

Implementation Plan (2025-2026)

INTRODUCTION

This implementation plan outlines how the Alliance for Child Protection in Humanitarian Action (the Alliance) will operationalise the priorities and key actions set out in the [2025–2026 Strategic Brief: Prioritising Protection of Children in a Changing Humanitarian Landscape](#). The implementation plan is intended to support coordinated delivery, adaptive management, and accountability as the Alliance responds to funding shortfalls, changes in the humanitarian architecture, and the evolving needs of children affected by humanitarian crises.

In May 2026, the Alliance endorsed the extension of the current Strategic Brief until December 2026. Upon the extension, the Alliance reviewed and revised key actions to reflect emerging needs and the evolving humanitarian landscape.

It should be read alongside the Strategic Brief, with additional information available on the [Alliance website](#). For any inquiries about the implementation plan, please contact info@alliancecpha.org.

THE ALLIANCE

The Alliance for Child Protection in Humanitarian Action (the Alliance) is a global network of operational agencies, academic institutions, policymakers, donors, and practitioners that facilitates inter-agency technical collaboration on child protection in all humanitarian contexts. The United Nations Children's Fund (UNICEF) co-leads the Alliance with the International Rescue Committee and Child Guardians.

The Alliance has over 350 general members and 17 core members. The Alliance sets standards and produces technical guidance for use by the various stakeholders, particularly country-level practitioners. Its mission is to support humanitarian actors to achieve high-quality and effective child protection interventions in humanitarian contexts, in both refugee and non-refugee settings.

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.

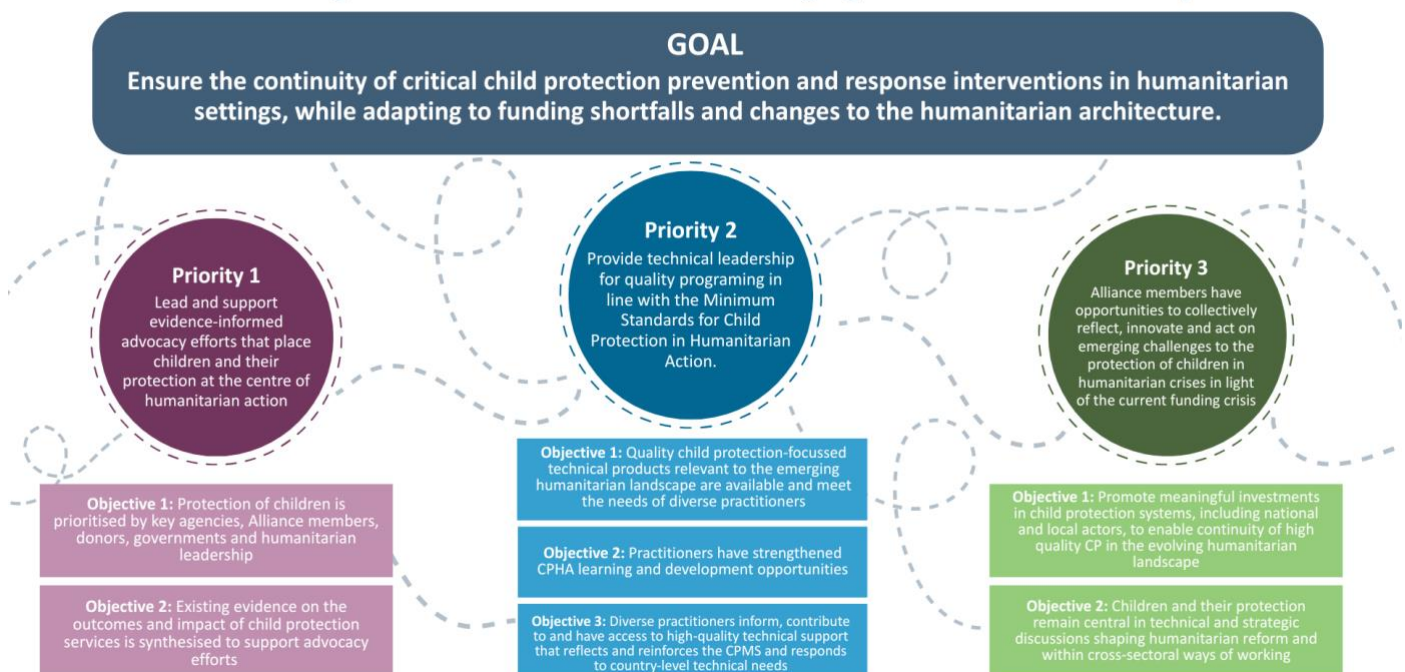
- **Capacity strengthening, learning, and development:** The Alliance develops technical capacity for child protection by identifying, expanding and strengthening the child protection in humanitarian action workforce; mapping capacity gaps; defining priorities and strategic direction in terms of capacity development; and providing learning opportunities, both face-to-face and remote.
- **Evidence and knowledge generation:** The Alliance invests in generating, processing and disseminating robust evidence 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 implementation of the Strategic Brief is facilitated by the Alliance Secretariat in collaboration with the Alliance's Working Groups, Task Forces, and Initiatives. Led by Alliance members and supported by the Alliance Director and Deputy Director, these groups collectively drive the delivery of the brief's priorities and key actions. The Alliance for Child Protection in Humanitarian Action is composed of four Working Groups, seven Task Forces, and five Initiatives. Further information on the Alliance and its Working Groups, Task Forces, and Initiatives is available on the [Alliance website](#).

2025-2026 STRATEGIC BRIEF

This implementation plan is structured around the priorities and objectives of the Alliance's 2025–2026 Strategic Brief. The figure below provides an overview of the Strategic Brief's framework, which serves as the foundation for the implementation actions, responsibilities, and timelines outlined in the following sections.

Prioritising Protection of Children in a Changing Humanitarian Landscape



Priority 1. Lead and support evidence-informed advocacy efforts that place children and their protection at the centre of humanitarian action	
Objective	Key Action
Objective 1: Protection of children is prioritised by key agencies, Alliance members, donors, governments, and humanitarian leadership.	1.1. Develop and disseminate evidence-based advocacy tools and resources to support Alliance members in their advocacy efforts.
	1.2. Build and strengthen partnerships with donors to raise awareness, understanding, and prioritisation of child protection in humanitarian action.
	1.3. Explore effective ways for the Alliance to conduct crisis and thematic child protection advocacy efforts, including in humanitarian diplomacy.
Objective 2: Existing evidence on the outcomes and impact of child protection services is synthesised to support advocacy efforts.	2.1. Develop a research agenda to identify evidence and data gaps to support the sector in the short and longer term.
	2.2. Build a compelling investment case for child protection in humanitarian action (outlined below).
	2.2.1. Collate data and evidence—including case studies and testimonials—from across Alliance members and partners on the impact of funding cuts on programming, workforce capacity, and outcomes for children and their communities. Include an analysis of the ripple effects of funding cuts across broader humanitarian sectors, for example education, livelihoods, health, and GBV, and how these exacerbate child protection risks.
	2.2.2. Synthesis and translate evidence and data on the essential nature of core child protection services and strategies, drawing from a range of contexts and sources. This includes gathering evidence on the impact of integrated programming on both child protection and other sectoral outcomes.
	2.3. Identify and document evidence gaps to inform advocacy and programming for child protection in humanitarian action.

Priority 2. Provide technical leadership for quality programing in line with the Minimum Standards for Child Protection in Humanitarian Action

Objective	Key Action
Objective 1: Quality child protection-focussed technical products relevant to the emerging humanitarian landscape are available and meet the needs of diverse practitioners.	1.1. Outreach to and engage with Alliance members from across diverse contexts to promote technical collaboration, including through trialling mechanisms to more easily reach community, local, and national actors.
	1.2. Maintain accessibility of Alliance products and information to intended audiences, including front-line CP workers and other sectoral actors, through effective social media and other online communications in four core languages (where feasible).
Objective 2: Practitioners have strengthened CPHA learning and development opportunities.	2.1. Coordinate and align Learning and Development (L&D) initiatives across technical areas and stakeholders, emphasising co-creation and capacity sharing with local partners.
	2.2. Promote access to high-quality learning resources via platforms such as Kaya, the CPHA Community of Practice, and the trainers mailing list.
	2.3. Draft practical guidance on the safe use of AI language tools in CPHA, and design pilot for a Retrieval-Augmented Generation (RAG) approach with technical hubs.
	2.4.1. Develop a CPHA Learning Roadmap that reflects the evolving context and continue to identify capacity gaps and training needs, as well as guide regional dissemination strategies.
	2.4.2. Validate CPHA Learning Roadmap to inform Alliance new strategic period.
	2.5. Support face-to-face regional learning opportunities, as well as online opportunities, to strengthen localised capacity and foster peer-to-peer exchange across contexts.
Objective 3: Diverse practitioners inform, contribute to, and have access to high-quality technical support that reflects and reinforces the Child Protection Minimum Standards (CPMS) and responds to country-level technical needs.	3.1. Contribute to ground-up technical support in liaison with coordination bodies and regional groups through response to technical queries and delivering technical clinics targeting specific contexts / in-country actors.
	3.1.1. Technical Support extended to countries / regions with CPMS implementation and responding to queries.
	3.1.2 Organise webinars on the role of faith and faith leaders for the protection of children.
	3.2. Fill gaps identified by practitioners by translating, adapting, updating, or developing new technical products.

	3.2.1. Capture gaps in existing guidance and tools to inform modifications to products and standards for child protection prevention and response interventions.
	3.2.2. Strengthen and maintain partnerships and collaboration to fill critical gaps in CP products such as updated guidance and tools on alternative care, diversity, and inclusion in case management.
	3.2.3. Engage with countries for realisation of CPMS through recommendation papers.

Priority 3. Alliance members have opportunities to collectively reflect, innovate and act on emerging challenges to the protection of children in humanitarian crises in light of the current funding crisis.

Objective	Key Action
Objective 1: Promote meaningful investments in child protection systems, including national and local actors, to enable continuity of high-quality Child Protection in the evolving humanitarian landscape.	1.1. Use the convening space of the 2025 Annual Meeting to prompt action to strengthen the role of local communities, actors, and systems in the future of humanitarian child protection, and strengthen messaging, advocacy, and fundraising on ground-up approaches.
	1.2. Develop an Alliance position paper / guidance note on supporting Child Protection systems in humanitarian settings, that include local and national actors, governments (where relevant), and community actors.
	1.3. Pilot the technical hub approach in a number of humanitarian or transition contexts.
	1.4. Prompt action learning and collect case studies to understand and document the changing role of local actors and systems for child protection in humanitarian settings.
Objective 2: Children and their protection remain central in technical and strategic discussions shaping humanitarian reform.	2.1. Conduct strategic advocacy to ensure children and their protection are central to humanitarian reform processes.
	2.2. Convene inter-agency discussion opportunities on strategic topics of relevance towards collective positions.
Objective 3: Strengthen the prioritisation of child protection across humanitarian sectors by enhancing cross-sectoral technical guidance, operational collaboration, and evidence-informed policy and practice.	3.1. Adapt and develop cross-sectoral technical resources, guidance, and practical tools for prioritised sectors building on existing materials and country examples, including checklists, activity lists, assessment questions, referral templates, and similar.
	3.2. Explore collaboration between Child Protection and GBV / broader Protection to strengthen joint action on intersecting areas and address capacity and technical gaps identified in consultation with practitioners at the country-level.

	3.3. Organise and deliver inter-agency capacity strengthening workshops and online webinars or orientation sessions at global, regional, and country levels to promote the use of cross-sectoral tools, resources, and collaboration among practitioners.
	3.4. Influence policy and practice and disseminate cross-sectoral evidence and learning from humanitarian responses to keep children at the centre.