



GLOBAL CHILD PROTECTION

AREA OF RESPONSIBILITY

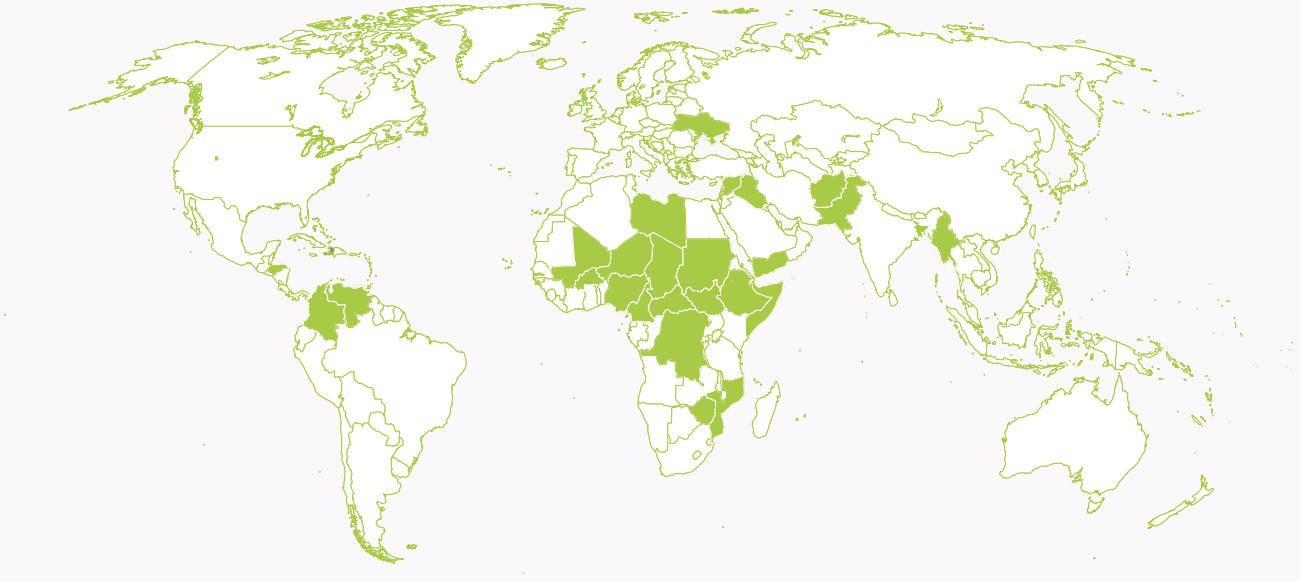
Child Protection Humanitarian Coordination 2006 — 2025

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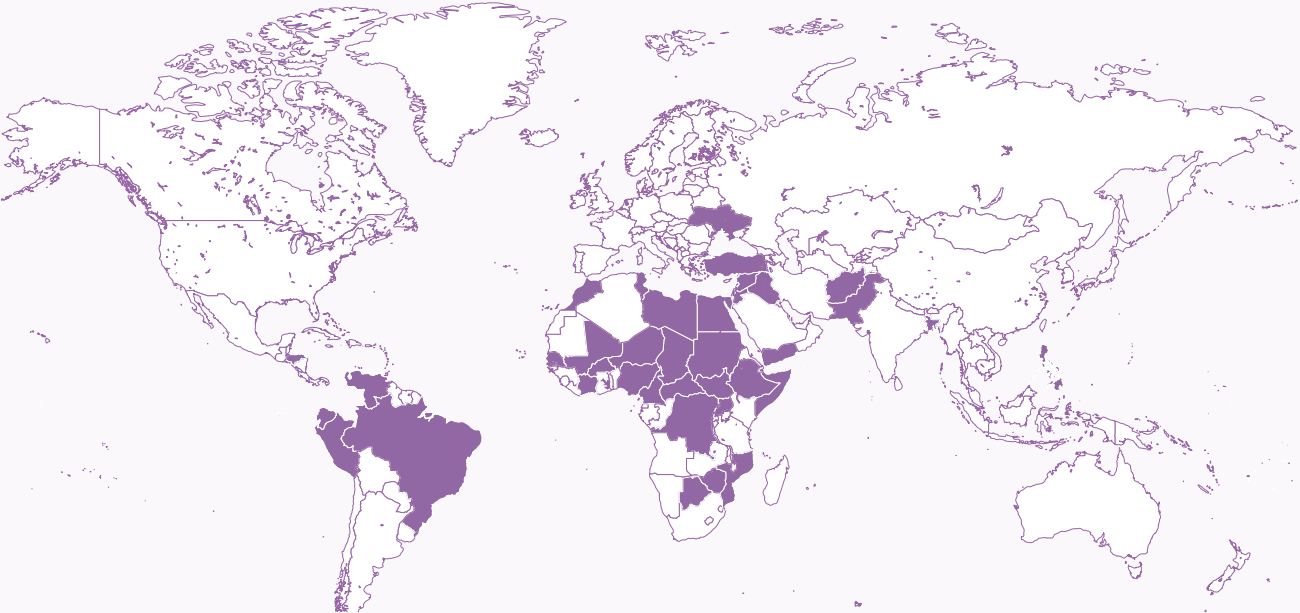
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FOREWORD

As we look back on nearly twenty years of collective effort, this report captures the remarkable journey of the Child Protection Area of Responsibility (CP AoR) and its predecessor, the Child Protection Working Group (CPWG). It is a journey that began in 2005 with the rollout of the first child protection coordination groups under the cluster system and the subsequent establishment of the global CPWG in 2007, and one that culminated in 2025 with the IASC Principals decision to consolidate the CP AoR into an integrated Protection Cluster. While this transition marks the end of a dedicated global coordination structure for child protection, it does not diminish the achievements, influence, or legacy of the CP AoR. On the contrary, it underscores how far the sector has come—and how essential it remains, as child protection coordination continues within the Protection Cluster.

Over two decades, the CP AoR (and the CPWG) helped transform child protection in humanitarian action into a recognised, professionalised, and technically robust field. Coordination groups were established in 34 countries; experts were deployed to 49; and through its Help Desks, the CP AoR supported practitioners in 94 contexts. The CPWG and later the CP AoR convened agencies, strengthened technical capacity, and introduced foundational inter agency tools – from the Minimum Standards for Child Protection in Humanitarian Action to rapid assessment methodologies, case management guidance, and global coordination training. These efforts shaped not only how child protection is understood, but how it is delivered.

The CP AoR's operational support model became one of its defining strengths. The decentralised Help Desks providing multilingual support, a strengthened Rapid Response Team, and expanded information management and analysis capacities ensured that country-level actors had timely, practical, and context grounded assistance. The CP AoR's Learning and Development Strategy and its implementation reached thousands of practitioners, helping build a more capable and confident workforce. Contributors to this report consistently emphasised how these services improved the quality of both coordination and the child protection response.

The CP AoR also played a pivotal role in advancing analysis, advocacy, and cross sector collaboration. Investments in information management transformed how child protection risks are identified and understood, including through the Needs Identification and Analysis Framework and new monitoring systems. Global dashboards, funding analyses, and the AI enabled data platform launched in 2025 further strengthened evidence-based decision making. Advocacy efforts – such as the Unprotected report series and promotion of the integration of child protection

indicators into the Humanitarian Programme Cycle – elevated the visibility of child protection concerns and exposed chronic underfunding. And through its leadership on localisation, the CP AoR helped shift humanitarian coordination toward more inclusive, equitable, and locally led models.

These achievements matter because the world children face today is more dangerous than at any point in recent memory. Children’s rights are violated with impunity in crises from the State of Palestine to Sudan, Ukraine to Myanmar, and in emergencies that rarely make headlines. Forced displacement has nearly doubled in a decade. Military spending continues to dwarf humanitarian needs. In this context, the need for principled, coordinated, and well-resourced child protection is not an optional add on – it is a legal and moral imperative.

As the CP AoR consolidates with the Protection Cluster, the responsibility to safeguard the space, visibility, and influence of child protection becomes even more critical. The consolidation offers opportunities: a stronger unified protection voice, deeper integration of child protection across protection priorities, and enhanced collaboration among UNHCR, UNICEF, UNFPA, UNMAS, and partners. But it also requires continued vigilance and advocacy to ensure that children’s protection remains central in humanitarian analysis, planning, and response.

This report is both a record and a reminder. It documents what has been built through the dedication of countless coordinators, co coordinators, information management colleagues, local and national actors, and global partners. And it reminds us that the work is far from finished. I invite each of you to carry this legacy forward by keeping children’s protection at the heart of your work, strengthening the collective resolve that has defined this community for two decades, and ensuring that child protection and its coordination remain visible, well resourced, and influential parts of humanitarian decision making and action in the years ahead.

Ron Pouwels

Global Child Protection Area of Responsibility Coordinator

ACKNOWLEDGEMENTS

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With many thanks for their time in contributing to this report – and in their dedicated contributions to the work of the CP AoR and CPWG – to: Aftab Mohammad, Anita Queirazza, Astrid Haaland, Bitrus Barka Bwala, Catalina Martinez Lujan, Davide Rossi, Denis Kioko, Edgar Napoleon Asimwe, Elsa Laurin, Fatuma Akellos, Fatuma Ibrahim, Gabriel Gonzalez, Ginahi Victoria Cedre, Hailu Kibret, Hani Mansourian, Ismail Mohamed, Jennifer Chase, Katy Barnett, Krissie Hayes, Lauren Bienkowski, Laurent Chapuis, Leonnelle Nana Njoughou, Mahmoud Amin, Maria Carolina Perdomo, Marie-Helene Kyprianou, Michael Copland, Nabil Al-Jarmozi, Ndeye Soukeyna Ndao, Nour Alhaj Ali, Noura Babiker, Petra Heusser, Ranjini Paskarasingam, Roy Moussalli, Sabine Rakotomalala, Salimatou Traore, Séverine Weber, Shannon Hayes, Susanna Davies, Tasha Gill, and Yvan Loehle..

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The report was drafted by Kate Holland and Jo Langkamp, working closely with the Global CP AoR team.

ACRONYMS

3W/4W/5W	Who does What, Where, (When), (for Who) [coordination tool for mapping response]	IOM	International Organisation for Migration
ACAPS	[a non-profit non-governmental project providing independent humanitarian analysis]	IRC	International Rescue Committee
AI	Artificial Intelligence	JIAF	Joint Intersectoral Analysis Framework
AoR	Area of Responsibility	L/NGGO	Local/National Non-Governmental Organisation
API	Application Programming Interface	MENA	Middle East and North Africa
CAAFAG	Children Associated with Armed Forces and Armed Groups	MHPSS	Mental Health and Psychosocial Support
CASI	Child and Adolescent Survivor Initiative	MRM	Monitoring and reporting mechanism (MRM) on grave violations against children in situations of armed conflict
CCPM	Cluster Coordination Performance Monitoring	MSB	Swedish Civil Contingencies Agency (Myndigheten för samhällsskydd och beredskap)
CP	Child protection	MSNA	Multi-Sectoral Needs Assessment
CP AoR	Child Protection Area of Responsibility	NGO	Non-Governmental Organisation
CPMIS+	Child Protection Information Management System	NIAF	Needs Identification and Analysis Framework
CPWG	Child Protection Working Group	NGGO	National Non-Governmental Organisation
DRC	Danish Refugee Council	NORCAP	Norwegian Capacity, operated by the Norwegian Refugee Council
DRD	Dan for Relief and Development	OCHA	United Nations Office for the Coordination of Humanitarian Affairs
DTM	Displacement Tracking Matrix [IOM]	OHCHR	Office of the United Nations High Commissioner for Human Rights
EiE	Education in Emergencies	PAF	Protection Analytical Framework
FAO	Food and Agriculture Organization of the United Nations	RRT	Rapid Response Team
FTS	Financial Tracking Service	SAG	Strategic Advisory Group
GBV	Gender-Based Violence	SDC	Swiss Agency for Development and Cooperation
GCCG	Global Cluster Coordination Group	UASC	Unaccompanied and Separated Children
GCCS	Global Cluster Coordination Section [UNICEF]	UN	United Nations
GFFO	German Federal Foreign Office	UNFPA	United Nations Population Fund
HLP	Housing, Land and Property	UNHCR	United Nations High Commissioner for Refugees
HNO/HRP	Humanitarian Needs Overview/Humanitarian Response Plan	UNICEF	United Nations Children's Fund
HNRP	Humanitarian Needs and Response Plan [successor to the individual HNO and HRP]	USAID-BHA	United States Agency for International Development - Bureau for Humanitarian Affairs
HPC	Humanitarian Programme Cycle	VAM	Vulnerability Analysis and Mapping [WFP]
IASC	Inter-Agency Standing Committee	WFP	World Food Programme
IM	Information Management		
IMMAP	[a nonprofit organization providing IM services to humanitarian organizations]		
INGO	International Non-Governmental Organisation		

EXECUTIVE SUMMARY

This report documents the history and achievements of the Child Protection Area of Responsibility (CP AoR) from its origin in 2005 up to its consolidation with the integrated Protection Cluster at the end of 2025. Over two decades, the CP AoR (and previously the Child Protection Working Group (CPWG)) has strengthened the quality, visibility, and coherence of child protection in humanitarian action – supporting child protection coordination groups and child protection practitioners worldwide.

Between 2006 and 2025, **child protection humanitarian coordination groups were established in 34 countries**, supported by the CPWG and then the Global CP AoR. Between 2017 and 2025 the Global CP AoR **deployed experts to 49 countries**, and through its Help Desks supported child protection coordinators and practitioners in **94 countries and contexts**.

Establishment and professionalising the sector

The Child Protection Area of Responsibility in the IASC cluster system was established in late 2005, when UNICEF was designated the focal point agency for the ‘Protection of Children’ under the (then-) Protection Cluster Working Group. Country Child Protection Sub-Clusters (later called AoRs) were rolled out with the pilot of the cluster system in 2006. In 2007, the global CPWG was established – a member-based body of UN agencies and INGOs, led by UNICEF – tasked with supporting coordination and building technical capacity in child protection.

Multiple contributors to this report described the importance of the CPWG in the professionalisation – and external recognition – of child protection in humanitarian action as a technical sector. Convening its members to collaborate and pool expertise, the CPWG’s accomplishments included the introduction of inter-agency standards and resources such as the first *Minimum Standards for Child Protection in Humanitarian Action* (2012), the *Child Protection Rapid Assessment Toolkit*, and case management guidance. In parallel, the CPWG professionalised the coordination of the child protection response and reinforced country coordination capacities: developing coordination guidance and trainings, setting up Information Management (IM) systems, and deploying expert staff to support setup of CP Sub-Clusters.

In 2016, the CPWG was divided into two bodies: the *Child Protection AoR*, for coordination in Humanitarian Coordinator-led responses, and the *Alliance for Child Protection in Humanitarian Action*, focused on technical support for child protection programming in emergencies.

Coordination and operational support

The Global CP AoR's team expanded through new partnerships with INGOs and NNGOs – complementing UNICEF's commitments and ongoing support from Standby Partners to create an inter-agency coordination team. Its operational support capacity increased, introducing decentralised Help Desks in four languages, a strengthened Rapid Response Team, enhanced IM and analysis capacity, and new specialist roles. In addition, the Help Desks facilitated linkages between child protection actors and external global technical experts, benefiting country-level actors and grounding global technical work in country realities. In parallel, capacity strengthening has always been central to the CP AoR's work. In 2023 the Global CP AoR rolled out a new global *Learning and Development Strategy* for child protection coordination, including for IM. In its first two years more than **3,500 practitioners** took part in facilitated learning and over **4,600** accessed online self-learning modules.

Contributors to this report – including from (national and global) child protection actors and donors – consistently highlighted the Help Desks, deployments and technical support, and its many capacity-strengthening efforts as key achievements of the Global CP AoR. These were described as critical for supporting the quality of both coordination and the child protection response.

Analysis, advocacy, and collaboration to advance the child protection response

Investment in **IM and analysis for the child protection response was also transformative** as IM professionalised across the humanitarian sector. The Global CP AoR developed the *Needs Identification and Analysis Framework (NIAF)* in 2020, informing child protection (and protection) analysis, and later introduced simplified child protection situation monitoring systems rolled out at country level. It developed global dashboards for funding analysis, a response monitoring framework, and in 2025 launched an AI-enabled online data platform making information from multiple sources relating to the child protection situation easily accessible for 44 countries.

Advocacy on and visibility of child protection issues and response have been ongoing priorities. As well as **supporting and amplifying country-level advocacy**, global achievements of the CP AoR include collaboration on the production of the *Unprotected* report series analysing the chronic underfunding of child protection, and the inclusion from 2020 onwards of child protection-specific indicators and narrative space in Humanitarian Programme Cycle processes. This **increased visibility of child protection issues** and allowed tracking of – and advocacy on – funding trends.

One of the CP AoR's externally most-recognised achievements has been **its leadership on localisation in humanitarian coordination**. From 2016, following the Grand Bargain commitments, the Global CP AoR restructured: introducing the decentralised Help Desks and a dedicated Localisation Specialist position. Since then, the Global CP AoR, often working in partnership, has supported local and national actor leadership in coordination, run institutional capacity-strengthening and resource mobilisation programmes for L/NGOs, and led the development of inter-agency localisation tools and resources.

Cross-sector collaborations have been a key feature of the Global CP AoR's work – driving understanding of **root causes of child protection risks** and **increasing understanding, collaboration, and action on child protection issues by other sectoral actors**. This has been notably with Education in Emergencies, Gender-Based Violence, Food Security, and Mental Health and Psychosocial Support sectors.

Impact

Invited to reflect on the impact of child protection coordination, contributors to this report described valuing the role of both the Global and country CP AoRs in guiding and providing resources and technical backstopping for child protection actors, facilitating a more effective response. They highlighted the **critical role that child protection coordination plays in ensuring that children and their protection are visible in humanitarian analysis and response**. In addition, contributors reflected on the benefit to UNICEF of its leadership of the CP AoR: having increased visibility externally and being seen, including by donors, as the technical lead and 'go-to' agency for child protection.

Several contributors at global and country level noted that, following the consolidation of the CP AoR into an integrated Protection Cluster, UNICEF's continuation of **'fighting for space' for child protection issues** at country and global level will become all the more critical.

1. HISTORY OF THE CPWG AND CP AOR

Early days: child protection coordination in the cluster system

Origin of the area of responsibility

The IASC (Inter-Agency Standing Committee) cluster system was designed in 2005. As a part of this process, a Protection Cluster Working Group was formed, tasked by the IASC Principals with agreeing between organisations focused on protection as to who would take *“responsibility and accountability for the protection of the internally displaced”*.¹ One of its recommendations was that ‘areas of responsibility’ should be created to divide the protection response into “functional components”, able to be activated at country level as needed.² In late 2005, UNICEF was agreed as the focal point agency to assume responsibility and accountability for the ‘Protection of Children’ area of responsibility.³

The start of country-level cluster coordination

From the start of 2006, the new cluster system was piloted in the Democratic Republic of the Congo, Liberia, and Uganda, and later Somalia.⁴



- 1 Chaired by UNHCR, with participants including: OCHA, OHCHR, UNDP, UNFPA, UN-HABITAT, UNMAS, UNICEF, UNRWA, WFP, the RSG-IDPs, ICRC, NRC, Human Rights Watch, InterAction, and ICVA.
- 2 Nine areas of responsibility were initially envisaged – including Protection of Children (UNICEF), Prevention and Response to GBV (UNFPA/UNICEF), Mine Action (UNMAS), and Land, Housing and Property Issues (UN-Habitat, later named Housing, Land, and Property (HLP)), which continued until 2025, although for GBV and HLP with adjusted leadership along the way.
- 3 Cluster Working Group on Protection, Cluster Working Group on Protection Progress Report – IASC Principals Meeting 12 December 2005, circulated 8 December 2005.
- 4 The cluster approach was rolled out from 1 January 2006 in DRC, Liberia, and Uganda. An earlier pilot in 2005 in Pakistan for an earthquake response was done in the ‘spirit of the clusters’, prior to the IASC Principals’ finalisation of the approach. ICVA, [The roll-out of the cluster approach in the Democratic Republic of the Congo \(DRC\)](#), OCHA-IDD/ICVA Mission to DRC 7-19 March 2006, 21 July 2006. In May 2006, the IASC clusters were activated in Indonesia, for the Central Java and Yogyakarta Earthquake response. OCHA, [Indonesia Earthquake 2006 Response Plan – Revision](#), 1 July 2006.

LIBERIA CLUSTER SYSTEM PILOT

In Liberia, where humanitarian actors were responding after the end of the conflict in 2003 – existing protection coordination mechanisms were restructured in 2006 to fit the responsibilities of the newly-launched cluster system. For child protection, a body was already being led by the Ministry of Gender and Development and supported by UNICEF. This existing relationship was rolled over into the new, complementary, structure – meaning that one of the first Child Protection Sub-Clusters (as called at the time) was led by UNICEF in collaboration with a government line ministry.

The main focus of this new body was on supporting several operational workstreams of child protection actors. At a sub-national level, county-level child protection meetings were held, with efforts focusing on encouraging humanitarian child protection actors to work with and support Ministry's County Coordinators to revitalise child protection coordination.⁵

5 UNHCR, Update on UNHCR-led Clusters in Liberia, September 2006, <https://www.unhcr.org/sites/default/files/legacy-pdf/4534d3742.pdf>.

By late 2007, two years after its introduction, the cluster system had been implemented in 14 countries.⁶ At global level, the CPWG had been working and advocating internally within UNICEF on setting up and staffing the new country-level Child Protection Sub-Clusters (later, called Areas of Responsibility (AoRs)),⁷ in some countries also drawing on partners to help support coordination. Initial Coordinators were double-hatted, with dedicated Coordinators and Information Management staff brought in later.

The positive impact of child protection coordination on humanitarian response was recognised in a 2010 evaluation of the cluster approach rollout in six countries.⁸ Examples included defining and implementing common approaches to child protection in Chad and developing standards for community-based child protection systems in Uganda – echoing work being done at the global level to define standards for the child protection in humanitarian action sector.



“There is also clear evidence of enhanced coverage in those thematic areas of response that had received no or barely any attention before the introduction of the cluster approach... the case study countries witnessed clearly increased attention to the [issue] of child protection.”

6 Long-term emergencies: CAR, Chad, Colombia, DRC, Ethiopia, Liberia (transition), Somalia and Uganda. Sudden-onset emergencies: Pakistan (2005, 2007), Indonesia (Yogyakarta), Lebanon, Philippines, Mozambique. Stoddard, Abby, Adele Harmer, Katherine Haver, Dirk Salomons, and Victoria Wheeler, *Cluster Approach Evaluation – final draft*, ODI: Humanitarian Policy Group, November 2007.

7 The term ‘Child Protection Sub-Cluster’ was initially used for country-level coordination bodies, much later shifting to ‘Child Protection Area of Responsibility’ (CP AoR). At global level, the Child Protection Working Group – which was set up as a membership body – coordinated the child protection area of responsibility (as described by the IASC, under the Protection Cluster). After the split in 2016, it was named the (Global) Child Protection Area of Responsibility.

8 Evaluation of clusters in Myanmar, oPT, Uganda, Chad, DRC, Haiti. Steets, Julia, François Grünewald, Andrea Binder, Véronique de Geoffroy, Domitille Kauffmann, Susanna Krüger, Claudia Meier and Bonaventure Sokpoh, IASC Cluster Approach Evaluation, 2nd Phase – Cluster Approach Evaluation 2 Synthesis Report, April 2010, p.55. <https://interagencystandingcommittee.org/other/documents-public/synthesis-report-iasc-cluster-evaluation-phase-ii>

Setup of global-level coordination

At a global level, the Child Protection Working Group (CPWG) was established in 2007, to be the forum for “*progressing the work of the Child Protection Area of Responsibility*” under the then-Protection Cluster Working Group (later, the Global Protection Cluster). Led by UNICEF, the CPWG was devised to be a membership body. By 2015, it had 14 core members (UN agencies and international NGOs (INGOs)), and over 30 associate members (donors, UN agencies, INGOs, and a university).⁹

Its Terms of Reference (ToR) included two sets of sub-objectives, which guided its subsequent work:

- **Global-level activities** including raising awareness of child protection as a life-saving intervention, building stronger technical inter-agency capacity for child protection, and mainstreaming child protection into other clusters’ work.
- **Field support** including developing guidance on child protection coordination, responding to requests, and conducting support travel for technical advice on child protection issues.¹⁰

Global Child Protection Working Group: 2007-2016

Global-level Child Protection Working Group

As laid out in its ToR, the work of the CPWG from its establishment was two-fold: working on building technical capacity in child protection, and on support to coordination.

Multiple contributors to this report described the impact of the CPWG on the professionalisation of child protection as a sector – benefiting the quality of the child protection response – as well as on the professionalisation of its coordination. Its success in this was attributed to the collective efforts made by the global CPWG’s members in pooling expertise and collaborating on technical work. These efforts brought unification of child protection standards, guidance, and tools, then used by organisations across the sector instead of each having individual approaches – work which was built on and continued by the (later) Child Protection AoR and Alliance for Child Protection in Humanitarian Action.

Structure

The CPWG team was initially small: a Coordinator and Deputy. Information Management (IM) capacity was soon introduced, and Rapid Response Team (RRT) staff. From early on, in addition to UNICEF committing to providing staff as lead agency, the CPWG benefited from staff secondments – from the Swiss Agency for Development and Cooperation (SDC, for the Deputy Coordinator position) and from Standby Partners including NORCAP and the Danish Refugee Council (for the RRT) – commitments which continued in later years as the inter-agency coordination team expanded. [See: Partnerships: An Inter-Agency AoR](#). The CPWG’s team structure benefited from UNICEF’s leadership of multiple clusters and AoRs¹¹ – with efforts to harmonise between them meaning that IM and RRT capacity were introduced for all.

In addition, the CPWG with its global-level members established several working groups and taskforces, including for Minimum Standards, Children Associated with Armed Forces and Armed Groups (CAAFAG),

9 CPWG, ‘Proposal for reorganization of the work of the Child Protection Working Group’, July 2015.

10 *Child Protection Working Group of the PCWG Terms of Reference*, 2007.

11 Education, WASH, and Nutrition Clusters, the CP AoR, and until April 2016, co-leadership with UNFPA of the GBV AoR.

Unaccompanied and Separated Children (UASC), and child protection rapid assessment, to collaborate on strengthening the technical aspects of the child protection response.

Coordination support

The early work of the CPWG on coordination focused on building coordination capacities at country level. A first *Child Protection Sub-Cluster Coordinator Handbook* was published in 2009. Trainings on coordination were later rolled out at country level. The CPWG's advocacy with UNICEF at global and country level on the recruitment of Child Protection Sub-Cluster Coordinators focused not only on ensuring someone was in position, but also on their skills – shifting the understanding of the profile needed from general coordination skills, to also needing child protection expertise.

A Help Desk was introduced around 2013, initially of one part-time staff member working in English, to be the focal point for interaction with country coordinators. The RRT – eventually comprised of both coordination and IM staff – was focused on providing deployable capacity, often to set up new child protection coordination structures, and sometimes to gap-fill. Both

Information Management

The initial work of the CPWG on information management focused on establishing basic elements: 3Ws and 4Ws¹² and reporting dashboards. Before it was common for country Child Protection Sub-Clusters to have their own IM capacity, the work of the CPWG's global IM staff included providing backstopping – processing country-level data and creating products. See: [Information Management Support](#).

Later CPWG IM work included the design, piloting, and introduction of the *Child Protection Rapid Assessment Toolkit* – developed with the CPWG's members. Published in 2012, this was the first inter-agency agreed tool for assessment of child protection needs in emergencies.



“This [recruitment of coordinators with child protection backgrounds] helped professionalise child protection coordination.”

The ultimate goal of coordination is about programmatic quality, not about filling templates – which requires someone with technical expertise.”

were tasked with supporting country operations on programmatic quality, in addition to coordination.

Technical capacity for the child protection sector

The CPWG's work on enhancing technical capacity in the sector took place on several levels. At global level, producing guidelines and standards – drawing together knowledge and expertise of CPWG members through the taskforces and working groups.

One of the flagship pieces of work was the first *Minimum Standards for Child Protection in Humanitarian Action*, published in 2012. Following its publication, the CPWG facilitated rollout trainings for child protection actors at country level, through the Child Protection Sub-Clusters. The Minimum Standards also underpinned much of the later technical pieces of work of the CPWG (and in the child protection sector), including the first *Inter-Agency Guidelines for Case Management and Child Protection* published in 2014, and its accompanying training.¹³

¹² 3W or 4W (and more recently, 5W), being coordination tools used to map actors' response: 'Who does What, Where, (When), (for Who)'.

¹³ See: <https://alliancecpa.org/en/technical-materials/inter-agency-guidelines-case-management-and-child-protection>.

Complementing these was an effort to build technical capacity in child protection at operational level. In 2011, in partnership with Save the Children, the CPWG developed a certified course on Child Protection in Emergencies, intended to “*expand the pool of*

international level technical staff employed in CPiE”.¹⁴ It also provided technical support to country level on the child protection response – which was one of the tasks of the RRT.

Split of the CPWG

In 2014, CPWG members initiated a review of the CPWG’s scope of work, concluding that it would be valuable to continue the breadth of its work in the ‘full range of contexts’ affected by emergencies. Given some constraints of the CPWG’s setup – including it being the child protection area of responsibility for the cluster system but also working to support other contexts, a proposal to restructure the CPWG was put forward for consultation among its members in 2015.¹⁵

child protection coordination in humanitarian contexts under the IASC system¹⁶ – to formally be called the *Child Protection Area of Responsibility* (CP AoR). The other, a new group for technical support for child protection programming in emergencies – later called the *Alliance for Child Protection in Humanitarian Action*.¹⁷ Per its IASC responsibilities, UNICEF continued its leadership of the CP AoR. The Alliance was to be co-led between UNICEF and an NGO – initially, Save the Children.¹⁸

In 2016, it was agreed that the CPWG would cease, and its work be split between two entities. One, continuing

Global Child Protection AoR: 2016-2025

A new governance structure was put in place for the Global Child Protection AoR, moving from the model of a global-level working group to the establishment of a Strategic Advisory Group. This included national NGOs as well as INGOs and UN agencies. See: Global Strategic Advisory Group.

The coordination work of the CPWG was continued and expanded – including the Help Desk, RRT, information

management, and capacity strengthening efforts for coordination. The Global CP AoR’s team expanded accordingly – introducing some regional posts through the expansion of the Help Desk, and both short- and long-term specialised technical positions to support some of its priority workstreams. The Global CP AoR also increased its partnerships, bringing on board staff and expertise from NGOs along with (ongoing) support from Standby Partners and SDC. Coupled with

14 Global Protection Cluster, ‘Protection Cluster Digest’, vol 01/2011 January to March 2011 <https://www.unhcr.org/sites/default/files/legacy-pdf/4e-4a36b666.pdf>.

15 ‘Proposal for reorganization of the work of the Child Protection Working Group’, July 2015.

16 Defined as ‘Humanitarian Coordinator-led and Early Warning’ contexts by the CPWG at the time.

17 ‘Decisions relating to the creation of the Child Protection AoR and the creation of a new child protection in emergencies group’, CPWG Core Members meeting, 11 November 2016.

18 As of 2025, the Alliance has a tripartite co-leadership between a UN agency (UNICEF), INGO, and L/NGO.

UNICEF's continued staffing, this created an inter-agency coordination team and expanded the AoR's capacity to work on different topics, and to regionalise (see: [Global Partnerships](#)).

In line with the AoR's localisation focus (see below), the Help Desk took on a decentralised model, establishing regional focal points to operate in four languages (see: [Help Desks](#)). Focus of the RRT shifted toward providing coordination capacity support, away from – where possible – staff gap-filling (see [RRT and other deployments](#)). The work on supporting country-level IM continued, and at global level introduced a focus on monitoring and analysis (see [Information Management support](#)).

Collaborative work with child protection partners and other clusters also continued and was formalised. Key pieces (see [Collaborations](#)) include collaboration on/with Education in Emergencies, Food Security, Gender-Based Violence, and Mental Health and Psychosocial Support,

producing guidance, standards, and strengthening capacity at country level. The Global CP AoR and the Alliance collaborated on some areas of work, and the AoR, as envisaged during the design of the split of responsibilities, acted as a link between country-level child protection actors and the Alliance. This included disseminating technical guidance and trainings through country AoRs, and the Help Desks providing a point of access for country-level actors to the Alliance's combined global expertise.

An early priority for the CP AoR was on localisation – reflecting wider conversations and commitments in the humanitarian sector in 2016 when the 'Grand Bargain' was agreed during the World Humanitarian Summit. This then became a main workstream for the CP AoR at both global and country level – work which contributors to this report described as being highly regarded not only among child protection actors, but also other global clusters. See: [Localisation](#).



2024 STRATEGY REVIEW AND RECOMMENDATIONS

In 2024, a review was conducted of the Global CP AoR's 2020-2024 strategy, used to develop the 2025-2030 strategy which was launched at the start of 2025. Some key findings and recommendations were:

Partnerships: Partnerships on child protection initiatives had been robust and effective. Need for more effective partnerships in advocacy, with meaningful participation of SAG members and local organisations. Recommendation to create synergies with the Global Protection Cluster for human resource identification and for shared learning and development to reinforce mutual understanding and collaboration in the field.

Operational support: Significant progress had been made, with “unanimous praise” for the Help Desks, and the “agility and timeliness of Field Support Team deployments [being] highly regarded”. Sustainability of the Help Desks was a concern. Recommendations were made to leverage SAG members' resources to support Field Support Team deployments. The new Learning and Development Strategy (2023-2026) was felt to be effective, although frequent changes in policy and tools complicated knowledge retention and transfer.

Localisation: Significant progress had been made in working with local organisations and local authorities. Need to better operationalise principles, to turn them into actions – especially inclusion of local actors and community participation in decision-making. Recommendation to look distinctly at duty bearers and non-government actors, and better define CP AoR's role in strengthening local capacities (scope, depth of work).

Centrality of Protection: Noting a growing need for advocacy for accountability for duty-bearers and respect for international law, as related to children's needs.

Focus on the most vulnerable children and their families: Concern that prioritization only based on severity rankings can lead to gaps in coverage. Recommendation to ensure assistance reaches the most vulnerable.

Coordination capacities: Recommendation to develop a plan to attract and retain experienced Coordinators and Information Managers, lasting beyond immediate humanitarian response cycles.

Global collective leadership and advocacy: Recommendation to pursue collaborations with the Global Protection Cluster and the Alliance, with the SAG actively setting advocacy priorities. Recommendation to reinforce IM systems to analyse evidence on contextual risks to inform advocacy

Timeline

2006	First Child Protection Sub-Clusters (later called AoRs) established at country level
2007	Global-level Child Protection Working Group established under the leadership of UNICEF
2009	First <i>Child Protection Sub-Cluster Coordinator Handbook</i> published
2012	<i>Minimum Standards for Child Protection in Humanitarian Action</i> first edition published, followed by rollout and trainings through country-level CP Sub-Clusters
2012	<i>Child Protection Rapid Assessment Toolkit</i> published
c.2013	Launch of the Global Help Desk, working in English to provide support to country coordination
2016	<i>Child Protection in Emergencies Coordination Handbook</i> published, updating the 2009 edition
2016	Split of the CPWG , into the <i>Child Protection Area of Responsibility</i> (for coordination in IASC contexts) and the <i>Alliance for Child Protection in Humanitarian Action</i> (for technical support for child protection programming in emergencies)
2016	Global CP AoR establishes localisation as a key priority for its work
2018	Rollout of language-specific Help Desks, decentralising Global CP AoR support to country AoRs
2020	Launch of the <i>Needs Identification and Analysis Framework for Child Protection</i> (NIAF)
2020	Agreement for there to be dedicated space for Child Protection (and other AoRs) in HNO/HRP templates – to ensure visibility in response planning and fundraising.
2020	<i>Global CP AoR Strategy 2020-2024</i> released
2023	Launch of the Global CP AoR's <i>Learning and Development Strategy</i>
2024	Launch of the Global CP AoR Learning Platform
2025 - January	<i>Global CP AoR Strategy 2025-2030</i> released, after a consultative process in 2024
2025 - June	IASC Principals decision, as part of the 'Humanitarian Reset', to consolidate the Protection Cluster and three of its AoRs into an integrated Protection Cluster¹⁹
2025 - July - December	Transition to an integrated Protection Cluster, without separate AoRs
2026	Child protection coordination continues at global and country level, in the integrated Protection Cluster

19 The CP, GBV, and Mine Action AoRs were consolidated into the integrated Protection Cluster. The HLP AoR merged with the Camp Coordination and Camp Management Cluster and Shelter Cluster.

2. OPERATIONAL SUPPORT TO CHILD PROTECTION COORDINATION

Structure of the Global CP AoR's support to country level

Providing operational support to child protection coordination at country level was one of the main functions of the CP AoR. While the Global CP AoR had two pillars to its work – and therefore teams – Field Support, under which most operational support functions sat, and Partnerships, Programme, and Advocacy, both provided support to coordination teams based on their expertise.

Each country-level CP AoR Coordinator had two focal points in the Global CP AoR: one from the appropriate language Help Desk, and the other from the Rapid Response Team.

The main methods of support to child protection coordination were:

- Help Desks in Arabic, English, French, and Spanish – open to Coordinators, and more unusually, child protection actors, providing support for coordination and technical child protection issues and facilitating

linkages with technical experts outside of the CP AoR when needed.

- Rapid Response Team, consisting of Coordinator and Information Management staff, providing support through deployments in-country and remotely.
- Information Management support for core IM functions of the AoR, the Humanitarian Programme Cycle, and for child protection monitoring and analysis.
- Capacity Strengthening – through coordination guidance and trainings, and more recently, under a new Learning and Development Strategy a stepped process of learning, including structured initial on-boarding, mentoring, and trainings.

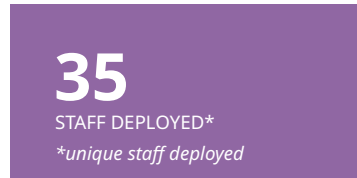
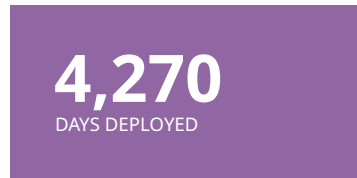
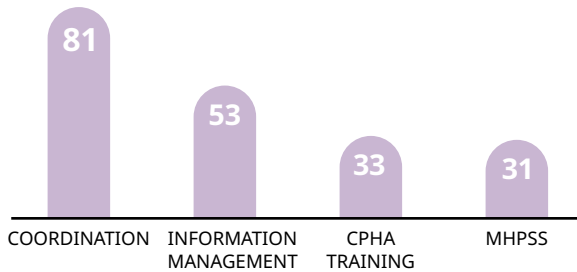
Other support was provided by Global CP AoR team members based on their expertise – for example, support on advocacy.

The Help Desk, RRT, and technical deployments including on other sectoral collaborations were consistently highlighted by contributors to this report – country-level coordinators, donors, and child protection partners – as key achievements of the Global CP AoR: highly appreciated, and critical for supporting the quality of country-level coordination and the child protection response.

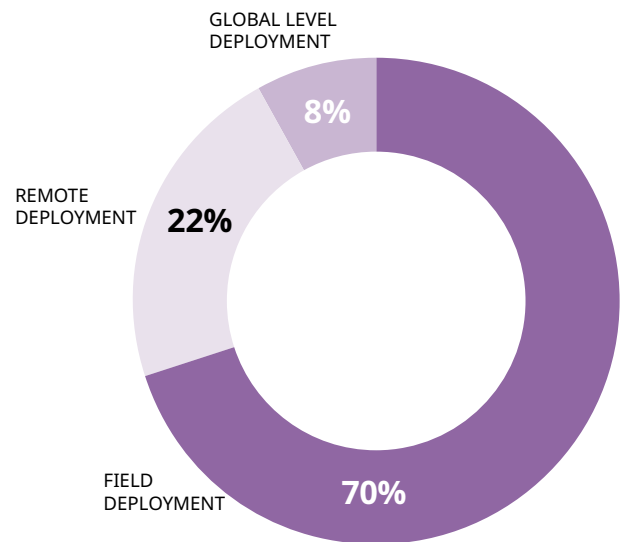
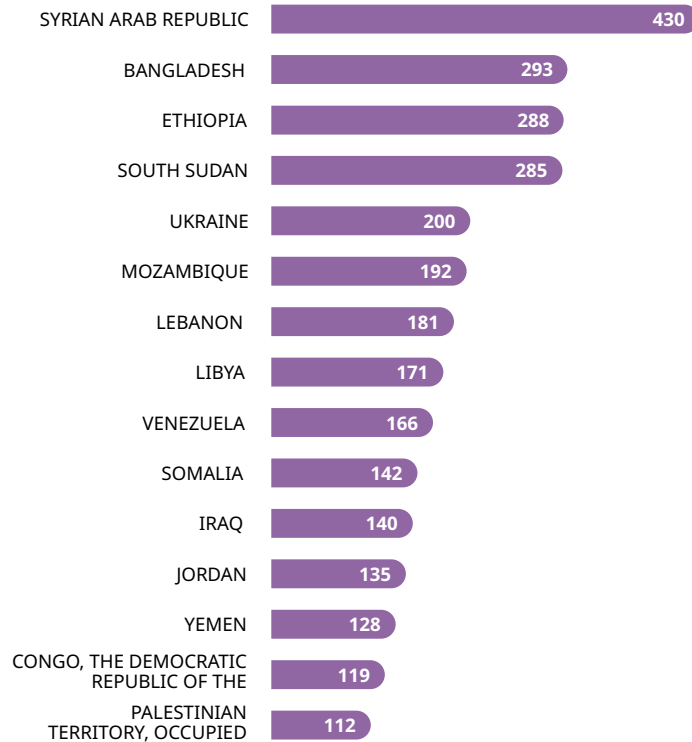
Rapid Response Team and other deployments

Global CP AoR deployments 2017 – 2025

NO. OF DEPLOYMENTS PER THEMATIC AREA (TOP 4)



TOTAL DAYS PER COUNTRY



The Rapid Response Team (RRT) was introduced early in the global child protection coordination team structure.²⁰ Harmonisation within the UNICEF-led clusters and AoR helped to structure this, with all being expected to have global coordination, IM, and RRT capacity. Initially composed of two people – and later much larger – the RRT was designed to have deployable coordination and IM staff.

The RRT has benefited from ongoing Standby Partner support – with experts seconded by NORCAP, the Danish Refugee Council (DRC), and SDC, in addition to positions funded by UNICEF as lead agency. This inter-agency nature of the RRT has allowed it to both grow its reach, and maintain staff with experience in child protection and with coordination skills.

The early RRT team's focus was on helping to establish coordination mechanism, deploying coordination and IM experts together in as little as 24-72 hours in a new emergency. When not deployed, RRT staff supported global-level work and the Help Desk, including the development of technical guidance, which was a main priority and achievement of the then-CPWG. One former Global Coordinator described how the work of the RRT helped build connections between the global- and country-level CP AoRs, as they were being established.

Deployments and global advocacy

A further benefit of RRT deployment has been as a channel for advocacy. One former Global CP AoR team member recounted RRT members providing 'real-time briefings' for child protection issues to global-level donors, both formally and informally, and this resulting in issues being followed up at country level.

The shift from the CPWG to the CP AoR coincided with a shift in RRT priorities. While still deploying to set up coordination in new emergency responses, the RRT moved from providing gap-filling to instead providing 'on-the-job' training and support to Coordinators and IM staff. This was coupled with advocacy to UNICEF country offices to ensure coordination team positions were filled. One former RRT member recounted this resulting in deployments becoming shorter, and more frequent – able to support more countries and improving RRT efficiency.

The change to working patterns during COVID, increasing remote work in the humanitarian sector, helped to change again the RRT's working methods. The introduction of fully remote 'deployments' and hybrid deployments of a few weeks in country followed by remote support, allowed the RRT to increase cost efficiency – and to speed up deployments. Team members spent around 30% of their time on deployment, and the rest on other operational support functions – including capacity-strengthening, supporting Coordinators one-on-one alongside the Help Desks, and contributing child protection perspectives to other external bodies including the IASC.

In recent years, the Global CP AoR has undertaken two types of deployment:

- Rapid deployments for new onset emergencies or sudden deterioration in a context, to set up or backstop child protection coordination.
- Supporting specific issues on coordination and IM, or on technical areas such as localisation.

Often, initial engagement from the RRT then led to ongoing support to the country-level AoR from different staff members from the Global CP AoR team.

20 Circa 2011-12, after the establishment of the Child Protection Working Group in 2007. Key informant, and Global Protection Cluster, 'Protection Cluster Digest', vol 01/2011 January to March 2011.

One-on-one support

The CP AoR's Field Support team conducted calls with each country-level coordination team twice a year, as a check-in – discussing context, staffing, the AoR's work, and any need for support. For most countries, this led to follow-up from the global CP AoR – from sharing resources to supporting work.

In addition to the RRT, other Global CP AoR team members would deploy as needed – based on their specialisms and the need for support at country level.

The work of the RRT during both the CPWG and CP AoR has also involved internal advocacy with UNICEF on child protection coordination: in the initial years of the cluster system, to explain the cluster system to Country Offices; in later years, to ensure that deployment of coordination capacity was a Country Office priority in a new emergency (from the RRT, and then often from Standby Partners) – and that these deployments and then subsequent coordination staff positions were funded and filled.

”

“We would arrive, and the country office would say – why are you here? And when we would leave, they would say it was so helpful.”



EXAMPLES OF DEPLOYMENTS²¹

In 2022, the RRT and other Global CP AoR team members conducted 15 deployments to support 12 countries, for a total of 439 days. These included:

Deputy Global Cluster Coordinator for Field Support (RRT) deployed to Pakistan following widespread flooding, to help reinforce sub-national child protection coordination.

Deputy Global Cluster Coordinator for Partnership, Programme, and Advocacy deployed to support the North-West Syria CP AoR on advocacy after a UN Security Council Resolution, and on collaboration with Early Recovery and Livelihoods and Education Clusters.



“The people they send are [...] very much experts, and hands-on. You don't want them to leave! They came with loads of expertise, extremely used to working with others, [and were] inclusive and practical. [...] They were a big asset at the onset of the emergencies [where people in country had difficulty with the emergency shift].

It's how I've seen the best of the CP AoR.”

MHPSS Specialist deployed to the Colombia CP AoR, to support assessment of child protection actors in MHPSS, and to develop an action plan.

RRT Coordinator deployed to Somalia during a worsening drought and food insecurity crisis, to help strengthen sub-national CP AoR coordination through personalised coaching, support the national CP AoR to develop the HNO/HRP, and encourage child protection actors to engage in technical capacity-building opportunities from global level.

²¹ Global CP AoR, 'Newsletter – January 2023', January 2023 <https://cpaor.net/news/global-cp-aor-newsletter-january-2023>.

Mali – Comprehensive support to reinforce child protection coordination, 2023-2025

Over a three-year period, the Global CP AoR provided comprehensive support to reinforce Child Protection coordination in Mali. After securing funding for an Information Management Officer the Global Rapid Response Team lead (Deputy Coordinator - Field Support) deployed to Bamako in late 2023 to provide support on the Humanitarian Programme Cycle during a staffing gap, to identify opportunities for collaboration with the Education Cluster, and assess further coordination needs. Once a new Coordinator was in place, she was prioritized to complete core coordination training (online and in-person) and began receiving ongoing technical support from

the French Help Desk. The Global CP AoR team subsequently carried out a series of targeted technical deployments over the following two years, covering areas such as: Mental Health and Psychosocial Support coordination (including on-site training for national and local organizations), Information Management (to strengthen systematic data collection and analysis), Localization (to develop a national Child Protection localization strategy), and cash-based assistance (through two deployments focused on capacity-building and the development of national guidelines on cash for child protection).

Lebanon – supporting child protection coordination in rapid scale-up, 2024

In October 2024, the Lebanon coordination system launched a system-wide scale up, in response to the mass internal displacement of around one million people during the escalation of conflict. The scale-up activation's coordination built on the existing architecture in Lebanon – structured in sectors in line with the Refugee Coordination Model – but with scope of the response expanded to all population groups (Lebanese IDPs, refugees, and migrants). In November 2023, the Global CP AR deployed the RRT Lead to Lebanon to support continuity of child protection coordination.

The RRT lead supported the national Child Protection Working Group, the four subnational coordination groups, and the four national Child Protection Technical Working Groups

(Case Management Taskforce, Psychosocial Support Committee, Alternative Care Group, and Children in Armed Conflict Taskforce). The RRT lead conducted a review and update of the child protection response in Lebanon, in consultation with operational partners, identifying concrete measures to address gaps and expand response. They also supported the sector's strategic planning for 2025. Through engagement and advocacy, the Global CP AoR was able to secure immediate Standby Partner coordination and IM capacity, and then longer-term funding for a dedicated Child Protection coordinator into 2025 from UNICEF's Global Thematic Humanitarian Fund.

Somalia – support mission to strengthen the subnational child protection response, 2022

The Global CP AoR deployed an RRT Coordinator to Somalia between October and December 2022, less than one month after a request was made by the UNICEF Somalia Country Office. The Country Office had identified two key issues for which they requested support: the child protection response required scale up due to worsening drought related displacement, and child protection subnational coordination capacity required strengthening given all subnational coordinators were double hatting, and most had been recruited during the COVID-19 lockdown so they had not benefitted from in-person learning opportunities.

In Somalia, child protection subnational coordination across eight hubs was conducted by a diverse range of actors (seven government, seven NNGOs, two INGO, and two UNICEF staff). The RRT Coordinator developed a capacity assessment tool to learn more about training

needs, and then contextualised and delivered a three-day training on coordination. The Global CP AoR also developed a capacity support plan for the AoR's national Coordinator and Co-coordinator to support subnational coordination and to improve day-to-day linkages.

During the two-month assignment, the RRT Coordinator also supported other tasks to improve the child protection response in Somalia including: strengthening child protection analysis and response planning in the 2023 HNO and HRP, training CCCM actors on safe referrals to child protection, and linking child protection actors to learning opportunities, including training on Engaging Community Volunteers in Case Management.

Scaling Cash for Child Protection in Humanitarian Action

Between 2020 and 2025, the Global CP AoR advanced the use of cash-based assistance within child protection coordination and response, developing practical tools and guidance that helped integrate cash into humanitarian response plans. Building on the Global Protection Cluster's 2024 stocktaking paper, this technical support helped address longstanding gaps such as fragmented practice, weak coordination, and limited clarity on how cash contributes to protection outcomes. Several key documents were operationalized across various emergencies namely the Central African Republic, the Democratic Republic of the Congo (DRC), Mali, State of Palestine, Sudan, Ukraine and Yemen.

Through targeted technical support including in-country deployment, the Global CP AoR developed foundational frameworks that standardized cash-based assistance's use in child protection programming and coordination. This work included country-specific parameters, guidelines and tools that addressed coordination gaps and demonstrated that Cash for CP can both improve protection outcomes and strengthen sector-wide adoption capacity. Technical and strategic support was led by the Cash-Based Assistance Specialist, in close collaboration with national child protection coordination structures the Global CP AoR's Field

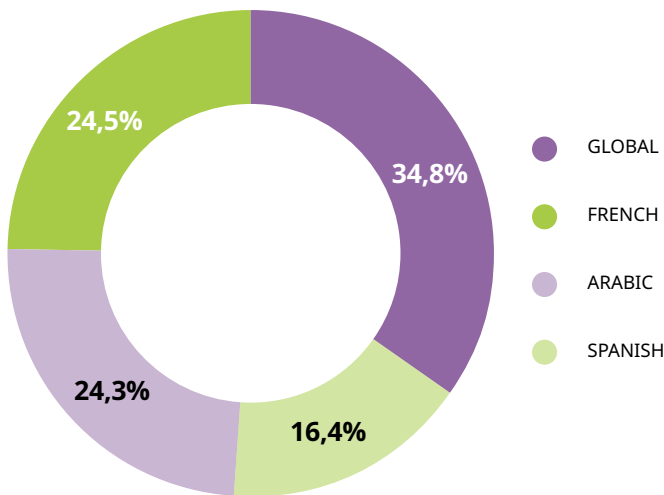
Support and Help Desk teams.

Help Desks

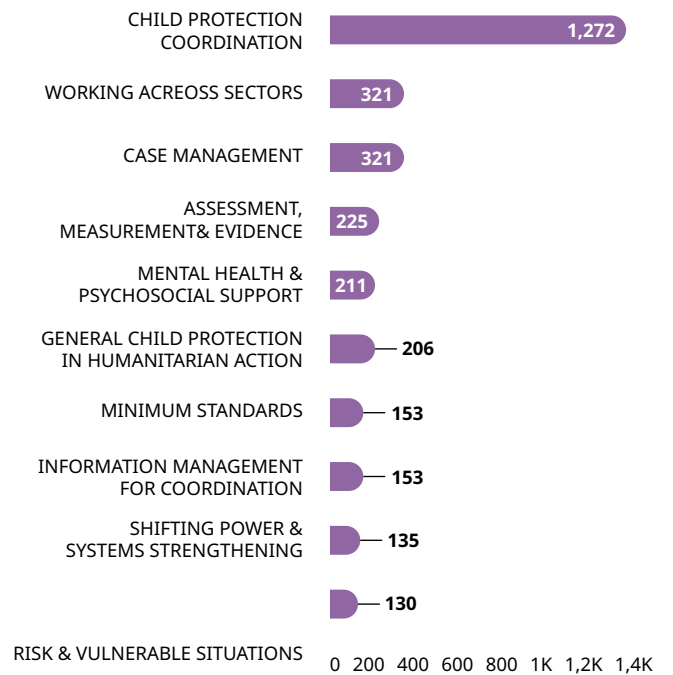
The Global CP AoR's Help Desk was introduced in around 2013 and has been the first point of contact between the Global CP AoR and country-level CP AoRs since. Initially comprised of one part-time staff member providing support in English, the Help Desk later became a decentralised inter-agency coordination effort within the CP AoR, with multiple staff providing support in four languages, aiming to answer requests within 24 hours and providing flexible support to child protection responses.

Help Desks 2018 - 2025

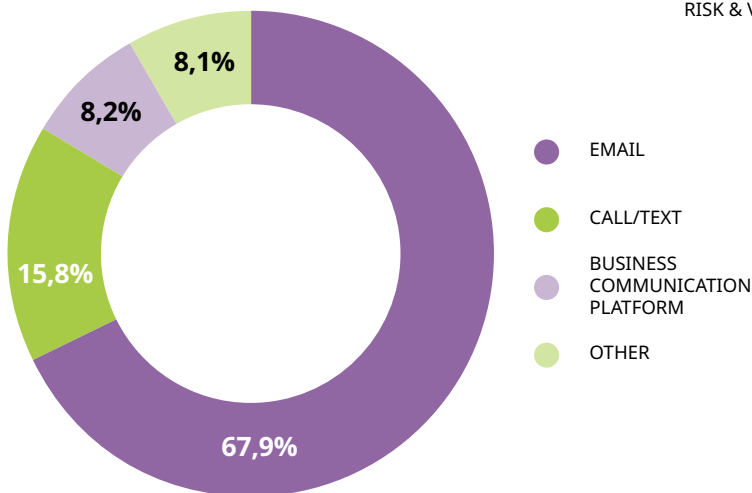
PERCENTAGE OF REQUESTS BY LANGUAGE HELP DESK



WHAT ARE TOP TEN REQUESTED TOPICS?



HOW ARE REQUESTS SUBMITTED?



4,059
HELP DESK REQUESTS RECEIVED

94
COUNTRIES/CONTEXTS SUPPORTED

WHERE ARE REQUESTS COMING FROM?

Organization Type	Percentage
Coordinator/Information Management Officer on behalf of Coordination Group	52%
Global Network/Working Group/Task Force	17%
United Nations	11%
International Non-Governmental Organization	10%
National Non-Governmental Organization	7%
Independent/Consultant/Researcher	2%
Government	1%

WHAT TYPE OF SUPPORT IS REQUESTED?

Type of Support	Percentage
Guidance	27%
Examples	22%
In-dept Tehnical Support	21%
Translation	9%
General Information	8%
Capacity Strenghtening	5%
Training Materials	5%
Induction	2%

Decentralisation of the Help Desks and inter-agency partnerships

In 2017, the Global CP AoR's commitment to localisation was solidified across its work (see: [Localisation](#)), including with the idea of regionalising the Help Desk and expanding to more languages. The intention was to decentralise, and to reach more local and national child protection NGOs (L/NNGO) directly. This was partly motivated by recognising that while child protection staff from specialised INGOs could usually access technical expertise within their own organisations this was not open to smaller NGOs and L/NNGOs, and the language-based Help Desks would address the language barrier L/NNGOs were facing.

Following a period of (successful) fundraising and identification of interested partners, the language-based Help Desks were launched in 2018. It was initially planned that there would be four decentralised Help Desks, two based in UNICEF regional offices, and two hosted by NNGOs, with the Global Help Desk mentoring new focal points and being available for escalation of queries.

- An **Arabic Help Desk** covered the Middle East and North Africa region. Initially set up in partnership with a Lebanese NNGO Himaya in 2018, later shifting to a partnership with the CPC Learning Network in 2019, and to consultants contracted directly by the Global CP AoR 2022. Contributors noted that having Arabic-speaking focal points from the region, who knew the region well, was particularly appreciated and a contributor to its success.
- The **French Help Desk** was initially hosted by UNICEF (2018), then by a learning institution in Senegal, Bioforce (2020), followed by Save the Children (2023 until the end of 2025), covering West and Central Africa and other Francophone countries including Haiti.
- The **Spanish Help Desk** was hosted by Colombian NNGO Corporación Infancia y Desarrollo from 2018 to early 2025, and then by Asociación Cristiana Menonita para la Justicia, Paz y Acción Noviolenta (Justapaz) from early 2025, covering Latin America and the Caribbean region. One contributor described how *“having the Spanish Help Desk sitting in Colombia has been tremendous”*, noting the region's contextual differences with many other humanitarian contexts, and the importance of being able to work in – and translate resources into – Spanish. These dynamics helped the Help Desk to generate a lot of collaboration within the region, including with the UNICEF Regional Office and with the Alliance.
- An **English Help Desk** was initially set up in the Philippines, with the idea of this also supporting regional deployments for the RRT. Hosted by Community and Family Services International, a Philippines-based INGO working in Asia-Pacific, this was eventually phased out, with the Global Help Desk taking on English-language requests.
- The **Global Help Desk**, supported by Save the Children Norway and UNICEF, provided support and supervision to all decentralized Help Desks and covered East Asia and the Pacific, Eastern and Southern Africa, Europe and Central Asia, South Asia, and global requests.

In addition, the Global CP AoR partnered with the CPC Learning Network²², with financial support from the Swiss Agency for Development and Cooperation and USAID’s Bureau for Humanitarian Assistance.

Two challenges with the model of NNGOs hosting of the Help Desks were: recruitment and retention of staff with sufficient expertise, at NNGO salary scales; and, as most NNGOs had experience working only within their own countries, with that context being central to their work, being able to provide support to other countries, at least initially.

The activities and outreach of the decentralised Help Desks varied, depending on demand from partners and the context – see more on this organic support, below.

Flexible, organic support beyond answering questions

As well as providing support to CP AoR coordination teams on coordination issues, the Help Desks were designed to have an organic role in providing support. The work of the focal points was determined by requests from country-level, gaps identified through analysis of Help Desk data at global level, and supporting dissemination of global and regional technical initiatives.

The Help Desks have supported 94 countries and contexts since 2018, with their geographic reach benefiting the child protection response beyond the cluster system. This flexibility by region and by country was a key contributing factor to their perceived success.

The activities of the decentralised Help Desks have included supporting adaptation and rollout of global guidance at regional and country level – providing



“The Help Desks were good at making sure that key people from different places were sitting at the table, so we could develop things jointly.”

“Fantastic support, we would get a response by the next day.”

inputs to resources, collaborating on adaptations and translations, aiming to help *“land guidance into something that’s concrete that [country-level child protection actors] need”*. This has included initial rollout and ongoing reinforcement of the **Child Protection Minimum Standards** at country level.

Another significant role of the Help Desks has been in matching training needs at country level level with existing capacity strengthening opportunities, working collaboratively with other child protection bodies and child protection actors, including the Alliance. This includes identifying locations to roll out global packages and initiatives, reviewing content of resources, and co-organising and co-facilitating in-person and online learning events and trainings. Examples include work and trainings on CAFAAG, Violence Prevention, Case Management, and more.

22 Care and Protection of Children Learning Network, at Colombia University, New York, USA.

Supporting Communities of Practice

The Arabic, French and Spanish Help Desks trialled different initiatives to connect child protection actors to each other. Success partly depended on regional social media preferences. By 2025, the Arabic Help Desk was facilitating a 3,500-member **Arabic Child Protection Community of Practice** on Facebook.

At the global level, the Global CP AoR worked with the Alliance to establish an **online Community of Practice** in 2021, for child protection in humanitarian action actors to communicate. Information and inputs from the Help Desks were used to help establish initial ideas on the modalities to use. As of 2025, the Community of Practice had over 3,000 members, and was moderated and supported by the Alliance, the CP AoR Global Help Desk, and a staff member from Save the Children.²³

²³ Hosted on <https://www.changemakersforchildren.community/landing-page/child-protection-humanitarian-action>.

Communication

The Global CP AoR's regular **newsletters** were started in 2019, as a tool to communicate with people interested in its work. Compiled by the Global Help Desk, these featured (non-exhaustively):

- Highlights from child protection analysis and response in featured crisis countries.
- Highlights from country-level CP AoRs.
- New resources and reports relevant to child protection.
- Events and learning opportunities, encouraging sign-up.
- Introductions to Global CP AoR team members, and updates on Global CP AoR work and RRT deployments, to familiarise readers with the support available.

The Spanish Help Desk later started producing a newsletter in Spanish, for the Latin American and Caribbean region.

Connecting country responses to technical child protection expertise

Perhaps unusually among the global clusters, the Global CP AoR's Help Desk not only supports coordinators but is also open to queries from any child protection actor – playing a key role in linking country-level child protection actors to technical global expertise.

This function was first established within the CPWG, responsible for supporting both coordination and technical capacity. When the CPWG's tasks were split between the (continuing) Child Protection AoR and the (new) Alliance for Child Protection in Humanitarian Action, it was agreed that the AoR would continue to be a channel for technical requests from country-level.

The Help Desk has continued to play this function. When technical requests are received – either from AoR Coordinators on behalf of their members, or directly from INGO or L/NNGO child protection actors – they are answered by the Help Desk, where possible. If these cannot be answered, the Help Desks direct people to existing resources or experts within the Global CP AoR team, or to either individuals or organisations based on their expertise or the Alliance's Task Forces and Working Groups. Examples include requests for support on cash for child protection, CAAFAG, and child labour.

These connections are strengthened by the Help Desk focal points sitting on some of the Alliance's Working Groups and Task Forces, fostering relationships and reciprocally bringing perspectives from country level responses. This role of the CP AoR was described as important by several contributors to this report – including child protection actors at country and global level.

”

“We are concerned that there won't anymore be the formalised link of the child protection sector to country-level responses.”

The CP AoR plays an important facilitation role [in identifying] technical needs at country level, and then agencies with expertise provide technical support.”

Success of the Help Desks

The Global CP AoR's Help Desks have been consistently held up as a highlight of its work. This includes by contributors to this report from country-level coordination teams, Strategic Advisory Group members, child protection actors at global and country level, and donors. The review of the Child Protection AoR's 2020-2024 Strategy, conducted externally in 2024, describes participants to its consultation exercise as giving the Help Desks *"unanimous praise"*.²⁴

When asked to reflect on what led to this success, contributors suggested:

- Fostering relationships with country-level coordinators (and child protection actors) and investing time in relationship-building with global technical experts.
- 'Good recruitment' – finding the right personality types to build relationships, be looked to as experts or as facilitators to access experts, and provide proactive, problem-solving, support.
- Quick response timeframe, with multiple options for contact: email, Teams, and WhatsApp being the enduring methods, with past methods including use of social media.
- Flexibility in testing what approaches worked and didn't work, and in the work and support the Help Desk focal points were able and willing to undertake.
- Providing contextualized support, in appropriate languages.



"The Help Desk is one of the highlights of the CP AoR [...] I know that many NGOs in [my country] were in continuous contact with the Help Desk, and this was good to see.

I've not seen anything else like this, in providing NGOs with technical capabilities and tools. It's brilliant the way it was done!"

The Help Desks have over time been more successful in some regions than others – attributed by contributors at least in part to being able to recruit the right profile of focal point with sufficient seniority and expertise, and in cohesiveness of the region being covered by the focal point.

²⁴ Progida, Beatrice, *CP AoR: Strategy Review and Recommendations for the next Strategy*, Adaptive Matters, 28 June 2024.

Analysis to inform the AoR's work

As well as introducing the decentralized Help Desks, from 2017 the Global Help Desk started to become more structured. Requests received were logged by country and by type, and then the data was regularly analysed to understand trends. In turn, this information was used by the Help Desk and the Global CP AoR team to identify any recurring issues – that AoR team members could then proactively work on. Topline data was made available publicly on the AoR's website, in a **Help Desk Dashboard**.

To complement this analysis, the Global Help Desk also engaged in other monitoring of coordination and need for support. This included supporting the annual **Cluster Coordination Performance Monitoring (CCPM)** exercise, meant to be conducted by each country cluster and AoR.

Other initiatives included an **Annual Survey** conducted between 2017 to 2020, sent to all child protection coordination groups for humanitarian response, not only IASC-activated clusters. This looked at in-country coordination structures, needs, awareness of the Child Protection Minimum Standards, and interaction with Global CP AoR support, with the aim of determining what was useful to country-level coordinators, and what could be improved both within the country coordination group, and for global-level support. A short **satisfaction survey** for Help Desk users was also piloted, sent out once or twice a year measuring satisfaction with Help Desk timeliness, effectiveness, and content/quality of responses received. These were both trialled and not continued, in an effort to avoid over-surveying and repetition, with an idea of combining surveys conducted by the Global CP AoR with the mandatory CCPM and any UNICEF surveys eventually not coming to fruition.



Examples of Help Desk support in 2024 and 2025 include:

Arabic Help Desk

- Facilitated 3,500-member Arabic Child Protection Community of Practice.
- Provided coordination and technical support to major crises in Lebanon and Palestine.
- Supported localisation initiatives in Lebanon, Sudan, Syria, and Yemen.
- Co-delivered training on Violence Prevention Programming for Syria (North-West cross border) child protection partners.

French Help Desk

- Supported HNO/HRPs and CP AoR strategies.
- Supported a **workshop on child protection coordination** for UNICEF and child protection actors in Madagascar.
- Piloted **'Working Across Sectors' workshop**, with multi-sector actors in Chad
- Collaboration with three INGOs to support child protection actors on engagement of community volunteers after a case management regional training held in Senegal.

Spanish Help Desk

- Training in Ecuador on **Child Protection Minimum Standards**.
- Developed systems for easy access to **resources on CAAFAG, UASC, and cash and voucher** assistance for child protection.
- Translation and delivery of **Violence Prevention training**, in Colombia.
- Workshop on how to do **advocacy for child protection** for Venezuela CP AoR partners.
- Adaptation and training on the Alliance's **CAAFAG toolkit**, sub-nationally in Colombia.
- Training on **CAAFAG** for actors in Ecuador.

Global Help Desk

- Designed **Working Across Sectors Workshop package**, with the Alliance and consultants.
- **Produced video resources** on "Recognising and Referring Child Protection Concerns Rapid Guide" and the "Working Together for Children's Protection and Well-being".
- Supported HNO/HRPs for country CP AoRs.
- Co-facilitated joint global **Child Protection in Humanitarian Action Community of Practice** of over 3,500 members, with the Alliance.

Information Management support

The Global CP AoR's work on information management (IM) has gradually been built up from the early days of the CPWG, as cluster IM tools and processes (and demands on CP AoR IM teams) have become more detailed and professionalised across the humanitarian sector. Its work has been threefold:

1. Supporting coordination through the development of standardised guidance and tools.
2. Enhancing IM and analysis capacity – through remote and in-country support.
3. Collaboration at intersectoral level and with the Global Protection Cluster, engaging in global inter-cluster forums and processes.
4. Complementing this, the Global CP AoR has invested in strengthening analysis and monitoring of child protection coordination and response. [See: 4. Child Protection Monitoring and Analysis.](#)

As well as the direct support to country CP AoRs detailed below, global IM efforts have included advocacy for child protection visibility. Successes include advocating for child protection data visibility in Humanitarian Programme Cycle (HPC) platforms (implemented from 2020 onwards), and on the inclusion of child protection indicators in Multi Sector Needs Assessment (MSNA) tools and in the Joint Intersectoral Analysis Framework (JIAF), used at country level to inform Humanitarian Needs Overview / Humanitarian Response Plan (HNO/HRP) development.²⁵

Global IM staffing

Initially in the CPWG and continuing into the CP AoR, global IM staff were deployable – sent as RRT members to set up new emergency response IM, on surge support, and to conduct capacity-development. From 2018, the Global CP AoR introduced a (short-term) global position, working on child protection needs assessment and analysis, which marked a shift of focus toward analysis as well as supporting country-level IM. From 2020, when global travel significantly reduced during COVID, the Global CP AoR's IM strategy was updated to increase remote support to countries and focus more on sustainability through global-level products and analytical tools to support country coordination teams. Secondees to the global IM team were often dedicated to supporting analysis on specific workstreams and to providing remote support to country teams. The core Global CP AoR staff worked on implementing the new IM strategy of developing guidance and tools, capacity-strengthening, and targeted field support. Increased time was also allocated to global intersectoral discussions and collaborative approaches with key partners, including the Education Cluster and the Global Protection Cluster.²⁶

In parallel, the Global CP AoR's IM team gradually increased in size. IM and analysis capacity was significantly increased by partner support: through secondment from Street Child (supporting global analysis), Save the Children, the Swedish Civil Contingencies Agency (MSB), and iMMAP, as well as consultants and short-term staff members funded by the Global CP AoR/UNICEF.

25 HNO/HRPs were more recently combined into a Humanitarian Needs and Response Plan (HNRP).

26 Including a joint assessment and analysis framework with the Global Education Cluster implemented at country level between 2022 and 2023, and the Protection Analysis Framework developed with the Global Protection Cluster between 2024 and 2025.

Supporting IM capacity at country level

The initial work of the CPWG on IM focused on establishing basic elements: 3Ws and 4Ws²⁷ and reporting dashboards. The early country Child Protection AoRs/Sub-Clusters usually did not have their own IM capacity, and the work of the CPWG's global IM staff included processing country-level data and creating products. In around 2015-2016, hiring of at least part-time IM Specialists for CP AoRs/Sub-Clusters became more common – reflecting both advocacy success by the CP AoR within UNICEF (and, support from partners deploying capacity into country coordination teams), and the specialisation of IM and assessment functions across the humanitarian system – meaning that global-level work was able to shift from backstopping to providing technical support.

In the following years, this support combined deployment of global staff to country level to gap-fill, remotely coaching IM staff, and delivering trainings. In 2021 this shifted again, with the introduction of online self-paced training (see below), and increased attention to child protection analysis at global and then country level. See: [4. Child Protection Monitoring and Analysis](#).

Direct support by the Global CP AoR to country coordination teams has remained flexible, based on their needs and capacities – supporting AoRs with strong Coordinators and IM staff in more advanced technical analysis, and supporting less experienced IM staff to deliver on more basic IM activities.

One contributor reflected on the benefit to UNICEF of this capacity development provided by the Global CP AoR, especially where UNICEF-hired IM staff move between the AoR and UNICEF's Programme Section. For more on this, see: [Benefit to UNICEF of CP AoR Leadership](#).

“We had a lot of staff turnover [in country AoRs]. We would spend time coaching someone, then they would move, and someone else would come. It was exhausting! I thought: let's have something developed at the global level that they can use.”

27 3W or 4W (and more recently, 5W), being coordination tools used to map actors' response: 'Who does What, Where, (When), (for Who)'.

IM capacity strengthening

Induction: Structured inductions for new IM staff joining country AoR teams were started in 2019, with induction calls complemented by a regularly updated document. This was shared with all IM staff when joining a CP AoR, to then use as a main reference for their work. The induction includes an introduction to: the support available from Global CP AoR, role of cluster IM, developing an IM strategy and workplan, core IM functions, style guide, key tools and resources, links for key data sources and Global CP AoR events.

Mentoring and support: The Global CP AoR's IM team maintained flexible remote support to country coordination teams, to deliver core IM functions and to conduct more advanced analysis.

Trainings for CP AoR IM: New training modules for IM for child protection coordination were developed by the Global CP AoR's IM lead in 2019. The first training was organised with UNICEF's West and Central Africa Regional Office in 2019, inviting IM staff from all CP AoRs in the region. The package, including simulation exercises, was frequently reviewed and updated, based on feedback from participants. When the global coordination training was updated in 2024, this included some IM modules. See: [Capacity Strengthening](#).

In 2021, the Global CP AoR launched online IM training modules on UNICEF's platform AGORA, some jointly with other UNICEF (co)-led clusters. These covered the minimum technical skills for CP AoR IM staff, on basics such as building dashboards. Following completion, IM staff could be invited to an in-person training covering more strategic aspects of IM work: analytical thinking,

communication, and leadership. This step-by-step approach underpins the CP AoR's 2023-2026 *Learning and Development Strategy*.

Core online trainings on IM as of 2025 include:

- [Introduction to Cluster Information Management](#)
- [Data management and analysis for cluster IM](#)
- [Response monitoring and reporting for a cluster](#)
- [Needs Identification and Analysis framework \(NIAF\)](#)



Targeting IM support using reviews of the HPC

As well as providing support to country CP AoRs based on requests received, from 2018 the Global IM team conducted an annual HPC Review – a lessons-learned exercise looking at each country's HNO and HRP (later, HNRP). This was conducted through a desk review of documentation per country, plus calls with Coordinators and IMs to discuss the process they went through.

The intent of this was two-fold: firstly, to check if the Global CP AoR's guidance and tools were aligned with what country CP AoRs needed. Secondly, to target IM support and IM deployments to identified countries that needed extra support, e.g., in conducting analysis, or using analysis to inform response planning.

At global level, the HPC analysis was used as a monitoring tool for key aspects of CP AoRs' work (such as child protection visibility, inclusion of thematic areas, and mainstreaming), and used to identify any common issues for follow-up and advocacy.

IM tools and packages

The Global CP AoR IM team developed both tools and packages for country-level AoRs to use – adaptable for the IM skill level available to them. Resources include:²⁸

- Branding and style package and video tutorials
- Induction and capacity development: induction document and links to self-guided trainings
- Localisation dashboard toolkit, to build this at country level
- Coordination tool templates: contact list management, child protection service mapping
- IM products and visualisation guidance and templates (e.g., dashboard templates)
- CP AoR competency framework for IM

A specific [page dedicated to HPC resources](#) was created in 2022, and updated regularly with new guidance and tools, to support coordination teams during the HPC process. This includes:

- Recorded webinars and presentations
- Severity, People in Need, and target calculations
- Child protection needs indicators and data sources
- Child protection response framework and guidance notes
- NIAF resources

28 Compiled at: <https://cpaor.net/information-management-resources>.

Recognition by country CP AoRs

“The Global Information Management team is very responsive and available”

Contributors to this report from country CP AoRs – IM staff, Coordinators, and Co-Coordiators – described greatly appreciating support received from the Global CP AoR on IM. They particularly noted the Global IM team’s availability, sometimes scheduling weekly meetings with country CP AoR teams to provide technical support on a specific piece of work.

A wide range of support was described, including: defining indicators, technical guidance on topics such as Multi-Sector Needs Assessments (MSNA) and child protection monitoring, providing examples and linking with other contexts doing the same work, defining strategic direction, and guidance on severity and budget calculations for the HNO/HRP (later, the HNRP). IM training was also noted as being very useful, covering different aspects of information management work, alongside the orientation provided to new staff by the Global CP AoR’s IM team. One of the few gaps noted was a need for more documents to be translated, especially if a document needs to be circulated amongst partners.

IM coordination support - Niger

In 2023, over 800,000 children were in need of child protection assistance in Niger. Looking towards the 2024 HNRP, the Niger CP AoR anticipated that these needs would have grown in number and complexity. To support quality analysis and planning, the Global CP AoR deployed its global IM Specialist to support the Niger coordination team in November 2023.

The mission focused on improving the analysis for the 2024 HNRP, but importantly also focused on improving the quality of response monitoring. The global IM Specialist identified opportunities to harmonise response monitoring between child protection actors, co-developed an IM strategy for the CP AoR to address data gaps and reporting requirements, and collaborated closely with child protection actors in Niger to identify barriers and solutions to data sharing and evidence-based needs analysis.

The IM Specialist also worked with the Education Cluster to support collaboration between child protection and education actors, specifically, providing Data Exchange Protocol examples, and mapping of data collection and analysis tools that could be used for collaborative work.

Capacity strengthening

Evolution of capacity strengthening

Capacity strengthening of coordination at country level was a core focus of the CPWG from its establishment in 2006. Initially, this comprised providing remote support and later developed into the provision of trainings at country level. For a while, these were shared with other UNICEF (co)-led clusters. The approach then shifted back to providing trainings only on child protection coordination – allowing focus on specific issues related to child protection.

This focus on capacity strengthening as a core activity continued within the CP AoR. By 2021, the Global CP AoR was conducting a considerable number of trainings: annual face-to-face coordination trainings, trainings on thematic issues, and offering online

learning modules. However, this lacked a structured approach to understand learning needs and to measure if people were benefiting from participating. A dedicated strategy was then developed to bring together a cohesive and evidence-based approach.

Capacity development has also been a point of internal collaboration among the UNICEF (co)-led clusters and AoR. A Learning Taskforce within UNICEF's Global Cluster Coordination Section (GCCS), meets monthly to discuss upcoming plans and how to work in a harmonised way.

Coordination handbooks and guidance

The first *Child Protection Sub-Cluster Coordinator Handbook* was published in 2009. This set out child protection coordination as an area of expertise, outlining the competencies needed.

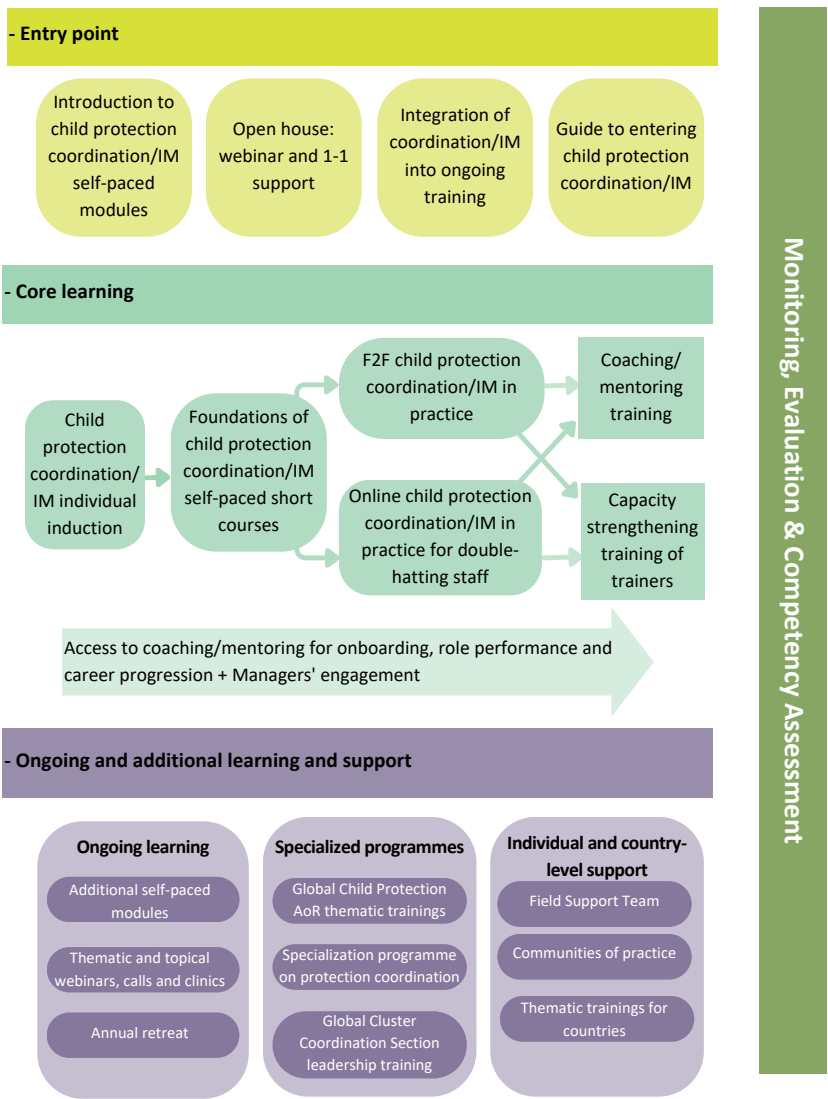
The latest version of the ***Child Protection in Emergencies Coordination Handbook*** was published in 2020 in Arabic, English, and French. Complementing this is a 'Starter Pack' of tools and examples for Coordinators and Information Management team members.²⁹

²⁹ Available at: <https://cpaor.net/resources/child-protection-emergencies-coordination-handbook>.

Development of a strategy

The Global CP AoR hired a consultant to conduct an assessment of CP AoR capacity in 2022.³⁰ This looked at AoR staff positions and career pathways, explored the extent to which Coordinators and IMOs felt their skills met the CP AoR Competency Frameworks for Coordination and Information Management, and looked at the existing capacity building initiatives and materials. Notable findings were a strong preference for mentoring, and the realisation that four out of five people supporting child protection coordination were at sub-national level – mostly UNICEF staff, often double-hatting.

LEARNING AND DEVELOPMENT FRAMEWORK



30 Report and summary at: <https://cpaor.net/operational-support/capacity-development>.

Learning and Development Strategy content

A Learning and Development Strategy was launched in 2023, developed with the support of SDC and USAID's Bureau for Humanitarian Affairs (BHA). It prioritises capacity strengthening support for Coordinators, Co-Coordinators, and IM Officers at national and sub-national level. It also actively supports them to cascade learning, and, for experienced coordination staff, to build capacity in country among coordination group members and government counterparts. In addition, it intends to set out a professional progression for coordination staff.

The strategy has three components:

1. **'Entry point' learning opportunities**, aimed at people who are interested in coordination and IM positions in child protection coordination teams. This includes self-paced online learning modules on coordination basics and one-to-one sessions offering information and advice.
2. **A core learning programme** for Coordinators, Co-Coordinators, and IMOs has four steps:
 - **Individual induction**, conducted by a member of the Global CP AoR team to establish contact with new Coordinators and IM Officers, sharing information and key resources and introducing the support they can get from the Global CP AoR.
 - **Online self-paced modules** on essential coordination knowledge and skills, with new coordination staff advised to do an hour's learning a week over three months, as they settle into their roles. Some modules on coordination, IM, and cross-cutting issues are shared between the UNICEF (co)-led clusters, complemented by child protection-specific modules.
 - **Facilitated face-to-face and remote trainings.** A new training package, mainly for national Coordinators, was developed in 2024 and used for the first time in 2025. An adapted package was also developed for Sub-National Coordination training, that can be delivered either by experienced national Coordinators, or by deployment from the Global CP AoR.
 - **Follow-up including coaching and mentoring**, and encouragement to cascade learning.
 - **Ongoing and additional learning and support**, offering learning on topical and thematic areas, through a combination of self-paced online modules and facilitated courses online and in-person.

Mentoring programme

A mentoring programme for coordination staff was rolled out in 2025, with two parts:

1. **Being mentored.** A Mentoring Programme package was developed, including a Guide for Mentees. The programme is very structured, in six sessions over a set time period.
2. **Teaching people to become mentors.** A Mentoring Skills Training was developed, with five sessions of 1.5 hours each. It is targeted toward national Coordinators, to help develop the skills of sub-national coordination colleagues, or coordination staff in other countries.

It was planned to run the programme twice a year, to build a pool of mentors – with the idea that some mentees would eventually become mentors themselves.

Monitoring and evaluation of learning

The Learning and Development Strategy has its own monitoring and evaluation framework, to ensure that the learning opportunities are suitable for coordination teams' needs and offer sustained benefit.

A tool for evaluating trainings was developed, which all Global CP AoR team members are encouraged to use for any training conducted, to document what

they are doing and to use findings to adjust and adapt content. In addition, monitoring is conducted of the full strategy. The first monitoring and evaluation report in 2024 set out both achievements and recommendations for adjustments.

3,500 practitioners benefited from facilitated capacity strengthening sessions and **more than 4,600 people** accessed self-learning modules through the online learning platform from 2023 to the end of 2025.

Resources³¹

- Global CP AoR Online learning platform
- Learning and Development Strategy 2023-2026
- Learning and Development Monitoring and Evaluation Report 2024
- Online learning channels for CP AoR Coordination and CP AoR IM

31 All available at: <https://cpaor.net/operational-support/capacity-development>.

Topical and thematic trainings, and support to coordination

In addition to coordination training, the Global CP AoR has offered and facilitated capacity development across a range of topics – built into multiple projects implemented by the Global CP AoR, and its partnerships and collaborations.

Other coordination trainings have included:

- **Information Management capacity strengthening.** See: Information Management Support.
- **'Mixed Settings' trainings** in 2021 and 2023 with UNHCR – targeting people working in mixed settings (with refugees, IDPs, and other affected groups), on coordination and IM functions. Bringing together Refugee Coordination Model and AoR Coordinators, one contributor described this as *“critical and successful, and much needed”*.
- **Orientation webinars for UNICEF staff,** introducing humanitarian child protection coordination – aiming to drive understanding and interest to take up coordination roles.

- **Deployment of RRT and Global CP AoR staff,** and of some Help Desk staff, for coordination capacity strengthening at country level – on an as-needed and as-requested basis.
- **Trainings to government entities for preparedness for emergencies.** See: Government leadership.

Examples of topical and technical trainings that the Global CP AoR has delivered, or worked with partners to facilitate, include: **MHPSS** trainings and online webinars; **facilitation of trainings in collaboration with other actors** including the Alliance, e.g., on Child Protection Minimum Standards, and on the 'Working Across Sectors' package; **Child Protection – Education in Emergencies** training on needs assessment and preparedness; **Child Protection and GBV** training for operational actors on coordination and collaboration on responding to child survivors of sexual abuse.



RRT localisation capacity support – South Sudan 2023

The CP AoR and UNICEF's Country Office in South Sudan requested support from the Global CP AoR in 2023, to help strengthen sub-national coordination. The RRT Coordinator deployed. Training materials were contextualised, aiming to introduce competencies and knowledge required for coordination roles, and to develop a peer-to-peer network. Training was delivered for 33 sub-national coordinators covering 12 states (13 from the Ministry of Gender, Child and Social Welfare, 10 NNGO, 6 INGO, 4 UNICEF staff). Discussions in the training were used to develop an action plan for national and sub-national CP AoR coordination teams.

Recognition by country CP AoRs

Coordination training provided by the Global CP AoR was greatly appreciated by country CP AoR staff who contributed to this report. Those newer to their roles described it helping them understand their role better. The more recent e-Learning was helpful in providing a resource base that Coordinators could refer new AoR colleagues to, making on-boarding easier. Coordination teams valued the Global CP AoR's help to develop contextualised materials, such as training for sub-national coordinators, and their help in sometimes delivering the training at country-level. One coordinator from an NNGO described the importance in helping them understand technical terminologies and processes, then being able to fully participate in HNO/HRP development.

Other technical capacity strengthening support was also appreciated, including the Global CP AoR helping to develop country CP AoR localisation plans and strategies, which helped bring more local partners into the coordination groups.

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“The coordinator training was critical. I was provided with all the tools to do [this] at national level.”

“The biggest support we have had was the [coordination] training in Budapest, with other coordinators.”

Using analysis and consultations to inform priorities

In recent years, the Global CP AoR has increasingly analysed data and conducted consultations to inform both its strategic planning and its day-to-day activities and development of resources.

Non-exhaustive examples of this reflective, consultative approach include:

- **Help Desk request tracking** is compiled to identify trends and gaps – used to set the work of the focal points and adapt or develop new resources or trainings for coordination teams or partners.
- The Global CP AoR's **Learning & Development Strategy** for 2023-2026 was informed by an extensive capacity assessment conducted in 2022 through consultations and surveys. Its implementation was then monitored annually, with recommendations made for adjustments.
- For the latest **global strategy**, the Global CP AoR contracted an external consultant to conduct a wide-reaching consultation exercise to review the previous strategy (2020-2024). Findings and recommendations were directly used to develop the 2025-2030 strategy.
- The **ways of working of the Strategic Advisory Group** were adjusted following a consultation in 2022 led by the AoR's Localisation Specialist with national NGO SAG members. This identified, with tracked action points, ways to improve their participation and influence.
- An **annual HPC Review** was conducted from 2018, of all country CP AoRs' HNO/HRPs (later, HNRPs) to target IM support and plan deployments for countries that might need extra support for analysis and planning.

Benefit to UNICEF of CP AoR leadership

Contributors to this report emphasised seeing a significant reputational benefit to UNICEF of its leadership of the CP AoR – both at country and global level. Sitting alongside its role as usually the largest child protection response actor, they noted the benefit to UNICEF's positioning at country level as being seen as the lead agency for the child protection response – positioned as the technical lead for child protection and being seen as responsive to requests from child protection partners. With increased visibility for UNICEF, and being seen as the sector lead by donors, this likely had a positive impact on fundraising.

They also described the AoR's technical work at global level – including its formative work on localisation of coordination, and collaborations on integrated approaches with other sectors – as reflecting positively on UNICEF as lead agency. This included being

perceived as a technical 'go-to' actor for the child protection sector, and a positive reputation for driving forward issues inter-sectorally.

Other contributors described such technical work of the AoR as being of benefit to UNICEF internally. This included the Global CP AoR's work on developing and adapting tools and country AoRs' analysis and situation monitoring – some of which drew on UNICEF tools and involved contributions from UNICEF programme teams – as useful for UNICEF Country Offices who were able to then use the strengthened analysis. Another described the 'Unprotected' reports on child protection funding (a collaboration between the Global CP AoR, the Alliance for Child Protection in Humanitarian Action, UNHCR, and Save the Children) as **"very important and strategic"**, being utilised by UNICEF for advocacy. The Global CP AoR's work on localisation was particularly highlighted as

having benefited UNICEF – contributing toward its Grand Bargain commitments, and, more concretely, through support from the Localisation Specialist in advancing localisation work and strategies at country level.

Several contributors described seeing the CP AoR's capacity strengthening efforts as having benefited UNICEF. This was both for technical issues and on coordination and IM – with AoR staff from UNICEF then moving to other positions internally, bringing their skills with them.

Supporting effective coordination is one of UNICEF's core internal accountabilities.³² Contributors also emphasised the importance of UNICEF's in-country leadership in amplifying CP AoR's work and the overall child protection response. One contributor – describing UNICEF as a *“a strong CLA, with a strong voice and good leverage”* – recounted observing UNICEF utilising this

leadership position differently in different contexts. In some, where UNICEF has ‘backed up’ a CP AoR by investing in coordination roles and in using its leverage to push on child protection issues at higher level including in the Humanitarian Country Team, as successes in drawing attention (and funding) to child protection issues in the response. In others, they described observing the opposite where UNICEF's limited support to a CP AoR decreased attention (and funding) to child protection.

Several contributors at global and country level noted concern that, following the consolidation of the CP AoR into an integrated Protection Cluster, UNICEF's continuation of ‘fighting for space’ for child protection issues at country and global level will become all the more critical.

Benefit at country level of the CP AoR

Benefit to country CP AoRs of Global CP AoR support

The benefit to country CP AoRs from Global CP AoR support is emphasised throughout this document – in guiding, providing resources, and technical backstopping to help country-level coordination of the child protection response be as effective as possible.

The CP AoR country coordination team staff who contributed to this report frequently cited the Global CP AoR's Help Desks (often their main point of contact with the Global CP AoR) and coordination training as being particularly useful to them. However, the most valued support varied by the needs of the country AoR – reflecting the Global CP AoR's flexible support across many workstreams.

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“Support has always been timely, effective, and delivered with care and respect.”

32 United Nations Children's Fund, *Core Commitments for Children in Humanitarian Action*, October 2020.

Other support highlighted as particularly valuable included: quarterly meetings between country AoR coordination teams and Global CP AoR focal points, deployments from the RRT and for IM support, capacity strengthening on technical topics and help with contextualising trainings for the country context, the provision of global guidance and support on topics such as the HNO/HRP (later, HNRP), and advocacy on country issues at global level.

Individualised support provided by the Help Desks and other Global CP AoR team members was greatly appreciated by country coordination teams. The prompt response given to requests for support and information was particularly valued. Coordination staff mentioned the sharing of resources, support in developing contextualised resources and tools, sharing of examples from other countries, and inductions for new staff as particularly helpful – and being able to access all this in different languages.

Benefit to child protection actors of Global CP AoR work

When CP AoR Coordinators contributing to this report were asked if they thought there were any direct benefits to their members of the Global CP AoR's work (in addition to the benefit to coordination structures, in turn benefiting CP AoR members), most mentioned the provision of information and guidance, and capacity strengthening opportunities.³³ One Coordinator described how, when a new guidance note was disseminated by the Global CP AoR, they would organise a briefing for child protection actors to explain the content and encourage its uptake, sometimes inviting the Global CP AoR to present – connecting AoR members to global expertise.

Training opportunities were consistently emphasised as a benefit, often provided by the Global CP AoR through collaborations with child protection actors. [See: Collaborations](#) for examples. These included training

and capacity-strengthening on technical topics such as MHPSS and institutional capacity strengthening (localisation), which were open to AoR members and sometimes to national institutions.

The Global CP AoR's flexible support for core cluster coordination functions – usually targeted toward coordination mechanisms – has also at times benefited partners. In Venezuela, the Global CP AoR IM provided data analysis support to help the completion of the HNO, including to Venezuela CP AoR members who were supporting its analysis work. One local organisation described using the training they received on conducting secondary data analysis in their own programme planning.

Lastly it was noted that the Global CP AoR has helped bring visibility to the work being done by child protection actors at country-level. Two examples were given for this. One, featuring partners' work in the Global CP AoR's Newsletter, giving particularly local and national partners a chance for their work to be seen globally. The other, the benefit to national child protection actors who have worked in collaboration with the Global CP AoR, resulting in their *“Good positioning and reputation! This has been really important for us”*.

Impact of having a dedicated child protection coordination mechanism at country level

Contributors to this report described a number of benefits of having dedicated child protection coordination mechanisms, including: evidence-based analysis to understand the situation of children and ensuring that their needs are visible; advocating for funding for child protection activities; developing specific, contextual technical child protection resources; helping to ensure quality child protection services; and bringing child protection actors together to discuss and coordinate on the child protection response.

³³ Note: Coordinators were asked to reflect on direct interaction between the Global CP AoR and its work and child protection actors, not on the work of the Global CP AoR in supporting country CP AoRs to in turn support partners.

Most CP AoR coordination team contributors highlighted the critical role that child protection coordination plays in ensuring that children are visible in humanitarian analysis and response.³⁴ CP AoRs' provision of analysis that captures children's specific needs, and advocacy on child protection issues and funding needs, were felt to raise the profile of child protection issues, as well as enabling their reflection in key planning documents such as the Humanitarian Response Plan – without which, contributors noted concern that children's specific protection needs may be diluted or lost.

Fundraising for the child protection response was repeatedly emphasised – as a concern that the sector is under-funded, and a success of CP AoRs in advocating for funds. In Yemen, child protection often received the lowest allocation, or no funding, from the Yemen Humanitarian Pooled Fund. By using data analysis demonstrating the extent of child protection needs to support their advocacy, the Yemen CP AoR was able to more consistently secure funding allocation for children. Without a dedicated child protection coordination mechanism, contributors described being concerned that funding for the child protection response may decrease.

Contributors also described how dedicated child protection coordination has helped to improve the quality of the child protection response and the development of contextualised technical child protection resources that partners rely on, such as contextualised case management guidelines



“The ability of the coordinator to source technical assistance [for child protection actors] is really important!”

information sharing standards, and wide rollout of tools like the CPIMS+ system.³⁵

The availability of ad-hoc technical support through a CP AoR for child protection actors was also highlighted – whether from a country coordinator, other CP AoR members, or from the Global CP AoR's staff and its connections to technical experts elsewhere.

This technical facilitation plus the AoRs' core coordination functions were felt to improve both quality and efficiency of the overall child protection response, through: bringing actors together and providing a space to discuss child protection issues and challenges, agreeing on priorities and common approaches, and supporting networking and joint interventions between child protection actors.

34 Following successful advocacy by the Global CP AoR on the inclusion of separate child protection sections in the HPC. See: [Funding Analysis](#).

35 Child Protection Information Management System, an inter-agency system to facilitate case management: <https://www.cpims.org/>.

3. CHILD PROTECTION MONITORING AND ANALYSIS

The early IM work of the CPWG included developing tools collaboratively with global members for use by child protection actors to standardise and professionalise assessment and analysis. This included development and piloting of the *Child Protection Rapid Assessment Toolkit*. Published in 2012, this was the first inter-agency agreed tool for assessment of child protection needs in emergencies.

After 2016, the Global CP AoR's global IM team expanded its work on child protection monitoring and analysis, in addition to continuing IM support (see: [Information Management support](#)). This expansion

reflected both the growing technical capacities within the child protection sector, and professionalisation within the wider cluster coordination and IM spheres – and subsequent demand for more in-depth analysis to inform response.

While the Global CP AoR's work on monitoring and analysis – and support to country CP AoRs on the same – has been extensive, six workstreams are explored here as highlights.

Recognition by country-level CP AoRs

The Global CP AoR's work on child protection monitoring and analysis, and support given to country-level CP AoRs to use or contextualise these tools, were described by all country-level IM staff who contributed to this report as being very useful to them. The work they highlighted as important varied, depending on the specifics of their country context. One described the response monitoring to be the most useful for their AoR team. Another noted that their country-level child protection situation monitoring with its accompanying dashboard – developed with the support of the global IM team – was a highlight of their AoR's work, and always well received by partners and donors to help inform decision-making for the child protection response.

Country involvement in developing global tools was also appreciated: *“The NIAF really streamlined our child protection analysis and it was really helpful. It was easy for me to adapt as I was also involved.”*

Needs Identification and Analysis Framework (NIAF)



Building on earlier work, including the *Child Protection Rapid Needs Assessment* and the *Child Protection Minimum Standards*, from 2018 the Global CP AoR IM team started to focus on the process of analysis. At the time, conducting secondary data reviews to inform child protection response planning was time consuming.

The Global CP AoR developed the **Needs Identification and Analysis Framework for Child Protection** (NIAF)³⁶ in 2020 to guide coordination groups to take a more structured approach to

interpreting data and identifying needs – and to then use these to plan the child protection response.³⁷

The NIAF guides coordination teams to answer: *what information do we need, what information are we missing, and how do we collect this?* It gives them tools to analyse secondary data (e.g., from Multi Sector Needs Assessments (MSNAs), IOM’s Displacement Tracking Matrix (DTM), official administrative data, sector specific assessments, incident reports), to do primary data

36 Developed by the Global CP AoR with the support of USAID-BHA and UNICEF, with contributions from technical experts at global level and child protection coordination groups in 10 countries.

37 See: <https://cpaor.net/initiatives/needs-identification-and-analysis-framework-niaf> The NIAF is for CP AoRs, Child Protection Working Groups, or other child protection coordination bodies.

collection if needed, and to use expert judgement when appropriate.

A list of needs indicators, with potential secondary data sources and primary data collection methods, is included in an annex – based on the *Child Protection Minimum Standards*. These include proxy indicators on

risk, developed for use when direct incident data is likely under-reported.

At global level, the NIAF influenced the development of the Global Protection Cluster's **Protection Analytical Framework** (PAF). At the end of 2025, it was being revised for use within the newly integrated Protection Cluster.

Challenges of complex tools

The NIAF is a complex tool, which has proven useful for some country-level users and overly complicated for others. Its rollout was accompanied by a series of webinars, after which the Global IM team and Help Desks answered questions and requests for support.

Reflecting on the challenge of developing tools for use by teams with differing technical skill levels, a lesson-learned for the Global CP AoR was to also develop more simple approaches.

NIAF Resources³⁸

- NIAF Handbook and annexes including on its use for HNO/HRP development.
- Comic strips in English, French, and Spanish.
- Videos from Iraq, Somalia and South Sudan CP AoRs in Arabic and English.

38 All available at: <https://cpaor.net/initiatives/needs-identification-and-analysis-framework-niaf>.

Use in Mali

The Global CP AoR's IM lead supported the Mali AoR to use the NIAF in early 2025. First, they conducted an initial mapping of all existing data relevant for child protection. Then, agreements were set up for the CP AoR to access this data regularly (from health, food security, protection, and child protection actors), and for some indicators from the NIAF to be added to tools. The Mali CP AoR was then set up to use the NIAF to analyse this available data – to produce information on the child protection situation.

The NIAF as the foundation for other analysis

“Everything is built from the NIAF.”

The indicators developed for the NIAF have since been used by the Global CP AoR as the basis of other tools, creating consistency between them.

Core NIAF indicators used in almost all contexts where it had been rolled out were selected for a simplified list of Child Protection needs indicators (around 27 in total, out of a NIAF list of over 100), for use in MSNAs and HNO analysis for child protection.



Figure 1: NIAF Annex 14C – Severity Population in Need comic strip

Child Protection Situation Monitoring

The Child Protection Situation Monitoring initiative was developed in part as a response to the NIAF being too complex for use by all child protection coordination teams in all situations. Its starting point was a desire to shift away from only focusing on the Humanitarian Programme Cycle (development of HNOs and HRPs) as the one-off point in the year for analysis, to instead having ongoing monitoring of the child protection situation – to inform response planning (and a CP AoR's HNO analysis).

The initiative, funded at global level by SDC, supported country-level child protection coordination groups to

set up contextualised situation monitoring systems. The Global CP AoR IM team developed a simple concept note to guide these. This followed the NIAF structure, with the approach by country to be designed around available data sources and resources and staff available to conduct the analysis.

Situation Monitoring was rolled out in eight countries between 2022 and 2025: Afghanistan, Burkina Faso, Haiti, Mali, Mozambique, Somalia, State of Palestine, and Syria, then several other countries which adopted the approach developed in Somalia.

Burkina Faso – alert system

The first pilot was conducted in Burkina Faso in 2022, where the CP AoR team had identified the need for an **alert system to anticipate risks for children**. A tool was designed for community-level data collection in 14 provinces. Supported by a visit from the Global CP AoR IM Specialist, 34 community focal points were trained, and a taskforce of 12 IM and child protection specialists from CP AoR members formed to support data interpretation and produce quarterly reports.

Mali – combining existing sources

Mali CP AoR's starting point, in 2025, was to identify information needs and **assess existing data sources** of child protection information, including: Protection Monitoring Tool, Food Security Monitoring Tool (ENSAN), Rapid Response Mechanism/post-Rapid Response Mechanism, and the annual MSNA. In discussion with AoR members, a tool was developed to integrate this information and additional inputs, to be compiled into reports.

Somalia – community data collection

In **Somalia**, two tools were developed in 2023: a community-based reporting tool for monitoring child protection outcomes and response gaps, and a child participation tool to capture children's voices and look at key priorities. Initial findings were validated in a workshop with CP AoR members and local authorities. Reports and a **dashboard** were then developed.

This approach was also followed in **Afghanistan**, which launched three tools for data collection at community level, from child protection actors, and through key informant interviews, in 2025.

Use of AI to overcome limited IM capacity

An early experience piloting situation analysis in **Mozambique** in 2022 was challenging due to limited inputs from CP AoR members, and high turnover and limited capacity of CP AoR staff to lead on analysis.

This informed the approach in the **State of Palestine** in 2023, where there was no CP AoR IM capacity available to work on a situation monitoring tool. Instead, the Global CP AoR support their use of open-source AI platform DEEP, designed for humanitarian information managers,³⁹ to conduct a light secondary data review to monitor and document the protection situation of children, and produce internal factsheets.

39 Weber, Daniela 'DEEP: Harnessing AI to transform humanitarian data into actionable insights', 26 November 2024 <https://www.ukhvh.org/news/deep-harnessing-ai-to-transform-humanitarian-data-into-actionable-insights/>.

Centralised platform for data management: utilising AI

In 2024, the Global CP AoR IM team began trying to solve an efficiency problem: how to make extensive data relevant to child protection easily accessible to a range of users, instead of needing to consult individual sources. A consultant was hired to work with the IM team to develop an **online platform to hold consolidated information**, using the NIAF to identify key information sources and structure data.⁴⁰

The initial intention was to use APIs (Application Programming Interfaces) to pull data from different sources. However, the team realised they had over 300 potential data sources – some qualitative. The answer was to also use Artificial Intelligence (AI): Natural Language Processing which uses machine learning to understand and generate text. This opened up the use of qualitative sources, such as OHCHR’s database on legal frameworks.

The platform was built using these two features: APIs pulling data in real-time from quantitative sources, and Natural Language Processing and machine learning to process and summarize large volumes of text. Sources include Humanitarian Programme Cycle data, UNICEF’s Multiple Indicator Cluster Surveys, OHCHR, INFORM, and ACAPS’s protection analysis (based on the PAF, in turn based on the NIAF). Multiple rounds of review of the AI prompts were conducted, to ensure that the information generated from each source was accurate and reliable.

Once finalised, the platform covered 44 countries, enabling users to generate automated country profiles featuring contextual analysis including normative and legal frameworks for child protection, and to generate ready-to-print reports. Generated data is checked weekly by the global IM team, to ensure it remains accuracy, and tags and prompts are adjusted if needed.

The platform was launched in early 2025, and presentations of it sparked interest from other global-level entities, including the Global Protection Cluster, GBV AoR, UNICEF Programmes, and IOM-DTM.



Figure 2: Example information for Afghanistan

40 At: <https://data.cpaor.net/> and <https://cpaor.net/initiatives/enhancing-child-protection-humanitarian-data-management>.

Recognition by country-level CP AoRs

Use of the platform has been lower than anticipated at country level, attributed at least in part to its launch coinciding with the large funding cuts across the humanitarian sector in 2025, and CP AoR coordination teams being subsequently very focused on country-level priorities. However, the ability to see compiled statistics by country was described by country CP AoR contributors to this report as being very useful for their teams. They also appreciated seeing the linkage between their country monthly reports and the Global CP AoR website.

‘Children on the Move’ with IOM-DTM

A collaboration between the Global CP AoR and IOM’s Displacement Tracking Matrix (DTM) was established in 2018 until mid-2025. This aimed to: 1) better integrate child protection in the collection and analysis of DTM data, which is used extensively for inter-agency humanitarian planning; and 2) better understand the needs and risks faced by children on the move (in situations of forced displacement or migration), to inform the child protection response.

The staff member leading the project split their time between the CP AoR and IOM-DTM. The position was initially supported by Standby Partner DRC, and later by IOM. Project achievements included:

- Child protection indicators for integration in DTM data collection tools, defined with UNICEF.⁴¹
- Jointly-produced guidelines for inter-agency sensitive data sharing.⁴²
- A set of tools, for IOM’s DTM teams on integrating child protection indicators and analysis into

tools, and for CP AoR teams on how DTM data can contribute to planning, coordination, and response. E.g., as a ‘snapshot’ before child protection assessments are possible, alerts for case management, and triangulation for accountability to affected populations efforts.

- Guidance for CP AoRs on using DTM data to inform planning and response.⁴³
- Guidance on using proxy indicators on child protection risk, produced with IDMC.⁴⁴
- Mainstreaming child protection into DTM’s Operating Standards.
- Contribution to the Global CP AoR’s NIAF development and country support.
- Content for training modules on IM and child protection, and delivery of training.

41 Within IOM-DTM’s Field Companion Excel, for use in country by DTM teams and partners.

42 IOM, ‘Guideline for DTM Coordinators: Identifying Sensitive Data and Inter-Organizational Data Sharing Pathways’.

43 Child Protection AoR, UNICEF, and IOM, CP AoR Guidance, February 2019.

44 IOM, UNICEF, IDMC, Bridging Information Gaps for Child Protection Needs Analysis in Emergencies, 2023.

Inter-Agency Data and Analysis Help Desk

The focal point for the collaboration ran a Help Desk between 2019 and early 2025, set up after starting to receive requests from people interested to use DTM data on child protection, making the process of answering these and providing analysis support more efficient. It eventually covered other data topics relating to child protection as well as the DTM collaboration. The Help Desk not only supported country CP AoRs, but also universities, UN agencies, NGOs, and other groups to advance their analysis work. It received 385 support requests from 14 humanitarian agencies and thematic groups and four universities, and provided support to 42 countries, six regions, and several UN agency and NGO headquarters.⁴⁵

45 For examples of support provided, see: IOM, UNICEF, Global Child Protection AoR, Global Education Cluster, 'Displacement Tracking Matrix (DTM) for Children on the Move: Project Summary', January 2023 <https://cpaor.net/sites/default/files/2023-01/DTM%20for%20Children%20on%20the%20Move%20Project%20Accomplishments%20Jan%202023.pdf>.

Funding analysis

From 2020, the Global CP AoR IM team started to work on analysis of child protection funding – helped by a new secondment from Street Child to the global IM team, increasing their capacity to conduct more analytical work in addition to supporting IM for country CP AoRs.

It was only in 2020 that child protection data was tagged separately in Humanitarian Programme Cycle (HPC) data – meaning that prior to then, it had not been possible to track child protection funding from HPC platforms. The adjustment in 2020, made official as of 2021, was the result of substantial advocacy from the Global CP AoR Coordinator and IM lead at global level (along with other AoRs).

To conduct analysis, the global IM team pulled information on from OCHA's Financial Tracking Service (FTS). They developed a methodology to process FTS data – often not straightforward – then verified the information with country CP AoRs.



An [online dashboard](#) was built to show child protection funding requirements and gaps, and funding flows by country, donor, and recipient organisation – aggregated at global level, and filterable by each response.

Extracts were made available back to country CP AoRs, supporting their gap analysis and advocacy.

A **funding analysis summary** – including data from the dashboard and qualitative inputs – was produced by the Global CP AoR on a quarterly/six-month basis from 2020 onwards.⁴⁶ This was used for global-level advocacy and formed a main input to the 'Unprotected' reports. See: [Funding Advocacy](#).

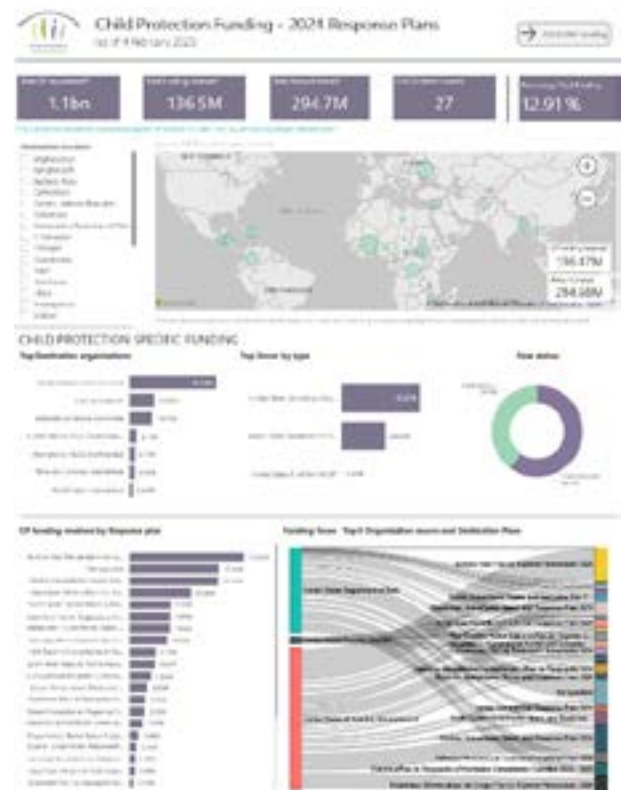


Figure 3: Global CP AoR funding dashboard for 2024

Response Monitoring Framework

The tools used by child protection coordination teams for core cluster IM functions – including for monitoring the child protection response – have been gradually built up since the first 3Ws were introduced. The Global CP AoR IM team moved from supporting country AoRs to develop and roll out tools, to providing guidance for a more holistic understanding of the child protection response and gaps.

In 2024, partly in response to OCHA starting to work on a standardised inter-cluster monitoring system, the Global CP AoR IM team developed a new **Response Monitoring Framework**. This aimed for more standardisation for child protection monitoring across countries, and for alignment (and avoidance of

duplication) with approaches used or being developed by other AoRs and the Protection Cluster. It also was intended to make reporting more efficient for country AoRs by ensuring consistency with UNICEF's Programme Monitoring Framework (being usually the largest humanitarian child protection actor).

Launched in March 2025, it provides technical guidance to coordination teams on: aligning indicators used in child protection programming with global standards, methodologies for data collection to ensure accurate reporting, conducting analysis, use of data for advocacy, and aligning reporting with 5Ws to build a consolidated picture of child protection interventions across CP AoR members.

46 For example: <https://cpaor.net/resources/child-protection-humanitarian-action-mid-year-funding-analysis-2025>.

4. POLICY, ADVOCACY, AND PARTNERSHIPS

4.1 COLLABORATIONS

Education in Emergencies

The Global CP AoR has collaborated closely with the Global Education Cluster over multiple years on various initiatives related to children's needs in emergencies. Two are highlighted here: the *Child Protection and Education in Emergencies Collaboration Framework*, and a project on strengthening child protection and education in emergencies (CP-EiE) assessment and preparedness.

Other collaborations have included the development of resources on localisation, particularly on institutional capacity strengthening,⁴⁷ and joint resources for operational actors. During COVID-19 this included a *Tip-sheet on CP-EiE collaboration* and guidance for practitioners on safe school re-opening.⁴⁸

CP-EiE Collaboration Framework⁴⁹

The Framework, launched in 2020, is designed to encourage country CP AoRs and Education Clusters to strengthen joint planning, coordination, and response. It was developed with the input of technical experts

from INGOs and UNICEF, and consultations with coordination teams in 14 countries.

Structured around the Humanitarian Programme Cycle, it explains practical objectives of collaboration, sets out suggested actions for coordination teams to take, and provides country examples, for:

1. Needs Assessment, Identification and Analysis
2. Strategic Response Planning
3. Resource Mobilisation
4. Joint Implementation, Monitoring and Evaluation

A package of resources accompanies the Framework, including:

- Thematic papers on programmatic areas of frequent collaboration, including violence against children,

47 Including: Global CP AoR & Global Education Cluster, Framework for Strengthening the Institutional Capacity of National and Local Actors, 2022 and Global CP AoR & Global Education Cluster, Localisation Quality Checklist for HNOs and HRP, 2021. Plus, resources developed with the other UNICEF-led clusters. See: [Localisation](#).

48 Including Safe Back to School: A Practitioner's Guide, 2020. All in multiple languages. See: <https://cpaor.net/resources/cp-eie-collaboration-during-covid-19>.

49 See: <https://cpaor.net/initiatives/child-protection-and-education-emergencies-cp-eie> At the time of writing, the Global Education Cluster was leading a revision to update the Framework and make it more gender-sensitive and GBV-informed.

MHPSS, and responsibilities in Child Friendly Spaces and Temporary Learning Spaces.

- Tipsheets for HNO-HRP development.
- Country resources as examples of collaborations.

Since 2020, the Global CP AoR and Global Education Cluster have encouraged country-level coordination teams to implement it, with the Global Education Cluster's CP-EiE Coordination Specialist, from Save the Children, providing remote and in-country support. Rollout has sometimes been challenging, with teams facing multiple competing priorities, and the nature of the Framework has meant it has been difficult to track its implementation and measure its success. Some implementation examples include joint needs assessment in Burkina Faso, joint resource mobilisation in the Central African Republic, and joint strategic and response planning in Chad.⁵⁰

Strengthening CP-EiE assessment and preparedness

This project, funded by USAID-BHA between 2021 and 2023, was part of the Collaboration Framework implementation. It aimed to strengthen needs assessment, analysis, and preparedness for clusters/ AoRs and education and child protection operational actors, particularly local and national actors. It was started after COVID-19 caused loss of learning and heightened protection concerns, recognising that there had been limited tools and resources to inform response, and included:

- Remote training on needs assessment and preparedness to operational actors.
- Support to six countries to develop and conduct Joint Education Needs Assessments with child protection integration.
- Development of a global EiE-CP analytical framework, to be used for needs assessment.
- Mapping of lessons-learned from preparedness initiatives of CP AoRs and Education Clusters, development of training resources and a toolkit, and support to six countries for preparedness.

Remote and in-person support was given in Burkina Faso, Central African Republic, Colombia, Libya, Myanmar, Niger, the Pacific Islands, State of Palestine, Syria (cross-border and North-East), and Venezuela.

⁵⁰ Shared by CP AoR & Education Clusters in a regional webinar. Global CP AoR, 'Newsletter October 2022', 2022.

Gender-Based Violence

The Child Protection AoR and Gender-Based Violence (GBV) AoR have had a close collaborative relationship for years, at global and country level. This has involved both formal and informal collaborations, helped by having similar structures and ways of working, including sitting on each other's global Strategic Advisory Group.⁵¹ Contributors to this report from the GBV AoR described appreciating the way that the CP AoR has driven various agendas over the years, particularly on localisation, development of sectoral Minimum Standards, and collaboration with other sectors.

The biggest formal collaboration between the two AoRs was the **Child and Adolescent Survivor Initiative (CASI)** between 2018 and 2022, supported by the International Rescue Committee (IRC) and NORCAP expert deployments, and by SDC. This aimed to improve quality of, and access to, services for child and adolescent survivors of sexual abuse in emergencies – through support to country-level child protection and GBV coordination groups and service providers.

NORCAP seconded two experts, one to the CP AoR and the other to the GBV AoR, and IRC coordinated a **Child Protection and GBV Community of Practice**, to improve collaboration between child protection and GBV actors on the topic. The NORCAP deployees undertook research, engaging with young people and highlighting the realities of the challenges they were facing in accessing services. Tailored support was provided at country level through child protection and GBV coordination groups, for child protection

and GBV actors to work together to support survivors. This was conducted through online workshops and deployments, following requests for support. Examples in 2019 included development of contextualised training materials for child protection and GBV actors in Niger and Sudan; deployment of one of the CASI Coordinators to Niger to facilitate workshops to discuss better collaboration in responding to child survivors; and deployment to Iraq to support development of contextualised guidance on case management coordination.

The CASI also helped bring the voices of children and youth into global discussions – particularly valued by the GBV AoR, *“where younger people’s voices have been shared to a wider, bigger community”*.

Resources developed during the CASI project included:⁵²

- Guidelines for Caring for Child Survivors of Sexual Abuse for service providers
- Training materials
- Caseworker supervision and monitoring tools
- Case management forms
- Country examples of child protection and GBV coordination and capacity development

⁵² Available at: <https://gbvresponders.org/response/caring-child-survivors/>.

⁵¹ The similar structures are partly a consequence of UNICEF being the lead agency for the CP AoR and co-lead agency with UNFPA of the GBV AoR until 2016. The Global GBV AoR's SAG was called the GBV AoR Core Members.

A **Tips for CP and GBV Coordination and Collaboration**⁵³ document was developed in 2020, for use during and after COVID-19. Country-level AoRs were supported to document and share lessons learned in the CASI implementation adaptations in the COVID-19 context, for use by other coordination groups.

Following this, a **GBV and CP Field Cooperation Framework**⁵⁴ was launched in December 2021, to further strengthen collaboration between CP and GBV AoRs at country level. It provides practical suggestions for how to collaboratively address service provision gaps and promote complementarity in the response to shared priority populations of concern, and has been received positively in countries where it has been rolled out.

Food Security

The start of the collaboration

Collaboration of the Global CP AoR with actors in the food security sector started around 2018 – recognising **food insecurity as a driver of child protection risks**. The Global CP AoR, Plan International (an INGO working in both the child protection and food security sectors), the Global Food Security Cluster, WFP, and FAO have since had multiple workstreams at both global and country level.

The start of the work was in bringing together global conversations and country-level experience. In the Central African Republic, WFP asked Plan International to collaborate on work to assess the extent that food insecurity was affecting the wellbeing of children and adolescents. Also in 2018, the Global CP AoR and WFP conducted an analysis of how food insecurity can give rise to child labour, looking at countries including Mali, South Sudan, and Syria. As well as informing decision-making for child protection services, the analysis was used to help inform country-level HNO/HRP development. An inter-agency push for Centrality of Protection implementation also helped drive interest in collaboration.

This sparked further discussions at global level between the actors on the intersection between food insecurity and child protection. It included work of the



“The key child protection risk drivers are sitting in food insecurity, livelihoods, access to education. We must collaborate with others!”

CP AoR and Food Security Cluster on **data analysis to identify child protection risks**, recognising that the interlinkages are reflected in data trends: e.g., increases in child recruitment as food security deteriorates, and food insecurity trends being reflected with a time-lag in MRM⁵⁵ and child marriage data. There was also an interest in how food security actors, through their presence in communities, could work on child protection issues.

53 Global CP AoR, Global GBV AoR, IRC, NORCAP, *Tips for CP / GBV Coordination and Collaboration: Responding to child and adolescent survivors of GBV including sexual violence during COVID-19 and beyond*, October 2020. <https://cpaor.net/resources/tips-cp-gbv-coordination-and-collaboration>.

54 Global CP AoR, Global GBV AoR, *Gender-Based Violence and Child Protection Field Cooperation Framework*, 2021 <https://cpaor.net/resources/gender-based-violence-and-child-protection-field-cooperation-framework>.

55 Monitoring and reporting mechanism on grave violations against children in situations of armed conflict.

A **global Reference Group** was established in 2019 on Food Security and Child Protection Collaboration, composed of the Global CP AoR, Global Food Security Cluster, WFP, UNICEF, Plan International, Save the Children International, and War Child. This was set up to work on documenting good practices in programming and joint assessment and analysis, and development of tools and materials for both mainstreaming and integration.

Timeline and key resources

- 2018 Short argument for Food Security and Child Protection integrated analysis, Global CP AoR.
- 2019 Reference Group established on food security and child protection collaboration.
- 2019 Note on Food Insecurity as a Driver of Child Protection Issues, Global CP AoR.
- 2019 Mali Case Study on Understanding Child Protection and Food Security linkages, Global CP AoR and WFP.
- 2022 Projects on child protection and food security integration start, between the Global CP AoR, Global Food Security Cluster, and Plan International, running until 2026.
- 2022 Evidence Review of the Linkages between Protection and Food Security in Humanitarian Settings, Plan International and Global CP AoR.
- 2025 Side event hosted in the Committee on World Food Security 53, on Best Practices in Integrating Child Protection & Food Security.
- 2025 Toolbox on Integrated CP and Food Security Programming in Humanitarian Action, Global CP AoR, Global Food Security Cluster, Plan International.

Mali – using food security assessments to inform the child protection response⁵⁶

In Mali, WFP's Vulnerability Analysis and Mapping team (VAM) conducted a twice-yearly food security and nutrition assessment. In 2018, the VAM team worked with the CP AoR and its members to adjust their questionnaire to capture child protection concerns and assess their linkages with household food security. Indicators included presence of orphans in the household, child marriage, child labour, consumption patterns, and the involvement of children in negative coping mechanisms. The survey of nearly 10,000 households provided information for the overall protection picture, and for targeting of the child protection response.

56 CP AoR and WFP, Understanding Child Protection and Food Security linkages: Mali Case Study, 2019.

Child protection and food security integration initiative 2022-2025

In 2022, the first of two projects on child protection and food security integration was launched – a collaboration between the Global CP AoR, Global Food Security Cluster, and Plan International. Initially funded by USAID's BHA and then by the German Federal Foreign Office (GFFO), they ran until 2025. The work had two complementary components at global and country level, aiming to strengthen collaboration between child protection and food security actors. Key work and achievements include:

- An **Evidence Review on the linkages between child protection and food security** in humanitarian settings was conducted in 2022. Its findings outline concretely how children's protection is affected by food insecurity.⁵⁷
- Development of a **Toolbox on Integrated Child Protection and Food Security Programming in Humanitarian Action**, launched in 2025. This is a collection of practical tools for child protection and food security actors, to help them plan, implement, and evaluate integrated programming. It was developed through a collaborative approach with child protection actors and country CP AoRs, with two global workshops held in English, an online consultation in French, and workshops in Bangladesh, Central African Republic, Nigeria, and South Sudan.⁵⁸
- **Country-level support** was conducted throughout the two projects. Examples of this include the

deployment of a Child Protection in Emergencies Specialist for Food Security to the Central African Republic, North-East Nigeria, and South Sudan to help contextualise and develop tools to integrate child protection and food security programming. In the Central African Republic, this included a joint workshop of 27 organisations, and the development of an action plan to strengthen collaboration between the two sectors. In South Sudan, the project supported an inter-agency advocacy event in 2023, co-hosted by the country CP AoR and Food Security Cluster with participation of government, donor, UN agency, INGO, and L/ NNGO representatives, on building commitment to mitigate the impact of food insecurity on children's protection. The work also supported country CP AoR and Food Security Clusters to organise trainings and develop procedures and targeting approaches based on their contexts.

Global events

Several contributors to the report noted that attending and co-hosting global events had been turning points in building mutual understanding of each other's technical work, and in generating buy-in to the concept of an integrated child protection and food security approach. This included the Global CP AoR attending the Global Food Security Cluster's annual meeting in 2019 – one of the first times protection had space in a food security partner meeting at global level. In 2019, a similar presentation of the child protection-food security collaboration was made in the Global Protection Cluster meeting.

57 Key findings: (i) food insecurity is linked with poor mental health and psychosocial distress of children and caregivers and this triggers various forms of violence against children; (ii) when children and families do not have enough to eat or money to buy food, they may resort to extreme coping mechanisms; (iii) children are exposed to various child protection risks while producing, searching for, or preparing food and (iv) interventions to address food insecurity can also expose children to various risks. Global CP AoR and Plan International, *Evidence Review of the Linkages between Protection and Food Security in Humanitarian Settings*, 2020 <https://cpaor.net/initiatives/integrating-child-protection-and-food-security-humanitarian-action>.

58 See: <https://cpaor.net/resources/toolbox-integrated-child-protection-and-food-security-programming-humanitarian-action>.

More recently in 2025, Plan International, World Vision, FAO, WFP, the Global CP AoR, and Global Food Security Cluster co-hosted a side event in the Committee on World Food Security's 53rd Plenary Session – an international and intergovernmental platform on food security and nutrition. This side event showcased best practices from the child protection and food security collaborative work.⁵⁹

Benefits of collaboration

The collaborations between child protection and food security actors were very highly regarded by the contributors who had been involved, even where working with two quite different coordination groups was described as having been challenging at times. Several noted an (ongoing) learning curve of child protection and food security practitioners becoming familiar with each other's technical areas, ways of working, and points of intersection between sectors.

Contributors also highlighted the importance of continuing this collaboration beyond 2025.

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“It's important for us as food security practitioners that we are knowledgeable about child protection. And that child protection technical colleagues can see all the entry-points in food security.

These are very wide and have a lot of impact on protection! From simple food assistance delivery to more medium-term work on livelihoods which relate to social issues, job access, and family livelihoods.”

59 See: <https://www.fao.org/cfs/cfs-governance/cfs53/side-events/en/> on 24 October 2025.

Mental Health and Psychosocial Support (MHPSS)

In the early years of the Global CP AoR, from 2016, the Help Desk was receiving requests from country-level child protection actors and coordination teams on MHPSS and child protection. The main technical body, the IASC MHPSS Reference Group, did not always have capacity to answer requests, and deployable support was not available from UNICEF at the time. Following the Global Education Cluster who had included an MHPSS specialist in their team, the Global CP AoR set up an MHPSS partnership with Save the Children.

Between 2019 and 2025, Save the Children seconded an MHPSS Specialist to the Global CP AoR. The role had two focuses: global strategy to strengthen MHPSS within child protection and child protection coordination, and country-level support, deploying on request to provide capacity strengthening.

Country-level capacity strengthening support on MHPSS was provided.⁶⁰ Typically, this started with a capacity assessment facilitated through a participatory workshop with CP AoR members and other stakeholders, including education actors, to identify gaps and priorities in their capacities to deliver MHPSS services for children and families. Following this, child

protection actors contributed to a capacity development plan based on the identified priority areas. Training was often provided for local partners on inter-sectoral coordination aspects of MHPSS elements of child protection and quality service delivery.

On occasion, support was also provided to develop a national MHPSS strategy, where an MHPSS Technical Working Group was not functional. The MHPSS Specialist also worked with national actors and national health system actors to support the contextualisation of MHPSS services and contextually appropriate models for children in distress.

A 'Guide on working with other sectors to enhance outcomes of MHPSS elements of child protection'

was produced, along with an assessment and case studies for child protection actors seeking to improve MHPSS care.⁶¹ At regional level, the MHPSS Specialist, partners, and the UNICEF Latin America and Caribbean Regional Office and Venezuela office developed an **MHPSS online training** as an orientation for frontline workers delivering community-based MHPSS.

IOM-DTM

In 2017, UNICEF and IOM jointly launched the *Displacement Tracking Matrix (DTM) for Children on the Move* project, which aimed to improve the evidence-base of needs and risks faced by children in situations of forced displacement or migration to facilitate timely and informed child protection and education humanitarian response. This included Interagency Data and Analysis Helpdesk, which became part of the

collaboration between IOM and the Global CP AoR from 2019, to support country-level AoRs on child protection integration in the DTM as well as analysis.

The collaboration, driven by the Global CP AoR, included a dedicated staff member to lead the work, sitting fifty per cent with the Global CP AoR and fifty per cent with IOM-DTM. The position was initially deployed by

⁶⁰ Burkina Faso, Honduras, Colombia, State of Palestine (Gaza and the West Bank), Ethiopia, Bangladesh, North-West Syria.

⁶¹ Global CP AoR, Working with other sectors to enhance outcomes of MHPSS elements of child protection: An introductory guide for child protection practitioners, 2022 <https://cpaor.net/initiatives/mental-health-and-psychosocial-support-mhpss> and Assessment Report, 2023 <https://cpaor.net/resources/assessment-options-humanitarian-child-protection-actors-assist-children-and-adolescents>.

Standby Partner DRC and was later contracted by IOM. Having someone placed half in one organisation and half in the other (and having an email address for both) was described by a contributor to this report to bring great benefits: helping to erase boundaries and build trust and thereby strengthening the collaboration.

The work has helped to improve the availability, quality, and analysis of data related to the needs and risks faced by children on the move – strengthening the evidence-base for decision-making. See 'Children on the Move' with IOM-DTM.

The Alliance for Child Protection in Humanitarian Action

Following the split of the CPWG in 2016 into the Global CP AoR and the Alliance for Child Protection in Humanitarian Action, the AoR and the newly-formed Alliance had to find new ways of collaborating over work that had previously been all conducted within the CPWG. Finding the balance and boundaries between the two bodies was initially challenging, as the technical work on child protection programming of the Alliance and the AoR's role in supporting quality response as part of its cluster functions intersected.⁶² However, eventual formal and informal collaborations proved fruitful.

Contributors to this report highlighted the following areas of collaboration as particularly successful.

- **CP AoR Help Desks connecting country-level responses to the Alliance's technical expertise.** This was highlighted as a major benefit to both bodies – and, importantly, to the support provided to operational child protection actors. The Global CP AoR's Help Desks give coordination and technical support to country CP AoR coordination teams and to child protection actors – with the Alliance through its Working Groups and Task Forces providing technical expertise when needed. In turn, Help Desk focal points sit in these Alliance groups, providing a bridge to country-level responses.

- **Joint advocacy** was one of the areas of initial teething problems in the split of responsibilities, but contributors noted this as having been overcome following clear agreement between the Global CP AoR and the Alliance (and UNHCR) on who would lead which pieces of work, and how collaboration would function. Joint efforts have included funding of child protection including the drafting of the '*Unprotected*' reports and donor engagement, and joint advocacy events on country situations. See: [Joint advocacy with the Alliance and UNHCR.](#)
- Establishment of the **online Community of Practice** for child protection in humanitarian action actors to communicate. Set up in 2021, as of 2025 it had over 3,000 members.⁶³

⁶² IASC, Reference Module for Cluster Coordination at Country Level, 2015.

⁶³ Hosted on <https://www.changemakersforchildren.community/landing-page/child-protection-humanitarian-action> Moderated and supported by the Alliance, CP AoR Global Help Desk, and a staff member from Save the Children

Collaborations on specific pieces of work have included:

- **Establishing a common approach in the child protection community on inter-agency issues**, such as on the Simplification of the Protection Cluster.⁶⁴
- The **Working Across Sectors Package**, an initiative led by the Alliance, developing tools and resources to promote collaboration between child protection and other sectoral actors, with the Global CP AoR contributing to its development and supporting its country-level piloting.⁶⁵
- **Promoting the Child Protection Minimum Standards** produced by the Alliance, with country

CP AoRs playing a key role in facilitating rollout to child protection actors and integration into response monitoring, and providing feedback on how the standards are being used.

One contributor described the complementarity between the two groups: *“One has great technical capacity. The other is great at developing highly equipped people on the ground, making child protection interventions very relevant and visible”*. They noted the importance of maintaining access for country child protection actors to global technical expertise once the integrated Protection Cluster was rolled out in 2026.



64 A recommendation of the Independent Review of the Implementation of the IASC Protection Policy, 2022 and implemented by UNHCR and InterAction.

65 See: <https://alliancecpha.org/en/workingtogether>.

4.2 Partnerships: an inter-agency CP AoR

Global partnerships

Since its start as the Child Protection Working Group, the global child protection coordination structure has consistently benefited from partner organisations contributing technical expertise, time, staffing, and resources – creating an inter-agency Global Child Protection AoR team.

The expansion of the CPWG's team and the first set up of a Rapid Response Team (in addition to the first UNICEF coordination staff) was supported by Standby Partners NORCAP, SDC, and DRC, plus Save the Children. These organisations have since provided consistent support to the Global CP AoR, for both core staff and specific initiatives. Since then, the Global CP AoR has expanded its partnerships – with INGOs, NNGOs, other UN agencies, and learning institutions.

Contributors to this report from different organisations described seeing immense value in these partnerships. The efforts of partner organisations were described as not only increasing the capacity of the global child protection coordination mechanism to support country CP AoRs – and therefore to the child protection response – but also in moving forward technical work within the child protection sector (also often benefiting other clusters). They also reciprocally benefited the partner organisations through their presence in global-level coordination and global discussions.

A non-exhaustive list of partnerships includes:

Standby Partners:

- **Danish Refugee Council** – secondment to the RRT.
- **NORCAP** – long-term support including secondment to the RRT and of a Localisation Specialist.

- **Swiss Agency for Development and Cooperation (SDC)** – secondment of a Deputy Coordinator for the Global CP AoR and before that the CPWG.
- **Swedish Civil Contingencies Agency (MSB)** – secondment of IM capacity to the Global CP AoR.

Other partnerships and secondments for core coordination functions and technical work with:

- **Asociación Cristiana Menonita para la Justicia, Paz y Acción Noviolenta (Justapaz)** – hosting the Spanish Help Desk, in Colombia.
- **Corporación Infancia y Desarrollo** – hosting the Spanish Help Desk, in Colombia.
- **CPC Learning Network** – supporting the Help Desks.
- **iMMAP** – supporting the Global CP AoR's IM team.
- **Plan Sweden** – projects on Child Protection and Food Security ([see Collaborations: Food Security](#)), and on increasing child participation and accountability to children.
- **Save the Children** – long-term partnership including supporting the Global Help Desk and hosting the French Help Desk, localisation work ([see: Localisation](#)), partnership on MHPSS ([see Collaborations: MHPSS](#)), and collaboration on IM for Case Management alongside the Alliance.
- **Street Child** – secondment supporting analysis work for the Global CP AoR IM team and partnership on localisation support to L/NNGOs.

- **War Child** – hosting a Localisation Specialist for the MENA region.
- **World Vision International** – providing technical support to child protection groups on prevention of violence against children and risk mitigation.
- Other previous partnerships hosting Regional Help Desks with **Himaya** (Lebanon), **Community and Family Services International** (Philippines), and **Institut Bioforce** (Senegal).

The Global CP AoR's donor base has also been diverse – supporting both core work and specific initiatives. Those providing consistent support include the Swiss Agency for Development and Cooperation (SDC) which has provided ongoing support through funding and staff secondments since the early days of the CPWG, and USAID's Bureau for Humanitarian Assistance (USAID-BHA). The early expansion of the CPWG's work (see: 1. History) was facilitated by funding from the Canadian government.

Inter-agency partnerships facilitating further inter-agency collaboration: French Help Desks

The CP AoR's decentralised Help Desks evolved to support regional learning, proactively identifying and providing support where needed. The French Help Desk identified a need for case management coordination strengthening for several CP AoRs in West and Central Africa. The host organisation for the Help Desk, Save the Children, led on development of the training and worked with the Help Desk on the organisation and delivery of a three-month regional learning programme on case management. The training was delivered by an inter-agency team, with seven organisations contributing to the modules and co-facilitating the sessions.

This example highlights the inter-agency way in which the CP AoR operated, with the child protection community coming together to help address a gap. All organisations had staff that needed support, none of which could have delivered the full programme on their own. Organisations volunteered to help develop and deliver training, staff from all organisations benefited, and case management systems were strengthened.

Country-level co-ordination

This inter-agency effort – and UNICEF investment as lead agency for child protection – is also reflected in the organisations providing support to country CP AoR coordination teams, both at national and sub-national level, and in coordination and information management positions.

During the early introduction of Child Protection AoRs/ Sub-Clusters in the newly-formed IASC coordination system, some global CPWG members (INGOs, at the time) stepped in at country level to help set up and coordinate child protection coordination bodies. In

subsequent years, co-ordination arrangements have been formalised, and since 2016 – in line with the Global CP AoR's localisation efforts and wider Grand Bargain commitments – expanded to include national NGOs and increased government co-leadership.

This diversification of leadership has brought a valued diversity of perspectives and contributions into both country- and global-level coordination of the child protection response.

UNICEF investment in global coordination

As lead agency for the child protection area of responsibility, UNICEF has invested in global-level child protection coordination since the establishment of the CPWG in 2007. Initially funding one Coordinator for the CPWG, UNICEF has sustained its commitment to, and expanded, the Global CP AoR's resourcing and staffing.

Some core funds for the Global CP AoR are provided by UNICEF's Office of Emergency Programmes, complemented by the AoR being given autonomy for its own fundraising. This combined approach was credited by contributors to have facilitated both stability for the Global CP AoR team to deliver on core functions, and allowing it to innovate and respond to demands within the sector – some efforts on which are detailed in this report. The joint internal visibility of the four UNICEF (co)-led clusters and AoR was noted as helpful for sustaining investment in all,66 particularly once the Global Cluster Coordination Unit (later, Section) was established.

The creation of the Global Cluster Coordination Section within UNICEF has helped the CP AoR as well as the other UNICEF-led clusters in prioritising coordination, and in securing internal headquarters funding for coordination in country offices.⁶⁷ The increase in CP AoR country-level coordination positions between 2022 and 2024 has been attributed to this internal recognition and prioritisation.

“We wouldn't be able to work without the core team [in the Global CP AoR], supporting the work of the Coordinators [at country level].”

⁶⁶ Five until 2016, when UNICEF stepped down from co-leading the Global GBV AoR.

⁶⁷ This was a recommendation of UNICEF's Evaluations of the UNICEF role as cluster lead /co-lead agency (CLARE I, 2013, and CLARE II, 2022, reports). UNICEF's Global Humanitarian Thematic Fund, disbursed at the discretion of its Office of Emergency Programmes (EMOPS) leadership, has been utilised for coordination resourcing – with the Global CP AoR team agreeing with UNICEF Country Offices to use the funds for coordination, if it is secured.

4.3 Advocacy

Global CP AoR advocacy and support to country CP AoRs

Evolving advocacy approaches

Early advocacy from the CPWG focused on ‘making the case’ for child protection: communicating about child protection in humanitarian crises and establishing it to be understood as a necessary technical sector within humanitarian response. This focused initially on risks to children, and later the impact of the child protection response and on fundraising – a continued theme for the Global CP AoR.

The Global CP AoR has provided varied support to country CP AoRs’ advocacy, such as practical help developing advocacy briefs. This has been complemented by support in-country through staff deployments, sometimes jointly with the Global Protection Cluster and other AoRs, with conversations with donors and Humanitarian Country Teams aiming to reinforce the positioning of child protection in a response and draw attention to child protection risks and gaps.

The Global CP AoR has also facilitated country-focused advocacy at the global level – setting up advocacy calls and donor briefings, and collaborating on these with other actors including the Alliance, UNHCR, Global Protection Cluster, and other AoRs. Some of the Global CP AoR’s advocacy work has been issue-focused – particularly in pushing for momentum on localisation work at global level and the linkages between child protection and food security.

One contributor with an operational child protection role discussed their perception of the importance of the Global CP AoR’s role in creating consensus on priorities within the sector, establishing common positions between organisations, and maintaining collective presence on fundraising. They also described using information from the Global CP AoR to help mobilise their own organisation’s response, to make sure that countries with high child protection risks were internally prioritised.

Child protection analysis in inter-cluster processes

One longstanding, and successful, advocacy effort of the Global CP AoR was on the separation of child protection data in Humanitarian Programme Cycle (HPC) tools (along with the other AoRs), from that of Protection Clusters. From 2020 child protection data was tagged separately in OCHA’s Financial Tracking System, as well as having dedicated narrative space in documents and with specific child protection indicators included in HPC assessment and analysis tools (MSNAs and JIAF).

Several contributors to this report described how useful this has been for them – increasing visibility of child protection issues, and using HNO/HRP (later, HNRP) analysis to understand child protection risks and fundraise. They noted concern about losing this in future HNRP processes, if all protection data is again combined for integrated Protection Clusters.

CHILD PROTECTION POSITIONING IN HNRPS 2018—1025

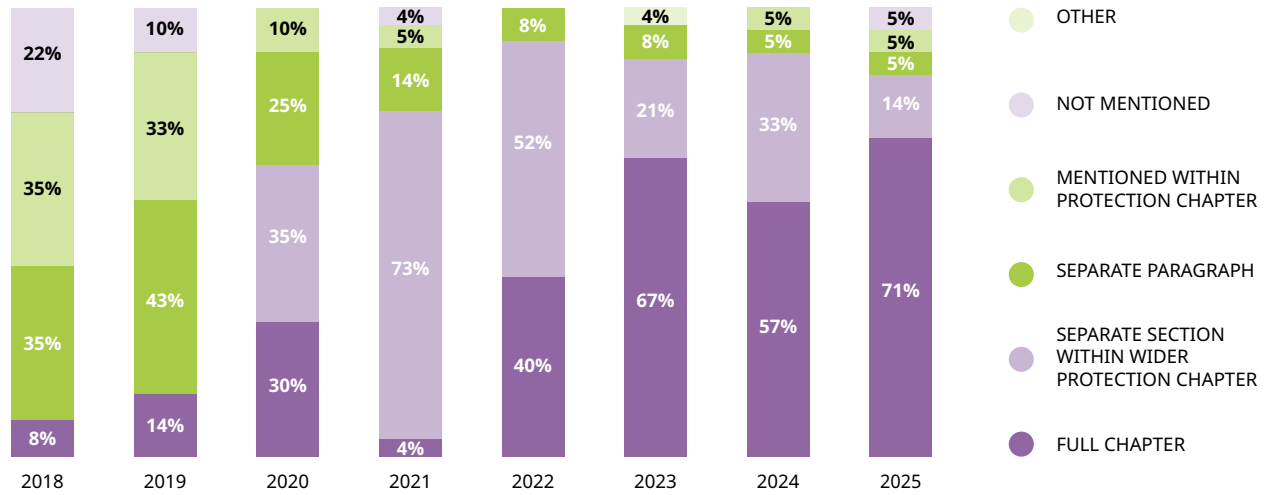


Figure 5: Improvement in child protection positioning in HRP 2018-2025

Funding advocacy

Building evidence-based advocacy

A longstanding advocacy goal of the CPWG and then the Global CP AoR has been on fundraising for the child protection response. Firstly, for child protection to be understood (and funded) as a technical sector, and later, increasingly using data and analysis to demonstrate gaps and impact. Joint advocacy on funding has been conducted with the Alliance for Child Protection in Humanitarian Action – with joint donor engagement, including the AoR attending donor group meetings hosted by the Alliance.

A larger global CP AoR IM team after around 2017 was able to spend more time generating analysis – helped by having access to better data after child protection data was reported separately in HPC platforms. The

Global CP AoR combined this analysis with contextual information coming through its Help Desks and RRT, using these for evidence-based advocacy in donor briefings and informal calls.

Going forward in a much-constrained funding environment, some contributors to this report reflected on what they thought may be needed to continue successful advocacy efforts toward donors. This included making advocacy action-oriented with propositions if elements are missing from specific donor response funding portfolios, and finding ways to make child protection more concrete for non-experts: e.g., explaining why funding caseworkers is a critical intervention and will make a difference.

CHILD PROTECTION POSITIONING IN HNRPS 2018—1025

FUNDING RECEIVED FUNDING GAP

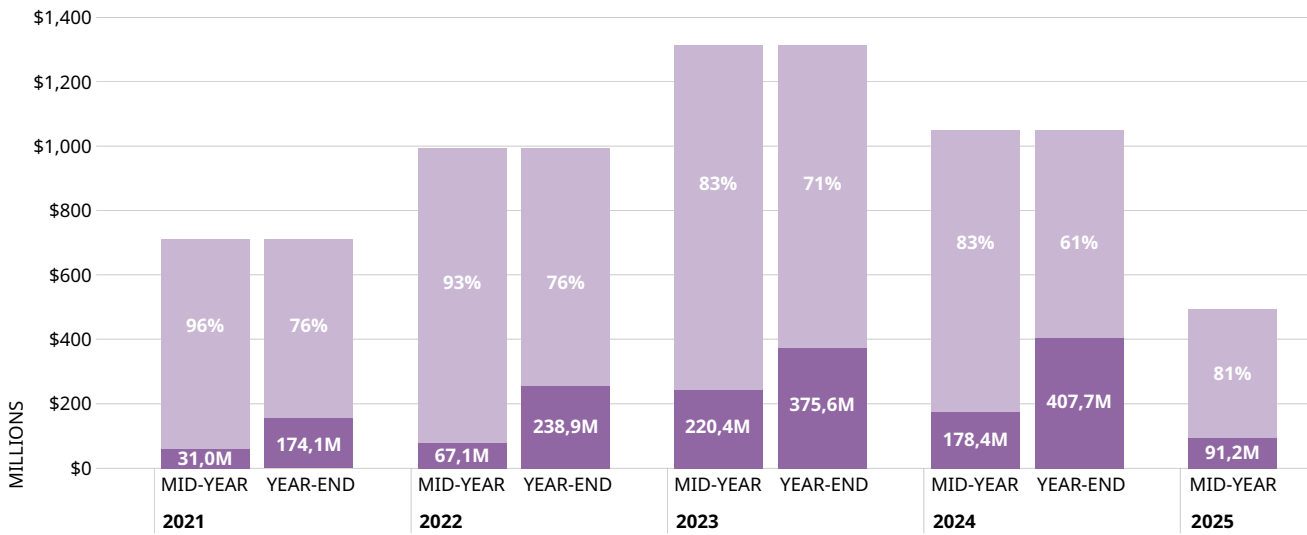


Figure 6: Child protection funding trends and forecast, 2010-202569

‘Unprotected’ reports

One seminal piece of collaborative work was the series of *‘Unprotected’* reports on funding for child protection in humanitarian action. Co-developed through a collaboration between the Global CP AoR, the Alliance, Save the Children, and UNHCR, the first was published in 2019. This built on an earlier report by the CPWG and Save the Children *‘Too Little Too Late’* from 2011, which had highlighted inconsistent and under-funding of child protection in comparison to other humanitarian sectors.

The *‘Unprotected’* reports analysed data from UN-coordinated funding appeals (Humanitarian Response Plans and Refugee Response Plans), looking at variations between contexts and highlighting areas of concern about under-funding. They also set out the consequences of under-funding the child protection response, and in later reports included case studies demonstrating response impact.

Resources

- Unprotected: Crisis in Humanitarian Funding for Child Protection, 2019
- Still Unprotected: Humanitarian Funding for Child Protection, 2020
- The Unprotected: Annual Spotlight on Child Protection Funding in Humanitarian Action, 2021
- Unprotected: Special Edition - Analysis of Funding for Child Protection in Armed Conflict in 2021 and 2022
- Unprotected: Analysis of Funding for Child Protection in Humanitarian Action in 2023

69 Global CP AoR, 2025 HNO/HRP Review, 2025. Data source: OCHA Financial Tracking System, July 2025. 2025 figures reflect countries that submitted a re-prioritized requirement, including Palestine and Syria Flash Appeals.

Joint advocacy with the Alliance and UNHCR

As well as joint advocacy on funding, as detailed above, the Global CP AoR has undertaken joint issues-based advocacy with the Alliance and UNHCR. Initially one of the areas where the division of responsibilities was unclear after the split of the CPWG, contributors to this report noted that these collaborations became much easier when the three actors agreed who would lead advocacy efforts in what circumstances – with the Global CP AoR leading on country-specific issues for Humanitarian Coordinator-led contexts (often in collaboration with the country CP AoR and allowing engagement with CP AoR partners), and global and thematic issues being led by the Alliance.⁵⁰

Contributors described these collaborations as working well when they enabled the different expertise of the three bodies to be combined, to be able to advocate on all dimensions of a crisis or a situation – such as being able to speak about the effects on children who cross borders as well as those who remain. Joint advocacy has been conducted on some country situations, especially where crises have regional impacts, such as on Ukraine and South Sudan.

Advocacy on the Ukraine crisis

The Global CP AoR, Alliance for Child Protection in Humanitarian Action, UNICEF, and UNHCR along with other child protection actors developed advocacy messages in 2022, highlighting child protection risks in Ukraine and in neighbouring countries hosting Ukrainian refugees – for use by child protection and other actors. Messages reflected issues of ‘Centrality of Children and their Protection,’ children in armed conflict, unaccompanied and separated children, and gender-based violence, among others.

Internal advocacy with UNICEF on coordination commitments

An ongoing effort of the CPWG and then Global CP AoR has been internal to UNICEF, on maintaining its coordination commitments particularly at country level. Early on, this included advocating for dedicated child protection Coordinators, and later IM Officers – requiring UNICEF Country Offices to prioritise these roles for funding. These efforts were continued by the Global CP AoR, advocating internally to UNICEF particularly at country level on the importance of child protection coordination, on funding positions, and supporting CP AoRs as lead agency – requiring significant engagement across countries as staffing decisions are made by Country Offices faced with many competing priorities.

Working together with the other UNICEF (co)-led clusters in UNICEF’s Global Cluster Coordination Section has helped the Global CP AoR in these efforts – in being able to advocate jointly, and efficiently. One success was the mobilisation of internal Global Humanitarian Thematic Funds, held by UNICEF’s Office of Emergency Programmes, as an option to be used by Country Offices to fund coordination and IM positions.

In recent years, the Global CP AoR’s advocacy on staffing has been particularly successful, with gaps significantly reduced. As of January 2025, over 80 per cent of country CP AoR Coordinator and IM positions were filled – a significant success for any cluster or AoR.⁷¹

70 UNHCR led in refugee contexts, and the Global CP AoR and UNHCR jointly led in mixed settings where both IDPs and refugees were displaced.

71 Of these, 79 per cent of coordinators were dedicated positions, 54 per cent of co-coordinators were dedicated positions, and 84 per cent of IM positions were dedicated. The rest were double-hatting positions, with a couple of vacancies.

4.4 Localisation

Localisation efforts at global and country level

Localisation became a core priority for the Global CP AoR in 2016 – reflecting commitments in the wider humanitarian sector that year when the Grand Bargain was agreed.⁷² Since then, the CP AoR has been at the forefront of localisation efforts: key informants to this review and to a 2020 study described seeing the CP AoR as a leader in the field of localisation in humanitarian coordination.⁷³ By 2025, the Global CP AoR's work on localisation included multiple initiatives and workstreams, reflected also in work of country-level CP AoRs.⁷⁴ This is grounded in a Conceptual Framework for Localisation in Protection and Education Coordination developed in 2017, which identifies five key dimensions and possible actions to advance the localisation agenda in coordination groups: governance and decision-making, participation and influence, partnerships, funding, and institutional capacity.⁷⁵

In the 2017 Framework, the Global CP AoR recognised that local and national NGOs and governmental bodies

make up most child protection coordination group members and play pivotal roles delivering the child protection response. It also recognised that local actors often have a better understanding of context and access to communities, and often good working relationships with local authorities – and that if they were able to have increased power, decision-making, access to funds, and institutional capacity to absorb funding, the child protection response should be more effective and sustainable.

The Global CP AoR has made efforts toward localisation on several fronts: in how it engages with local and national actors directly, development of global guidance and tools, and with country CP AoRs on capacity strengthening, co-ordination of CP AoRs, and resource mobilisation for local actors.

72 The Grand Bargain's localisation commitments included: 25 per cent of humanitarian funding going to local and national actors "as directly as possible" by 2020; and to: invest in institutional capacity of local/national actors; remove barriers to direct funding; support and complement, not replace, local coordination; improve participation of local actors in decisionmaking; and increase transparency on funding flows. See <https://interagencystandingcommittee.org/grand-bargain> and <https://gblocalisation.ifrc.org/>.

73 CPC Learning Network and Global CP AoR, *Envisioning the Grand Bargain: Documenting the Child Protection AoR's approach to localisation from 2017-2019*, Columbia University's Care and Protection of Children Learning Network and Child Protection Area of Responsibility, 2020. <https://interagencystandingcommittee.org/grand-bargain-official-website/envisioning-grand-bargain-documenting-child-protection-aor-approach-localisation-2017-2019>.

74 For more on this, see: <https://cpaor.net/initiatives/localisation>.

75 Global CP AoR, Global Protection Cluster, Global GBV AoR, and Global Education Cluster, *Better Protection Through Localisation*, 2017 <https://cpaor.net/resources/better-protection-through-localisation>.

Key localisation resources developed by the Global CP AoR and in collaboration with other actors:

- Inter-Agency Toolkit on Localisation in Humanitarian Coordination, 2022 and accompanying e-course (Global CP AoR, Global Education Cluster, Global WASH Cluster, Global Nutrition Cluster, Save the Children, Street Child)
- Quick Guide for local and national actors to understand the Cluster system, 2022 (Global CP AoR, Global Education Cluster, Translators Without Borders, Save the Children)
- Framework for Strengthening the Institutional Capacity of National and Local Actors, 2021 (Global CP AoR & Global Education Cluster)
- Enabling access to funding for locally-led humanitarian action: Outcome report, 2025 (Global CP AoR & Street Child)
- <https://agora.unicef.org/course/info.php?id=53022> Localisation Dashboard Guidance & Toolkit, 2021 (Global CP AoR)
- Localisation Quality Checklist for HNOs and HRPs, 2021 (Global CP AoR & Global Education Cluster)
- Country examples such as Localization in Coordination Good Practice, CP AoR, North-East Nigeria
- E-learning Module on Localisation in the Humanitarian Coordination System (Global CP AoR, Global Education Cluster, Global WASH Cluster, Global Nutrition Cluster)
- Local Leadership Paper: practical tools and approaches, 2025 (GCCG Localisation Working Group)



Timeline of the Global CP AoR's work on localisation

2016	Grand Bargain signed at the World Humanitarian Summit
2016	CP AoR, newly split from the CPWG, establishes localisation as a priority. The newly set up SAG is the first among the global clusters to include NNGOs.
2017	<i>Conceptual Framework for Localisation in Protection and Education Coordination</i> developed (in <i>Better Protection Through Localisation</i> , 2017)
2018	Decentralisation of Help Desk support
2018	Global CP AoR SAG chaired by NNGO
2019	Dedicated Localisation Specialist position for the Global CP AoR introduced
2019	Review of the CP AoR's approach to localisation (2017-2019)
2021	New focus on strengthening institutional capacity of L/NNGOs <i>Framework for Strengthening the Institutional Capacity of National and Local Actors</i> developed with the Global Education Cluster
2021	Localisation dashboard guidance and toolkit launched for country CP AoRs to track their progress
2021	Grand Bargain 2.0 rolled out
2022	Consultation with Global CP AoR SAG NNGO members to improve participation and representation
2022-2024	Resource Mobilisation training and mentoring for L/NNGOs, in partnership with Street Child
2022-2024	Development and rollout of the <i>Inter-Agency Toolkit on Localisation in Humanitarian Coordination</i> (2022)
2024-2025	Dedicated Localisation Specialist for the MENA region, in partnership with War Child
2023-2024	Institutional Capacity Strengthening Programme of local child protection actors in the MENA region, Phase 1 (Lebanon, Sudan, Syria and Yemen)
2024-2025	Institutional Capacity Strengthening Programme of local child protection actors in the MENA region, Phase 2 (Syria and Yemen)

Increasing local and national actor coordination leadership

The CP AoR has made particular efforts toward increasing the number of L/NNGOs in co-ordination positions at national and sub-national level, in Technical Working Groups, and as members of Strategic Advisory Groups. By 2025, 13 per cent of CP AoRs were co-coordinated by L/NNGOs at the national level.⁷⁶ When new L/NNGO actors took on coordination positions, dedicated capacity strengthening support was provided by the CP AoR and its partners through training and mentoring.

Country CP AoRs have also individually worked toward establishing co-leadership with national and local authorities. Two examples are the North-East Nigeria CP AoR, co-led by the Ministry of Women’s Affairs and Social Development, and the Iraq CP AoR which worked over several years to establish local authority leadership at sub-national level. [See: Government leadership.](#)

Contributors to this report described how experiences of L/NNGOs taking on leadership positions have led the Global CP AoR to understand the **need for flexibility in leadership models**. In some contexts, contributors described L/NNGO Sub-National Co-Coordinator positions as working particularly well and being especially impactful when there was no dedicated sub-national Coordinator counterpart from UNICEF. In some countries, NNGOs were keen on co-coordinating the AoR and have taken on these national leadership roles. In others, AoR members decided that having the Strategic Advisory Group (SAG) be made up of mostly national actors was the preferred model to influence decisions.

As of 2025, 100 per cent of country CP AoR SAGs had local and national actors as members. The Global CP AoR SAG was also led by a national NGO for a number of years.

Supporting local coordination capacities

Between 2022 and 2024 a partnership with Save the Children supported strengthening of local coordination capacities. In 2022, a pilot project was undertaken in Iraq, led by the Iraq CP AoR Co-Coordinator, providing funding and training and coaching for 10 L/NNGOs to take on leadership roles within the CP AoR coordination structure. The project extended to two years, during which time (and after) the L/NNGOs took on leadership roles at sub-national (governorate) level and led specific workstreams at the national level.

This pilot laid the groundwork for similar work in Somalia, South Sudan, and Nigeria, focused on institutional capacity strengthening to support L/NNGOs undertaking co-ordination roles. Small grants were given by Save the Children to participating national actors to address areas in which their capacity needed strengthening. The project support included cross-country learning events, national level advocacy support, and development of learning products. Project learnings were shared with the UNICEF-led clusters in a global-level learning group, to promote co-ordination with L/NNGOs in clusters.

76 OCHA, Cluster Matrix updates of Cluster Capacity as of 1 Jan 2026.

Local coordination leadership – North-East Nigeria⁷⁷

The North-East Nigeria CP AoR has worked over several years to increase participation of L/NNGOs. The AoR, co-led by UNICEF and the Ministry of Women’s Affairs and Social Development introduced a national NGO co-coordination position in 2019. By 2023, two NNGOs had taken on the position, for a set term (Grow Strong Foundation, then Goal Prime Organisation Nigeria). Both received mentoring and training and described how this had strengthened their leadership capacity – and their visibility in the response. Complementing this, four out of eight Strategic Advisory Group members were local and national actors as of 2023.

The CP AoR’s efforts were supported by a wider localisation focus. The Nigeria Humanitarian Pooled Fund had set aside a Localisation Innovation Fund, from which the NNGO co-coordinating partner was able to secure funding for the Co-Coordinator position.⁷⁸ The CP AoR found that having national actors in Co-Coordinator roles increased trust in the AoR and helped local actors to feel that their voices could and *would* be heard.

77 Nigeria CP AoR, Accelerating Local and National NGOs leadership in Humanitarian Coordination Mechanisms, 2022 <https://cpaor.net/sites/default/files/2023-02/Localization%20in%20Coordination%20-%20Good%20Practice%20Nigeria%20CP%20AoR%20Feb%202023.pdf>.

78 In 2021, L/NNGOs were the highest recipients of the Nigerian Humanitarian Fund Second Reserve Allocation, with five NNGOs securing 80 per cent of the funding allocation.

Capacity strengthening of local actors

The Global CP AoR has invested over multiple years in both technical capacity and institutional strengthening of local and national actors – in line with global Grand Bargain commitments to increase leadership, participation, and funding access of local and national actors. The initial focus was on strengthening technical capacity: reaching local and national actors through in-person workshops, trainings, and remote webinars, which led to improvements in capacity and adherence to the *Child Protection Minimum Standards*⁷⁹.

approach to localisation, its focus shifted to institutional capacity: supporting local and national actors to access funding, address donor requirements that they couldn’t meet, and strengthen their ability to absorb funding.⁸⁰ In 2021, the Global CP AoR and the Global Education Cluster jointly developed a **Framework for Strengthening the Institutional Capacity of National and Local Actors**, which informed its subsequent work.⁸¹

Following the review in 2020 of the Global CP AoR’s

79 CPC Learning Network and CP AoR, Envisioning the Grand Bargain: Documenting the Child Protection AoR’s approach to localisation from 2017-2019, 2020.

80 CPC Learning Network and CP AoR, Envisioning the Grand Bargain: Documenting the Child Protection AoR’s approach to localisation from 2017-2019, 2020.

81 Global CP AoR and Global Education Cluster, Framework for Strengthening the Institutional Capacity of National and Local Actors, 2021 <https://cpaor.net/resources/framework-strengthening-institutional-capacity-national-and-local-actors>.

Institutional capacity strengthening programme, MENA

This took place in the Middle East and North Africa (MENA) region from 2023 to 2025, in partnership with the War Child Alliance. A first phase of support was given to child protection coordination groups in Lebanon, Sudan, Syria, and Yemen to conduct localisation self-assessments and develop action plans. A second phase was implemented in Syria and Yemen with the national child protection coordination groups to support four selected NNGOs to develop tools, systems, and leadership capacities to lead (and sustain) child protection coordination. The project focal point was also deployed to additional countries, including Somalia and South Sudan, to support identified NNGOs to conduct organisational capacity assessments, and then deliver training and mentoring based on the needs identified by the organisations. Trainings included Project Cycle Management and Resource Mobilisation, some of which were opened up to other CP AoR L/NNGO members.

This approach has also been adopted by country CP AoRs. The [Syria CP AoR developed an Institutional Capacity Strengthening Plan](#) for local and national actors in 2025, marking a *“shift from a culture of ad hoc one-off trainings to sustained systematic institutional capacity strengthening”*.⁸²

L/NNGO experience of capacity-strengthening – DRD in Syria

In Syria, national NGO Dan for Relief and Development (DRD) was a participant in the institutional capacity strengthening programme supported by the Global CP AoR, War Child, and the Syria CP AoR. An organisational capacity assessment was conducted *“to give us the space to highlight where and what we need support with, for example, financial management, resource mobilisation, or strategic planning”*, and a capacity strengthening plan was developed.

Mentorship, coaching and training was provided to DRD staff, including finance staff participating in financial management training, and heads of departments in sessions on institutional capacity strengthening. They also networked with other NGOs including cross-country exchanges with national NGOs in Yemen. Following this, as well as describing how their *“staff capacities have been increased”*, DRD updated their strategic plan for the next few years and introduced a new internal policy to include indirect cost recovery in budgeting which they foresee will allow them to further increase their capabilities and longer-term impact.

Following this, DRD participated in a Resource Mobilisation Workshop run by the CP AoR and completed a donor mapping exercise, and are now pitching directly to donors; *“previously we had no access to donors, we were just partnering with international NGOs.”*

“The Global CP AoR institutional capacity strengthening increased our ability to take leadership on our own and increased our capacity to be more at the core of humanitarian responses.”

82 Syria CP AoR, Institutional Capacity Strengthening Plan for Local and National Actors 2025-2027, May 2025 <https://reliefweb.int/report/syrian-arab-republic/institutional-capacity-strengthening-plan-local-and-national-actors-child-protection-area-responsibility-cp-aor-syria-2025-2027-enar>.

Supporting direct funding to local and national NGOs

To help address the challenge that L/NNGOs were facing in accessing funding, the Global CP AoR worked to strengthen their capacity to access funding. Two initiatives helped support this, in partnership with Street Child:

Country-level resource mobilisation and proposal writing workshops

The CP AoR in partnership with Street Child delivered Resource Mobilisation and Proposal Writing Workshops, piloted in Myanmar, Iraq, and Ukraine in 2022 and 2023, and then rolled out in Cameroon, Ethiopia, South Sudan, Somalia and Uganda for 181 local and national NGOs in 2024.

The selection of participating organisations was guided by inclusion and equity, prioritising marginalised and under-represented groups, including women-led organisations, youth-led organisations, and organisations of people with disabilities. The three-day workshops were tailored to the organisations' needs, were contextualised, and designed to be participatory and practical.

Following the 2024 workshops a survey was conducted to assess their effectiveness, with a majority of local and national NGOs reporting an increase in the number of funding applications submitted after participating in the workshops, with 23 per cent of participants successfully securing funds. The survey also identified barriers that were limiting local and national NGOs' resource mobilisation efforts, including lack of dedicated fundraising staff, limited time and skills, and inadequate access to digital tools.⁸³

83 Global CP AoR and Street Child, Enabling Access to Funding for Locally-led Humanitarian Action: Outcome Report, August 2025 https://cpaor.net/sites/default/files/2025-08/Child%20Protection%20Resource%20Mobilization%20Impact%20Report_2025.pdf.

Resource Mobilisation Help Desks – Iraq and Ukraine

The Global CP AoR and Street Child established timebound Resource Mobilisation Help Desks in Iraq that provided individualised support to interested L/NNGOs to prepare funding applications for active calls for proposals. Following a similar exercise to support the Iraq CP AoR in 2023, the Ukraine CP AoR established a Resource Mobilisation Help Desk to support local and national organisations applying for funding through the Ukraine Humanitarian Fund.

The Ukraine CP AoR team provided orientations on proposal requirements and offered coaching to local and national organisations on proposal development, and review of their proposals. 33 partners received coaching and feedback on proposals, covering approaches, indicators, cross-cutting issues, and budgeting. 24 partners went on to receive direct funding. It was found that the Help Desk greatly improved project quality and helped to facilitate direct funding for local and national organisations. The result was a substantial increase in funding for child protection from the Ukraine Humanitarian Fund, from USD 2.5 million to USD 9.2 million in 2024.

Country-level strategies and progress tracking

Country strategies: Complementing the global level efforts, country CP AoRs have also frequently maintained localisation as a priority. This has included, as detailed above, efforts on increasing local and national actor participation and influence as AoR members, increasing L/NGO and government authority leadership, and capacity development efforts for L/NGO members. Some country AoRs developed their own Localisation Strategies – detailing efforts toward localisation, and how these will be measured and held accountable. Examples include the [CP AoR Ukraine Localisation Strategy 2025](#) and [North-East Nigeria CP AoR Localisation Strategy Note 2019](#).

Localisation Dashboards and Action Plans: To support country CP AoRs to be able to assess their progress on localisation, the Global CP AoR developed a **Localisation Dashboard Guidance and Toolkit** in 2021 for country-level CP AoRs to be able to establish their baseline on localisation and then track their progress over time. The CP AoR completes a

self-assessment survey, data from which is analysed and populates a dashboard showing visual progress indicators. These are then used to help identify gaps in localisation, sensitise coordinators and CP AoR members to localisation issues and contribute to better-informed discussions, and to help develop action plans. The Global CP AoR provides support with this process, including the development of the Localisation Action Plans – short, simple documents that outline an AoR's main localisation goals, and the actions required to attain these.

Localisation Dashboards have been rolled out by CP AoRs in Afghanistan, Bangladesh (Cox's Bazaar), Myanmar, North-East Nigeria, South Sudan, Sudan, Syria, and Yemen. In Iraq and Ukraine, other clusters started to produce their own dashboards inspired by the CP AoR. In Myanmar, OCHA recognised this as good practice and encouraged all clusters to use localisation dashboards to measure progress.



Child Protection AoR Localization Dashboard - Myanmar

July – December 2024
Published on: 27 March 2025



Objective:
This dashboard has been developed for tracking progress of Child Protection AoR towards localization. The dashboard will also sensitize child protection AoR in Myanmar to issues of localization and provide the basis to create an action plan towards increasing meaningful participation of local and national actors.

Methodology:

- Around 40 CP AoR partners were invited to participate in a survey in Feb 2025.
- Survey period: July – December 2024
- Survey was conducted around 4 pillars – Governance and decision making, Influence and Participation, Partnerships, and Institutional capacity.

Conceptualization of localization in the survey:

Q: Is there collaboration in the coordination group to collectively address the capacity issues that are faced by partners?

Q: Are partnerships between international and national organizations equal?

Q: Does funding go directly to local and national actors, or is it just going to international actors?

Q: Who makes decisions, and who is in the room when decisions are made?

Q: Who actually has power to participate in coordination and decision-making processes?

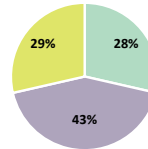
Q: Who actually has power to influence in coordination and decision-making processes?

28 Responses	17 Local/National INGOs	9 INGOs	2 UN Agency
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Governance and Decision Making

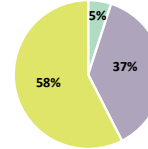
Membership in Strategic Advisory Group

from UN agencies
from INGOs
from Local Organisations

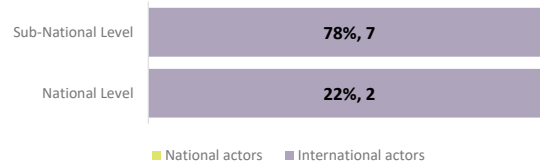


Membership by different partners in CP AoR

from UN agencies
from INGOs
from Local Organisations



Leadership scenario in National and Subnational Level



Child Protection AoR Localization Dashboard - Myanmar

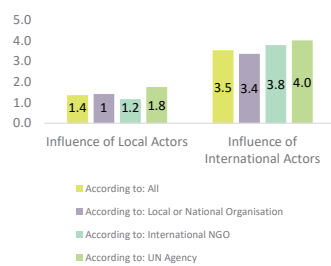
July – December 2024
Published on: 27 March 2025



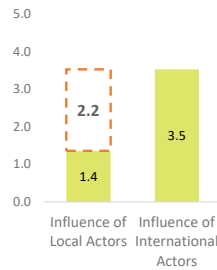
Influence

The Ask: On a scale of 1 to 5, how much influence do different organizations have in the CP AoR, where 1 = No influence, 2 = Limited influence, 3 = Moderate influence, 4 = Influential, 5 = Very highly influential

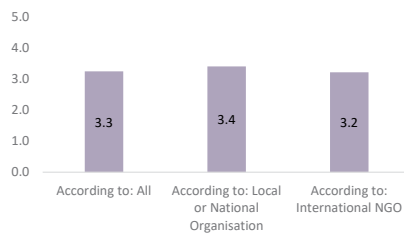
Perception of Influence Level of Different Actors



Influence Gap



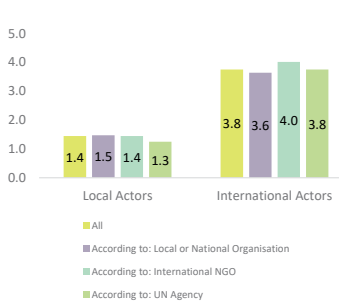
Local and National actors shape humanitarian priorities According to the Actors



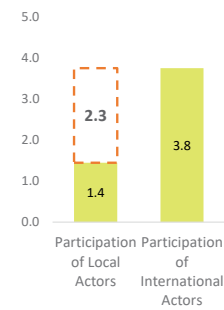
Participation

The Ask: On a scale of 1 to 5, how much do different organizations participate in CP AoR where, 1 = No participation, 2 = Limited participation, 3 = Moderate participation, 4 = High participation, 5 = Very high participation

Perception of Participation Level of Different Actors



Participation Gap



Child Protection AoR Localization Dashboard - Myanmar
 July – December 2024
 Published on: 27 March 2025

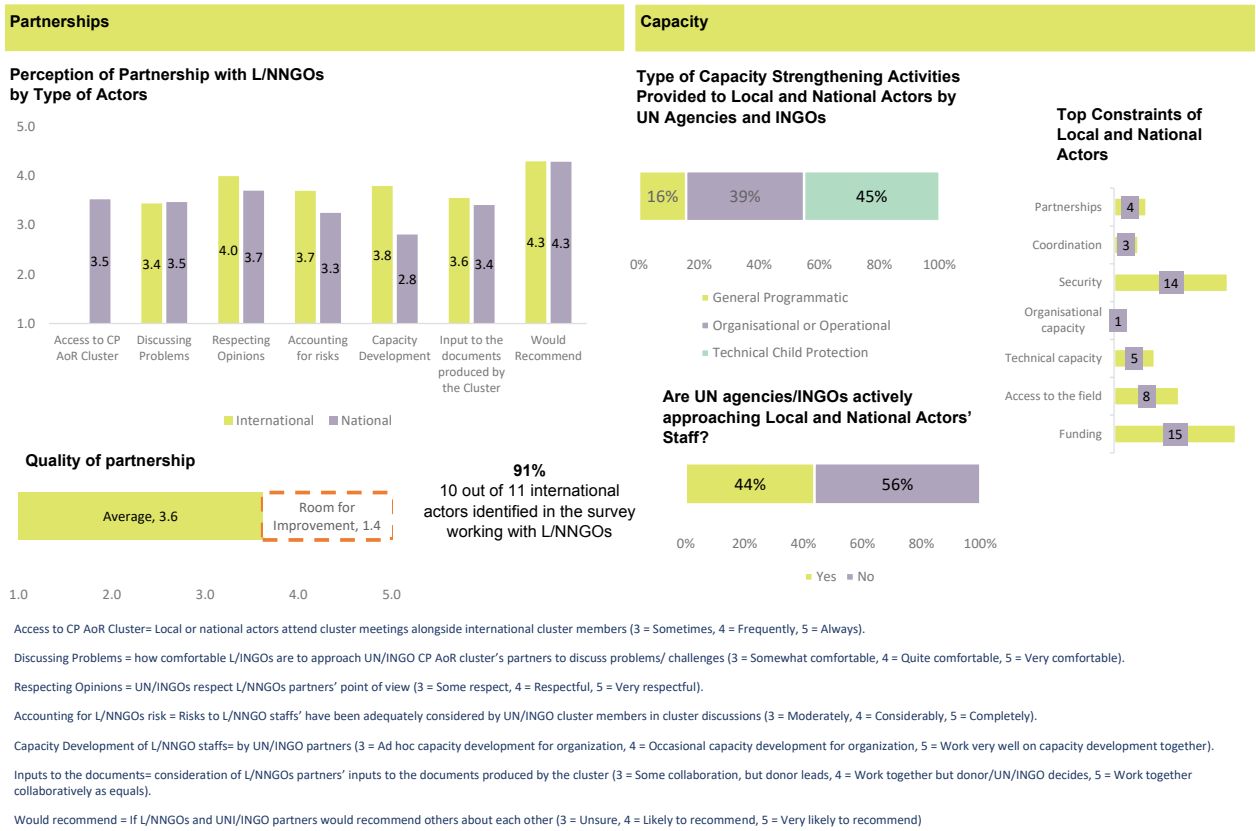


Figure 7: Myanmar Child Protection AoR Localization Dashboard – July to December 2024

Inter-agency and cross-sector collaboration and influence

In recognition of the need for a wider UN/INGO approach to have a real impact, the Global CP AoR engaged in cross-sector/cluster and inter-agency collaborations. A large piece of work was the development of the [Inter-Agency Toolkit on Localisation in Humanitarian Coordination](#) in 2022.⁸⁴ This compiles tools and guidance for coordination actors to support local and national actors' participation and leadership in coordination, and

resources for local and national actors to strengthen their capacity to influence and play leadership roles. Other key resources are listed above. During the Humanitarian Reset in 2025, the Global CP AoR supported the inclusion of local voices, collaborating on a survey and report of 1,046 local and national actor representatives to gather their views on the reset process.⁸⁵

84 A collaboration between the Global CP AoR, Global Education Cluster, Global WASH Cluster, Global Nutrition Cluster, Save the Children, and Street Child, under Save the Children's leadership.

85 *Local and National Actors Speak Out on the Future of the Humanitarian System - Report*, May 2025 Report was compiled by the Global CP AoR / UNICEF GCCS Localisation Specialist, Global Education Cluster Localisation Specialist, and Global Nutrition Cluster Localisation Helpdesk focal point. <https://www.unocha.org/publications/report/world/local-and-national-actors-speak-out-future-humanitarian-system-report-may-2025>.

The Global CP AoR's Localisation Specialist also engaged with inter-agency forums and mechanisms – a deliberate effort from the AoR to contribute to greater system-wide change. This included work with the IASC, co-convening the Global Cluster Coordination Group's (GCCG) Localisation Working Groups since its setup in 2023, and contributing to the development of inter-cluster localisation resources.⁸⁶

What worked to keep localisation as a (successful) priority

- **Dedicated localisation staff in the Global CP AoR:** The CP AoR had a dedicated Localisation Specialist to provide technical support to country CP AoRs from 2019, in partnership with NORCAP. Since 2023 the Specialist has also provided support to other UNICEF-led clusters.⁸⁷ Also in 2023, the Global CP AoR in partnership with the War Child Alliance added an Arabic-speaking Localisation Specialist dedicated to providing support to the MENA region. Investing in dedicated expertise has allowed the Global CP AoR to advance its global and country-level support to local and national actors and become a leader in localisation efforts.
- **Country-level support to accelerate localisation:** Deployment of the Global Localisation Specialist,

remotely and in-country, in response to requests from country CP AoRs for support. Examples include support to the Mali CP AoR and Protection Cluster to develop their 2025-2026 localisation strategy, and support to Afghanistan, Bangladesh (Cox's Bazar), Central African Republic, Myanmar, Nigeria, South Sudan and Sudan CP AoRs to assess their progress on localisation, and to develop and operationalise localisation action plans.

- **Positioning localisation central in the Global CP AoR's Strategic Plans:** Localisation has been a priority for the CP AoR since 2016 and has been a core component of its strategic plans – helping to hold the Global CP AoR accountable for advancing the work. A specific localisation objective was included in the Global CP AoR's 2020-2024 strategy, and it was incorporated within objectives as a priority for the updated 2025-2030 strategy.⁸⁸
- **Decentralisation of the Help Desks:** One impactful internal effort toward localisation was a restructuring of the Global CP AoR itself, transforming how it was able to engage with child protection partners: the introduction of Arabic, French, and Spanish-speaking focal points.

86 Such as GCCG, *Strengthening Leadership of Local and National Actors in Humanitarian - Coordination: Practical Case Studies*, Localisation Working Group, February 2025 <https://reliefweb.int/report/world/strengthening-leadership-local-and-national-actors-humanitarian-coordination-practical-case-studies-february-2025-enar>

87 Through this, shared resources such as an e-training module on *Localisation in the Humanitarian Coordination System* (2024) were developed: <https://agora.unicef.org/course/info.php?id=53022>.

88 Goal 3 of the 2020-2024 strategy: *Strengthen locally-owned child protection coordination systems and services*. Key objectives laid out specific actions the CP AoR would undertake. Global CP AoR, Strategy 2020-2024, 2020.

Government leadership

As of 2025, 32 per cent of country CP AoRs were being co-led by Government at national level.⁸⁹ In addition to efforts from country CP AoRs to establish co-leadership arrangements, and support government counterparts in taking up the positions, the Global CP AoR has conducted some work specifically targeting government officials. This has aimed to strengthen their capacity to lead on coordination – recognising the primary responsibility of States in emergency response.

Between 2015 and 2017, the Global CP AoR in partnership with UNICEF's West and Central Africa Regional Office and the Global Partnership to End Violence Against Children ran a series of regional workshops targeting 17 countries, aiming to strengthen the capacity of government child protection Coordinators and share lessons learned.⁹⁰ In 2021, the Global CP AoR provided technical support to UNICEF's Latin America and Caribbean Regional Office to develop a contextualised training package on child protection preparedness and emergency response and an [online self-learning course in Spanish](#). Other support from

the Global CP AoR has been based on need at country level. For example, the deployment of an RRT member to El Salvador in 2019, to develop an action plan with government representatives for strengthening child protection coordination in disasters.

Some contributors to this report reflected on the importance of supporting government coordination leadership, noting that this is an increasingly high humanitarian sector priority – emphasising that this requires a systems-strengthening approach beyond only trainings. Contributors stressed the important role that UNICEF as child protection lead agency plays (and should play) in supporting and strengthening government leadership – with its ongoing engagement with government authorities complemented by CP AoRs' coordination expertise. In the context of the consolidation of child protection coordination within an integrated Protection Cluster, they noted a necessity to retain engagement with government authorities responsible for child protection, and to utilise UNICEF's leading role to support this.

Global Strategic Advisory Group

The Global CP AoR's Global Strategic Advisory Group (SAG) was set up in 2016 after the split of the CPWG, and from the outset included national NGOs – one of the first global cluster SAGs to do so. As of 2025, eight out of 21 SAG members were NNGOs.⁹¹ SAG NNGO members were provided with support to participate in

global discussions and access to capacity strengthening programmes. The CP AoR Localisation Specialists provided mentoring and coaching support to the national actors, as needed, and helped ensure they were able to access and engage in SAG meetings and discussions.

⁸⁹ OCHA, *Cluster Matrix updates of Cluster Capacity* as of 1 Jan 2026.

⁹⁰ The initiative continued in seven countries in Africa, in partnership with the International Federation of Red Cross and Red Crescent Societies, UNICEF, and in association with the Global and African Partnership to End Violence Against Children.

⁹¹ The SAG composition was: 8 NNGOs (one of which worked regionally), 6 INGOs, 3 UN agencies, the GBV AoR and Global Protection Cluster, the Alliance for Child Protection in Humanitarian Action, and ICRC.

Contributors to this report reflected on the work of the SAG, and their own contributions. All acknowledged the very different roles of people sitting in the SAG – some having single-country operational focuses and others large global portfolios – but mentioned valuing the different perspectives the different types of members bring. Some NNGO SAG members described having hugely valued their participation, both in the contribution they made and the learning experience that some of the SAG work, such as strategy development, afforded them.

Some NNGO SAG members reflected on their participation, and that this had varied based on their interest in the topics being discussed. Other contributors pointed out that participation of many SAG members varied depending on the topic – one noting that they saw this as a strength of a large body: that there was always someone interested in each type of discussion, with relevant expertise.



“At the beginning it was a space that was a bit scary. We saw directors of global organisations, some of the biggest in the world, with big resources: being able to participate and engage with them was complex. Plus, [there was a] language barrier.

But it's been changing! With respect and acknowledgement of what local organisations do.”

Consultation on inclusion and SAG ways of working

In 2022, the Global CP AoR organised a survey and a series of bilateral consultation meetings with SAG NNGO members, with the aim of improving their participation and influence in the SAG. Over time NNGOs' participation had varied, with some being very active and others struggling to attend. Findings showed some logistical constraints: SAG meeting times not being appropriate for all time zones, organisational responsibilities restricting their availability, and internet connectivity being sometimes a challenge. The challenge of competing responsibilities was also emphasised by NNGO SAG contributors to this report who were responsible for their NGO's operational implementation.

The survey also asked about the NNGO members' perceptions of influence. Overall, they considered SAG UN Agencies and INGOs to be *highly influential*. Most felt that NNGOs were *influential* to *moderately influential*, and others that they had *limited* to *no influence*. Best practices they felt had helped promote their participation and influence included: bilateral conversations providing a safe space to share ideas, having a national organisation as SAG chair, open and transparent SAG deliberations and information sharing, and that entrusting SAG NNGOs with specific responsibilities increased participation in SAG meetings and workplans.

Recommendations included finding consensus on SAG online meeting times, re-introducing at least one in-person SAG meeting per year, rotating some national organisations and other members from the SAG, establishing small working groups when required to accomplish specific tasks, and providing interpretation services during online meetings when needed.

ANNEX – KEY RESOURCES, TOOLS, AND GUIDANCE FROM THE CP AOR

Strategic planning

Global CP AoR Strategy 2020-2024, 2020

Global CP AoR Strategy 2025-2030, 2025

Coordination resources

Child Protection **Competency Framework for Coordination** and **Competency Framework for Information Management**, 2020 [English, French, Spanish] <https://cpaor.net/resources/child-protection-coordination-and-information-management-competency-frameworks>

Child Protection in Emergencies Coordination Handbook [English, French, Spanish], 2020 <https://cpaor.net/resources/child-protection-emergencies-coordination-handbook>

Child Protection Coordination and Information Management Starter Pack <https://cpaor.net/operational-support/coordination-information-management-starter-pack>

Child Protection Coordination Transition Package - Guidance and Resources, Global CP AoR, 2025 <https://cpaor.net/resources/cp-coordination-transition-package-guidance-and-resources>

Help Desks

Dashboard of Help Desk coverage <https://lookerstudio.google.com/u/0/reporting/32c856eb-f684-4048-9111-baf981fd073d>

Communication on CP AoR work through regular Newsletters <https://cpaor.net/news>

Online Community of Practice for child protection in humanitarian action practitioners, moderated and supported by Alliance for Child Protection in Humanitarian Action, Global CP AoR Help Desk, Save the Children. <https://www.>

[changemakersforchildren.community/landing-page/child-protection-humanitarian-action](https://cpaor.net/resources/changemakersforchildren.community/landing-page/child-protection-humanitarian-action)

Help Desk introduction flyer [Arabic, English, French, Spanish] <https://cpaor.net/resources/help-desk-flyers>

Information Management support

CP AoR centralised online data platform <https://cpaor.net/initiatives/enhancing-child-protection-humanitarian-data-management>

Information Management Learning Channel, on the CP AoR's Learning Platform on UNICEF's AGORA <https://agora.unicef.org/course/info.php?id=53402>

Humanitarian Programme Cycle resources for child protection IM, including for severity, People in Need, and target calculations; child protection needs indicators and data sources; child protection response framework and guidance notes; NIAF resources; and recorded webinars and presentations providing explanations. <https://cpaor.net/hpc-core-documents>

Branding & Styling Directory - Guidance and Materials <https://cpaor.net/resources/cp-aor-branding-styling-directory-guidance-and-materials>

Coordination tool templates, including for contact list management; service mapping; 3W/4W/5W directory; capacity mapping tool and guidance <https://cpaor.net/information-management-resources>

Product and data visualisation templates <https://cpaor.net/resources/ms-powerbi-ms-excel-ms-powerpoint-guidance-and-templates>

Capacity strengthening

Learning and Development Strategy 2023-2026, Global CP AoR, 2023 <https://cpaor.net/sites/default/files/2023-09/L&D%20Strategy%20-%20Final.pdf>

CP AoR Capacity Assessment Report and Summary, Global CP AoR, 2022 [Arabic, English, French, Spanish] <https://cpaor.net/operational-support/capacity-development>

Learning and Development Monitoring and Evaluation Report, Global CP AoR, 2024 <https://cpaor.net/resources/learning-and-development-monitoring-and-evaluation-report-2024>

Learning Platform for child protection coordination and IM on UNICEF's AGORA <https://agora.unicef.org/course/info.php?id=53402>

Working Across Sectors training package – workshop and technical package [Arabic, English, , French, Spanish] for Child Protection, Camp Coordination and Camp Management), Education, Food Security, and Nutrition

cluster/coordination teams and coordination group members. <https://cpaor.net/working-across-sectors-workshop-technical-package>

Child protection monitoring and analysis

Needs Identification and Analysis Framework (NIAF) Handbook, 2020 <https://cpaor.net/resources/niaf-handbook>

NIAF resources, including comic strips [English, French, Spanish], and videos [Arabic, English] <https://cpaor.net/initiatives/needs-identification-and-analysis-framework-niaf>

Centralised platform for child protection data management <https://data.cpaor.net/> and <https://cpaor.net/initiatives/enhancing-child-protection-humanitarian-data-management>

Funding analysis dashboard

<https://app.powerbi.com/view?r=eyJrIjoiNDcyMzEwMDctMTI4OC00YWUwLThmOWEtNWY2NTA3ZGNmMDM3IiwidCI6Ijc3NDEwMTk1LTE0ZTEtNGZiOC05MDRiLWFiMTg5MjAyMzY2NyIsImMiOiJh9&disablecdnExpiration=1747756189>

Child Protection Response Monitoring Framework, Global CP AoR, 2025 <https://cpaor.net/sites/default/files/2025-10/Response%20Framework%20Guideline%20-%20GCPAOR.pdf>

Resources for integrating child protection into collection and analysis of IOM-DTM data:

- **Child protection indicators for integration in IOM-DTM data collection tools**, defined with UNICEF <https://dtm.iom.int/dtm-partners-toolkit/field-companion-excel>
- **Guidance for CP AoRs on using IOM-DTM data** to inform planning and response, Child Protection AoR, UNICEF, and IOM, *CP AoR Guidance*, 2019 https://dtm.iom.int/sites/g/files/tmzbd11461/files/tools/Guidance_DTM%20for%20the%20CP%20AoR_Feb%202019_0.pdf
- **Guidance on using proxy indicators on child protection risk**, *Bridging Information Gaps for Child Protection Needs Analysis in Emergencies*, IOM, UNICEF, IDMC, 2023 https://cpaor.net/sites/default/files/2023-01/Bridging%20Information%20Gaps_DTM%20and%20CPAoR_0.pdf

Collaborations: Education in Emergencies

Child Protection and Education in Emergencies Collaboration Framework, Global CP AoR and Global Education Cluster, 2020 <https://cpaor.net/initiatives/child-protection-and-education-emergencies-cp-eie>

Collaborations: GBV

Gender-Based Violence and Child Protection Field Cooperation Framework, Global CP AoR and Global GBV AoR, 2021 <https://cpaor.net/resources/gender-based-violence-and-child-protection-field-cooperation-framework>

Tips for CP and GBV Coordination and Collaboration, Global CP AoR, Global Education Cluster, IRC, NORCAP, 2020 <https://cpaor.net/resources/tips-cp-gbv-coordination-and-collaboration>

Resources on caring for child survivors of sexual abuse, co-developed between the Global CP AoR, Global GBV AoR, International Rescue Committee, supported by NORCAP and SDC <https://gbvresponders.org/response/caring-child-survivors/>

Collaborations: Food Security

Short argument for Food Security and Child Protection integrated analysis, Global CP AoR, 2018 <https://cpaor.net/resources/child-protection-and-food-security-linkages>

Note on Food Insecurity as a Driver of Child Protection Issues, Global CP AoR, 2019 <https://cpaor.net/resources/food-insecurity-driver-child-protection-issues>

Mali Case Study on Understanding Child Protection and Food Security linkages, Global CP AoR and WFP, 2019 <https://cpaor.net/resources/mali-case-study-understanding-cp-and-food-security-linkages>

Evidence Review of the Linkages between Protection and Food Security in Humanitarian Settings, Plan International and Global CP AoR, 2022 <https://cpaor.net/initiatives/integrating-child-protection-and-food-security-humanitarian-action>

Toolbox on Integrated CP and Food Security Programming in Humanitarian Action, Global CP AoR, Global Food Security Cluster, and Plan International, 2025 <https://cpaor.net/resources/toolbox-integrated-child-protection-and-food-security-programming-humanitarian-action>

Collaborations: MHPSS

Guide to enhance outcomes of MHPSS elements of child protection, for child protection practitioners on working with other sectors, Global CP AoR, 2022 [Arabic, English, French, Spanish] <https://cpaor.net/initiatives/mental-health-and-psychosocial-support-mhpss>

Online training for frontline workers delivering community-based MHPSS when working with children, Global CP AoR, UNICEF Latin America and Caribbean Regional Office, UNICEF Venezuela office, 2020 [English, Spanish] <https://cpaor.net/news/remote-training-orientation-frontline-workers-delivering-community-based-mental-health-and>

Funding advocacy

Unprotected: Crisis in Humanitarian Funding for Child Protection, 2019, Global CP AoR, Alliance for Child Protection in Humanitarian Action, Save the Children <https://cpaor.net/resources/unprotected-crisis-humanitarian-funding-child-protection-0>;

Still Unprotected: Humanitarian Funding for Child Protection, 2020, Alliance for Child Protection in Humanitarian Action, Global CP AoR, Save the Children, UNHCR <https://cpaor.net/resources/still-unprotected-humanitarian-funding-child-protection-0>

The Unprotected: Annual Spotlight on Child Protection Funding in Humanitarian Action, 2021, Alliance for Child Protection in Humanitarian Action, Global CP AoR, Save the Children, UNHCR <https://cpaor.net/resources/unprotected-annual-spotlight-child-protection-funding-humanitarian-action-2021>

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Enabling Access to Funding for Locally-led Humanitarian Action: Outcome Report, Global CP AoR and Street Child, 2025 https://cpaor.net/sites/default/files/2025-08/Child%20Protection%20Resource%20Mobilization%20Impact%20Report_2025.pdf

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Inter-agency guidance and resources, such as:

- **Conceptual Framework for Localisation in Protection and Education Coordination**, in *Better Protection Through Localisation*, Global CP AoR, Global Protection Cluster, Global GBV AoR, and Global Education Cluster, 2017 <https://cpaor.net/resources/better-protection-through-localisation>
- **Inter-Agency Toolkit on Localisation in Humanitarian Coordination**, Global CP AoR, Global Education Cluster, Global WASH Cluster, Global Nutrition Cluster, Save the Children, Street Child, 2022 [Arabic, English, French] <https://resourcecentre.savethechildren.net/document/inter-agency-toolkit-on-localisation-in-humanitarian-coordination/> and accompanying **e-course** <https://kayaconnect.org/course/info.php?id=5128>
- **Quick Guide for local and national actors to understand the Cluster system**, Global Education Cluster, Translators Without Borders, Global CP AoR, Save the Children, 2022 [Arabic, English, French, Spanish, Portuguese] 2022 <https://www.cpaor.net/resources/quick-guide-humanitarian-cluster-system-approach>
- **E-training** on localisation in the humanitarian coordination system, Global CP AoR, Global Education Cluster, Global WASH Cluster, Global Nutrition Cluster, <https://agora.unicef.org/course/info.php?id=53022>
- **Localisation Quality Checklist for HNOs and HRPs**, Global CP AoR & Global Education Cluster, 2021 [English, French] <https://cpaor.net/resources/hno-and-hrp-quality-checklist-localization>

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GLOBAL CHILD PROTECTION

AREA OF RESPONSIBILITY

Child Protection

Humanitarian

Coordination

2006 — 2025