stepping-up-child-protection-in-humanitarian-action/how-we-work-2/>.
- <sup>12</sup> [https://reliefweb.int/sites/reliefweb.int/files/resources/Grand\\_Bargain\\_final\\_22\\_May\\_FINAL-2.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/Grand_Bargain_final_22_May_FINAL-2.pdf)
- <sup>13</sup> Child Protection: Global Protection Cluster website, ‘Child Protection Area of Responsibility’, <<http://cpaor.net/>>.
- <sup>14</sup> United Nations High Commissioner for Refugees website, <<http://www.unhcr.org/>>.
- <sup>15</sup> The Global Partnership to End Violence Against Children website, <[www.end-violence.org/](http://www.end-violence.org/)>.
- <sup>16</sup> Global Social Services Workforce Alliance website, <[www.socialserviceworkforce.org/](http://www.socialserviceworkforce.org/)>.
- <sup>17</sup> Inter-Agency Network for Education in Emergencies website, <[www.ineesite.org/en/](http://www.ineesite.org/en/)>.
- <sup>18</sup> IASC website, ‘IASC Reference Group on Mental Health and Psychosocial Support in Emergency Settings’, <<https://interagencystandingcommittee.org/mental-health-and-psychosocial-support-emergency-settings>>.
- <sup>19</sup> The Sphere Project website, ‘Humanitarian Standards Partnership’, <[www.sphereproject.org/standards-partners/humanitarian-standards-partnership/](http://www.sphereproject.org/standards-partners/humanitarian-standards-partnership/)>.