

# The Evolution of the Child Protection in Humanitarian Action Sector



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## ABOUT THIS DOCUMENT

Concern or disregard for vulnerable children in crisis situations is as old as humankind. How individuals, communities, and groups responded to the needs of vulnerable children and those in humanitarian contexts has varied throughout the past, based on beliefs, values, and behaviours at that time and context.

This timeline, which offers a narrative of some of the events that have contributed to shaping the sector, is not an exhaustive catalogue of all the events and individual and organisational efforts made for the protection of children in humanitarian contexts. We must acknowledge that the sector is a composite of all efforts that have come before us, including greater and smaller contributions from individuals, governments, and organisations—both local and global. We hope this timeline will help practitioners better situate where the sector has come from and better understand the evolution of this technical area of work. For this reason, the timeline does not detail all the current and most recent work streams in the sector.

## TIMELINE AND KEY EVENTS

Efforts to protect children in crisis over the past century and beyond have shaped the Child Protection in Humanitarian Action sector. This paper highlights an indicative list of efforts and milestones that have contributed to the sector's professionalisation journey, but it is important to note the primary role played by caregivers and communities in the protection of children in the most difficult contexts across the world.

Beginning with the efforts of the League of Nations, the 20th century saw the emergence of globally agreed initiatives to address critical issues, including child protection. Governments and civil societies from many countries began working together to establish consensus on how best to protect children from a *rights* perspective. In 1924, at the League of Nations convention in Geneva, Eglantyne Jebb (one of two co-founders of Save the Children in 1919)<sup>1</sup> presented the Declaration of the Rights of the Child to leaders from around the world, stressing the need to remember "forgotten" children: *"The child that is hungry must be fed, the child that is sick must be nursed, the child that is backward must be helped, the delinquent child must be reclaimed, and the orphan and the waif must be sheltered and succoured."*<sup>2</sup> The declaration was adopted by

<sup>&</sup>lt;sup>1</sup>https://www.savethechildren.org.uk/about-us/our-

history #:~:text=Save%20 the%20 Children's%20 founders%2C%20 sisters, distributing%20 leaflets%20 in%20 Trafalgar%20 Square.

<sup>&</sup>lt;sup>2</sup> https://archive.crin.org/en/library/un-regional-documentation/declaration-rights-child-1923.html



the League of Nations a year later and an extended form was adopted by the United Nations in 1959.<sup>3</sup> The declaration later inspired the 1989 UN Convention on the Rights of the Child, a landmark human rights treaty.

Anna Freud and her friend Dorothy Burlingham established the Hampstead War Nurseries during World War II to provide foster care to children separated from their caregivers and families. Thanks to Freud's work in these nurseries, she was able to observe the impact of separation from families on children's development. Later, she and Burlingham recounted these observations in a number of publications: *Young Children in War-Time* (1942), *War and Children* (1943), and *Infants Without Families* (1944).<sup>4</sup> In the aftermath of World War II, we also saw the use of the "Best Interest" principle<sup>5</sup> in decision-making processes for the placement of children who were identified as kidnapped or adopted.

Following World War II and the civil wars that erupted immediately thereafter, such as the Greek Civil War (1946–1949) and the Korean War (1950–1953), humanitarian efforts, including those for children, were impacted by the fact that the 1960s were essentially free of large-scale emergencies.<sup>6</sup> Humanitarian action was not a dominant concern in this period and agencies, such as UNICEF and non-governmental organisations (NGOs) who began their work in response to humanitarian needs, reshaped their efforts to address longer term needs.

Emphasis on humanitarian action was reignited by the Nigerian Civil War (Nigerian–Biafran War, 1967–1970) and the Bangladesh War of Independence (1971), immediately followed by large-scale famine in Ethiopia (1973). However, after more than a decade of efforts focused on development, few agencies were prepared for humanitarian action. Despite this, in the aftermath of the Nigerian–Biafran War, it was demonstrated that even in the most acute situations, children can be traced and reunited with their families. With the leadership of the Nigerian Government, many orphanages and residential institutions were closed in favour of family care. UNHCR and the Nigerian Government with the support of other agencies managed the return and reintegration of about 4000 children from neighbouring countries at a time when UNHCR's refugee protection policies and procedures were still being formulated.<sup>7</sup>

The exodus of unaccompanied children during and at the end of the Vietnam war brought widespread attention to protection and care issues. Later, during the war in Cambodia, different opinions emerged among the many practitioners, agencies, and governments who converged in Thailand to support Khmer refugees and children. Some attempted to evacuate people immediately to other countries, while others fought to ensure that they were documented, and their families were identified and traced. Documenting, tracing, and reunification of children quickly became a priority for responding agencies. UNHCR provided funding and technical oversight while documentation of unaccompanied children was primarily done by personnel seconded to UNHCR by Rädda Barnen (Swedish Save the Children). The primary tracing and the

<sup>&</sup>lt;sup>3</sup> Following the adoption of the Universal Declaration of Human Rights in 1948, the advancement of rights revealed the shortcomings of the Geneva Declaration, which therefore had to be expanded, and thus chose to draft a second Declaration of the Rights of the Child, which again addressed the notion that "mankind owes to the Child the best that it has to give."

<sup>&</sup>lt;sup>4</sup> https://www.simplypsychology.org/anna-freud.html

<sup>&</sup>lt;sup>5</sup>Included in the 1924 Geneva Declaration on the Rights of the Child and later in the 1959 UN Declaration and the 1989 Convention.

<sup>&</sup>lt;sup>6</sup> The International adoption practice without protections grew out of the Korea Civil War and become a rallying call for many organisations who were concerned about the consequences of such practices for children.

<sup>&</sup>lt;sup>7</sup> <u>Refugees, Evacuees and Repatriates: Biafran Children, UNHCR and the politics of International Humanitarianism in the Nigerian Civil War</u>, Bonny Ibhowah, 2020



family reunification efforts were implemented by the IRC and Redd Barna (Norwegian Save the Children), in the camps and border areas.

Similarly, during the Ethiopian famine in 1984, it was demonstrated that children in orphanages could be reunited with "destitute" families if support was provided to them; residential alternative care arrangements became a strong point of debate.

At this time, global guidance and emergency systems were nascent, if they existed at all. UNHCR wrote its first emergency manual in 1982 after the Cambodian crisis. UNICEF produced an emergency manual in 1986.

In all the emergencies named above, special efforts were organised for children in need of protection. Coordination mechanisms, guidance, and involvement of the UN agencies became more formalised over the last quarter of the 20th century, as collaborative efforts tended towards a "system," and the issue of child protection was recognised as a sector of concern in all emergencies.

Some of the first initiatives run by UN agencies and NGOs in the realm that would become Child Protection in Humanitarian Action were focused on Unaccompanied and Separated Children and Children Associated with Armed Forces and Groups, which was then referred to as "child soldiers." Early programming in these areas was put in place during and in the aftermath of several wars: the Vietnam War (1955–1975), the Cambodian Civil War (1967–1975), the war between Cambodia and Vietnam (1978–1989), the first Liberian Civil War (1989–1997), the Rwandan war and genocide (1990–1994), and the Sierra Leone Civil War (1991–2002) as well as in neighbouring countries' refugee responses.

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Throughout the 1970s, Dorothea Woods pioneered work on child soldiers, researching and writing extensively on this topic. Woods was affiliated with the Quaker United Nations Office in Geneva, Switzerland, for whom she wrote monthly child soldier updates that were distributed to individuals and organisations.

With increasing recognition that ongoing routine services were not meeting the needs of many groups of vulnerable children, the programme concept of "Children in Especially Difficult Circumstances" was adopted by UNICEF; offices around the world were encouraged to identify and consider the needs of such children. This became a broad, inclusive umbrella that included children living and working on the street, unaccompanied children, children with disabilities, children associated with armed forces and groups, and others.

Meanwhile, Save the Children referred to these early interventions as Social Welfare programmes.

Central American wars in the 1960s, 70s, and 80s, as well as wars in Angola (1975–2002), Mozambique (1977–1992), Uganda (1980–1986), Sri Lanka (1983–2005), the Second Sudanese Civil War (1987–2005), Lord's Resistance Army uprisings in Uganda (1987–2005), and the several episodes of Palestinian uprisings in the 1980s, led to increased attention to the mental health and psychosocial effects of war on children.



#### Some of the most significant publications of this period were:

- 1987, War, Violence, and Children in Uganda by Cole P. Dodge and Magne Raundalen. Data collected in this book comes from material written by children 13–15 years old, directly after the coup of July 27<sup>th</sup>, 1985, in Kampala. Four hundred children wrote essays on "The Events of War and Violence in My Life" and/or "Events that Made Me Happy or Sad," and a corresponding number of checklist questionnaires and interviews were collected.
- 1988, Unaccompanied Children in Emergencies: A Field Guide for the Care and Protection by Jan Williamson and Audrey Moser. This document provided, for the first time, operational guidance for working with unaccompanied children and was informed by the authors' experience in the Nigerian Civil War (1967–1970) and the work done with Cambodian children in Thailand.<sup>8</sup>
- **1988**, Unaccompanied Children Care and Protection in Wars, Natural Disasters and Refugee Movements by Everett M. Ressler, Neil Boothby, and Daniel J. Steinbock. Released shortly after the field guide, this is a three-year benchmark study on the care and protection of unaccompanied children in wars, refugee situations, and natural disasters. It documents family separation and responses to unaccompanied children over many of the major crises in the 20th century, and analyses programmatic, psychological, and legal issues. It brought the realisation that unaccompanied children are to be found in virtually every emergency and should be planned and prepared for; a realisation that had not been appreciated by humanitarian agencies until then.

In **1988** Save the Children started some pioneer work in Mozambique to support reintegration of former child soldiers. Interventions focused on rehabilitating the children both psychologically and physically and later influenced work done in Sierra Leone and Liberia.<sup>9</sup>

In **1989**, world leaders made an historic commitment to the world's children by adopting the <u>United Nations</u> <u>Convention on the Rights of the Child</u> (UNCRC)—an international agreement on childhood. Contained in this treaty is a profound idea: that children are not just possessions of their parents for whom decisions are made, or adults in training. Rather, they are human beings and individuals with their own rights. The Convention defines childhood as separate from adulthood and that it lasts until the age of 18. It is a special, protected time in which children must be allowed to grow, learn, play, develop, and flourish with dignity. The Convention went on to become the most widely ratified human rights treaty in history and has helped transform children's lives.

After the UNCRC was adopted, several ground-breaking documents were drafted, and events took place that led to the progressive shaping of Child Protection as a sector. These include several milestones on the protection of children affected by conflict and those associated with armed forces and groups. Major milestones include:

**1990** – <u>African Charter on the Right and Welfare of the Child</u> (ACRWC): Like the UNCRC, the Children's Charter is a comprehensive instrument that sets out rights and defines universal principles and norms for the

<sup>&</sup>lt;sup>8</sup> It included the principles of Child Welfare, Legal Considerations, Children and Trauma, Preparing for Emergency Child Care, Preventing Separation, Locating Unaccompanied Children, Registering Unaccompanied Minors, Interviewing Unaccompanied Children, Emergency and Interim Care of Unaccompanied Children, Tracing Families and Children, Family Reunion, and long-term Planning for Unaccompanied Children.

<sup>&</sup>lt;sup>9</sup> Mozambique child solider life outcome study: Lessons learned in rehabilitation efforts, Boothby Crawford, Halperin, 2006



status of children. The ACRWC and the UNCRC are the only international and regional human rights treaties that cover the whole spectrum of civil, political, economic, social, and cultural rights.

**1992** – <u>Evacuation of Children from Conflict Areas: Considerations and Guidelines:</u> UNICEF and UNHCR issued a joint policy brief as a response to mounting international concerns around the evacuation of children from conflict areas of former Yugoslavia.

**1992** – *Child Soldiers: The Recruitment of Children into Armed Forces and Their Participation in Hostilities,* by Dorothea E. Woods and Martin Macpherson.<sup>10</sup>

**1993** – <u>Children in War</u> by Everett Ressler, Jane Marie Tortorici, and Alex Marcelino, UNICEF: This includes a conceptual framework of the various impacts of conflict on children and suggestions for comprehensive planning and programming for the protection and care of children in conflict situations.

**1993** – <u>Helping Children Cope with the Stresses of War: a manual for parents and teachers</u> by Mona Macsoud: This includes guidance on clinging, bed-wetting, bedtime, night terrors, schoolwork, anxieties, aggression, depression, grieving, and risk-taking.

**1994** - Children on the Brink joint reports helped break the silence about the effects of HIV/AIDS on children worldwide and through its subsequent editions (2000, 2002 and 2004) led to the adoption in 2004 of the Framework for the Protection, Care and Support of Orphans and Vulnerable Children Living in a World with HIV and AIDS.

**1994** – <u>*Refugee Children: Guidelines on Protection and Care*</u>, UNHCR: This defines the goals and objectives, the principles, and practical measures for the protection and assistance of refugee children.

**1995** – Close inter-agency collaboration in the 1990s led to the reunification of tens of thousands of Rwandan children with their families in the aftermath of the crisis in the Great Lakes Region in Africa. It is against this backdrop that the Inter-Agency Working Group on Unaccompanied and Separated Children was set up in 1995. It brought together key organisations with field experience on issues concerning separated children.<sup>11</sup>

**1996** – Graça Machel Report, "<u>The Impact of Armed Conflict on Children</u>": In her ground-breaking report presented to the General Assembly, Graça Machel, a former Minister of Education of Mozambique, highlighted the disproportionate impact of war on children and identified them as the primary victims of armed conflict.

**1996** – The General Assembly created the mandate of the Special Representative of the Secretary-General for Children and Armed Conflict.

**1996** – The First World Congress Against Commercial Sexual Exploitation of Children took place in Stockholm, resulting in the "<u>Stockholm Declaration and Agenda for Action,"</u> which was adopted by 122 countries.

<sup>&</sup>lt;sup>10</sup> The book is only available in paper format.

<sup>&</sup>lt;sup>11</sup> The group is still active as the Unaccompanied and Separated Children Task Force within the Alliance for Child Protection in Humanitarian Action.



**1997** – The <u>Cape Town Principles and Best Practice on the Prevention of Recruitment of Children into the</u> <u>Armed Forces and Demobilization and Social Reintegration of Child Soldiers in Africa</u> were drafted by a symposium of practitioners. These include international standards, guidelines, and good practice on the prevention of recruitment of children and on demobilisation and social reintegration of child soldiers in Africa.

**1997** – <u>Actions for the Rights of Children</u> (ARC): A comprehensive and child rights-based capacity building tool focusing on the protection of children in emergencies was developed and disseminated through joint efforts of UN Agencies and International NGOs.

**1998** – The Security Council held its first debate on children and armed conflict and expressed its intention to pay serious attention to the situation of children affected by armed conflicts.<sup>12</sup>

**1998** – The establishment of the Coalition Against the Use of Child Soldiers by a number of organisations slowly became one of the strongest advocacy platforms on the topic.

**1999** – <u>International Labour Organisation (ILO) Convention 182 on the Worst forms of Child Labour</u> was ratified to protect children from the worst forms of child labour, including slavery, recruitment of children in armed groups and forces, and trafficking. As of 2020, all 187 countries that are members of the UN <u>ILO</u> have ratified the convention.

Through the late 1990s and early 2000s, the need for contextually appropriate family and community-based approaches to reintegrate abused and exploited children became increasingly apparent, as did the need for prevention and preparedness techniques to protect children from disasters before they occur.

**2000** – The UN Secretary-General presented the first ever <u>report on children and armed conflict to the</u> <u>Security Council</u>.

**2000** – The <u>Optional Protocols to the Convention on the Rights of the Child on the involvement of children in</u> <u>armed conflict and on the sale of children, child prostitution, and child pornography</u> were adopted by the General Assembly.

**2000 to 2005** – A number of UN Security Council (UNSC) Resolutions were issues that ultimately led to the establishment of the UN Monitoring and Reporting Mechanism:

<sup>&</sup>lt;sup>12</sup> https://childrenandarmedconflict.un.org/1998/06/29jun98/



- **2001** UNSC Resolution <u>1379</u>: requested the Secretary-General to identify and list parties to conflict that recruit and use children.
- **2003** UNSC Resolution <u>1460</u>: called for dialogue with parties to conflict that recruit or use children to develop clear, time-bound Action Plans to end the practices.
- **2005** UNSC Resolution <u>1539</u>: requested the Secretary-General to devise a systematic and comprehensive monitoring and reporting mechanism to provide timely, accurate, and reliable information on the recruitment and use of children.
- **2005** UNSC Resolution <u>1612</u>: established a Monitoring and Reporting Mechanism on grave violations committed against children in times of armed conflict.

**2001** – The Second World Congress Against Commercial Sexual Exploitation of Children took place in Yokohama, aiming to enhance political commitment to the Agenda for Action adopted at the First World Congress in Stockholm, review progress, share expertise and good practices, and identify the main problem areas and/or gaps.

**2002** – <u>Sexual Violence and Exploitation: the experience of refugee children in Liberia, Guinea and Sierra</u> <u>Leone</u> (also known as Sex for Aid Report): Based largely on children's testimonies, the report documents "extensive" sexual exploitation of refugee children in Liberia, Guinea, and Sierra Leone, much of it allegedly perpetrated by workers locally employed by national and international NGOs as well as UN agencies. As a consequence, in 2003 <u>UNSC Resolution 1460</u> also noted as a mounting concern all the cases of sexual exploitation and abuse of women and children, especially girls, in humanitarian crises, including those cases involving humanitarian workers and peacekeepers. In response, it requested contributing countries to incorporate the Six Core Principles of the Inter-Agency Standing Committee on Emergencies into pertinent codes of conduct for peacekeeping personnel and to develop appropriate disciplinary and accountability mechanisms.

**2004** – The <u>Interagency Guiding Principles on Unaccompanied and Separated Children</u> were released. These principles seek to ensure that all actions and decisions taken concerning separated children are anchored in a protection framework and respect the principles of family unity and the best interests of the child.

**2005** – The Cluster System was introduced to address the lack of coordination between UN agencies, the Red Cross/Red Crescent Movements, and NGOs. Some thematic areas of interest within the Protection Cluster were progressively identified, and child protection was one of them.<sup>13</sup>

**2005** – <u>"The Protective Environment: Development Support for Child Protection,"</u> by Karin Landgren, published in Human Rights Quarterly, called for a shift away from responses that tended to be curative (addressing symptoms) towards those which are preventative (addressing the underlying systems that have failed to protect children). The article proposed a conceptual framework for programming, identifying key elements for protecting children in any environment as well as factors that strengthen or undermine the protection available. Using this shared platform for analysis, human rights and development actors began to bring greater coherence to activities that strengthened child protection.<sup>14</sup>

<sup>&</sup>lt;sup>13</sup> Later, the Inter-Agency Standing Committee designated Child Protection as an Area of Responsibility under the Protection Cluster.



**2006** – The World report on Violence against Children, written by Paulo Sérgio Pinheiro, an Independent Expert for the United Nations Secretary-General, was published. This report put the issue of violence against children on the agenda of the United Nations and much of the development sector.

**2007** – The Child Protection Working Group (CPWG) was established as the global-level forum for coordination and collaboration on child protection in humanitarian settings.

Approximately around 2007, a common definition for Child Protection in Emergencies started appearing in reports and documents from more agencies: "Child protection in emergencies (CPiE) refers to all efforts to prevent and respond to abuse, neglect, exploitation, and violence against children in the aftermath of a disaster."

**2009** – UNSC Resolution <u>1882</u>: This established that killing and maiming, rape, and other forms of sexual violence against children become triggers to list parties to conflict in the Secretary-General's report.

**2010** – The Haiti earthquake renewed global attention on the issue of international adoptions<sup>15</sup> in contexts of ongoing humanitarian crisis. In the two months following the earthquake, a considerable number of children (estimated to be between 1000 and 2000 children) left Haiti as "adoptees,"<sup>16</sup> despite humanitarian organisations quickly coming together to call for the international focus to remain on reuniting children who had lost their families during the earthquake in Haiti, rather than adopting them out of the country.<sup>17</sup>

2011 – UNSC Resolution 1998: Attacks on schools and hospitals became triggers to list parties to conflict. <sup>18</sup>

**2012** – The first Minimum Standards for Child Protection in Humanitarian Action were released, and the definition for CPiE was codified in this document for the sector.

**2015** – The <u>Sustainable Development Goals (SDGs)</u> were adopted by the member states of the UN. Compared to its predecessor, the Millennium Development Goals, there were a significant number of goals and targets related to children's rights to protection, including access to justice, eliminating all forms of violence against women and girls, and eliminating all harmful practices. Most significantly, target 16.2 set the ambition of ending abuse, exploitation, trafficking, and all forms of violence and torture against children by 2030.

**2016** – The Global CPWG was split into the Child Protection Area of Responsibility and the Alliance for Child Protection in Humanitarian Action:

• The <u>Global Child Protection Area of Responsibility</u> supports global, regional, and local actors to ensure that humanitarian efforts to protect children in Humanitarian Coordinator and Early

<sup>&</sup>lt;sup>15</sup> The idea of rescuing children affected by war or natural disaster through international adoption has many precedents: i.e., in the aftermath of the Korean War in 1956 and the "babylifts" from Vietnam after the fall of Saigon in 1975.

<sup>&</sup>lt;sup>16</sup> Selman, 2011, Intercountry Adoption after the Haiti Earthquake: Rescue or Robbery?

<sup>&</sup>lt;sup>17</sup> DEC, 2010, <u>DEC member agencies call for halt to any new adoptions of children separated from their families after Haiti earthquake: Aid effort must focus on tracing and reunification of families.</u>

<sup>&</sup>lt;sup>18</sup> Additional UN Security Council resolutions relevant to Children and Armed Conflict as well as Child Protection programming are: 2068, 2143, 22258 2427, 2601.



Warning settings are timely, well-coordinated, and achieving maximum coverage, quality, and impact.

 As a global network of operational agencies, academic institutions, policymakers, donors, and practitioners, <u>the Alliance for Child Protection in Humanitarian Action</u> 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. UNICEF co-leads The Alliance with a rotating NGO.

**2016** – <u>Global Partnership to End Violence Against Children</u> is established as the global entity focused solely on Sustainable Development Goal 16.2: ending all forms of violence against children by 2030. Working with a coalition of organisations, including governments, UN agencies, research institutions, international NGOs, foundations, local civil society organisations, private sector groups, and faith networks, the partnership aims at raising awareness, catalysing leadership commitments, mobilising new resources, promoting evidence-based solutions, and supporting those working to end all forms of violence, abuse, and neglect of children.

**2018** – The United Nations General Assembly adopted the <u>Global Compact on Refugees</u> after two years of extensive consultations, spurred on by the dramatic scale of displacement during the Syrian crisis, and renewed attention to the dramatic conditions of mixed migratory routes. The Global Compact provides a blueprint for governments, international organisations, and other stakeholders to ensure that host communities get the support they need and that refugees can lead productive lives. It particularly emphasises investing in strong national child protection systems to protect refugee children from violence, abuse, and exploitation.<sup>19</sup>

**2019** – The Alliance for Child Protection in Humanitarian Action launched the 2019 edition of the <u>Minimum</u> <u>Standards for Child Protection in Humanitarian Action</u>.

The journey of the CPHA sector continues: the earthquake in Türkiye and Syria; the wars in Ukraine, Yemen, and Syria; the catastrophic drought across the Horn of Africa; the economic crisis in Afghanistan; extreme poverty in the Democratic Republic of Congo; more than 89 million forcibly displaced people<sup>20</sup> around the world; and several other crises pose new challenges and dilemmas that require agility and adaptation.

The Child Protection in Humanitarian Action sector will continue evolving in line with the latest scientific developments and experiences from a wide range of contexts. Limited resources will likely continue limiting the growth of these sectors.

Meanwhile, the CPHA sector strives to transform its way of working, rooted in the sharing of capacity, expertise, opportunity, and the intentional shift of power and resources to community, local, and national actors, while never neglecting the agency of children and the role of caregivers and communities in protection of children affected by conflict and crises.

Lessons learned are still to be gathered from the COVID-19 pandemic. However, we know that the protection of children was often overlooked in the global response to the pandemic. The impact of this pandemic,

<sup>&</sup>lt;sup>19</sup> The Initiative for Child Rights in the Global Compacts supported a child-sensitive approach in the guiding principles of the compacts and commitments relating to child protection, access to services for children and their families, sustainable solutions, and cross-border cooperation, which can have a direct or indirect impact on children.



including the ensuring large-scale school closures globally and the lack of investment in mental health and psychosocial support for children, will be felt for years.

And lastly, the crisis of our time: the climate crisis. The costs of our collective action and inaction will be felt most deeply by children, impacting their rights, protection, and well-being. The CPHA sector cannot prevent and respond to this challenge alone, and our future success relies on new ways of working together for children's protection.

#### Feedback on the Document:

If you believe there is a key milestone missing from the CPHA timeline, please use <u>this form</u> to share the details. The timeline will be reviewed in 2024, and additional inputs may be added at this time.