CPMS guide
for coordination groups / mechanisms

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1. WHAT IS THIS GUIDE ABOUT?

The purpose of this document is to provide coordinators and coordination groups / mechanisms with support on how to use and integrate the CPMS in to the various stages of Humanitarian Programming work. The guide especially focusses on Response Planning, Resource Mobilization and Response Monitoring. Learn more about the Humanitarian Programme Cycle here: **https://www.cpaor.net/Starter_Pack**

The CPMS guide for coordination groups / mechanisms provides a large number of practical tips for using the CPMS. Those tips are not exhaustive and are meant to be a basis for CP coordination groups / mechanisms to build upon. Additional guidance can always be requested from the CPMS Working Group (cpms.wg@alliancecpha.org) or from the CP AoR helps desks (Arabic, English, French and Spanish).

As Child Protection coordination groups / mechanisms[1], our main goal is to improve the effectiveness and the coverage of the humanitarian response so as to fully prevent and respond to abuse, neglect, exploitation of and violence against children. For this purpose, we identify priority gap areas, either geographically or in terms of a particular child protection risk or necessary intervention, and collectively work to fill those gaps.

Ensuring the protection of children affected by emergencies is a shared objective across varied situations of humanitarian crises, which may be different in nature or scale. Thus, regardless of the approach and formal shape of a Child Protection coordination group or mechanism, the CPMS are an important tool that ensures more predictable, accountable and effective child protection responses.

This guide is relevant for all partners of a coordination group / mechanism and for individuals with different roles within the coordination group / mechanism (coordinator, co-facilitator, lead of a thematic working-group...).

Tips for using this guide:

This guide can be used in combination with the Facilitator's Guidance to organize and facilitate working sessions for the child protection coordination groups / mechanisms.

The aim of the working sessions is twofold:
- to select which specific standards the group deems most relevant to focus on during a specific timeframe,
- and to determine a way forward in order to ensure the selected standards are adhered to.

The 6 working sessions (2 hours on average per session) can take place face to face or remotely. They can be organized into a two-day workshop or into a non-consecutive series of meetings.

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[1] A CP coordination group / mechanism is a group of stakeholders collaborating to ensure that the efforts to prevent and respond to child protection risks - in a specific zone - are timely, of best quality, complementary and cost effective. A coordination group might include local, national and international agencies of all kinds (public actors, civil society organisations, UN agencies, religious actors, private companies etc).

2. MY CPMS

The CPMS in a nutshell

The CPMS or the *Minimum Standards for Child Protection in Humanitarian Action* are designed by a joint group of 85 child protection agencies from 82 different countries in an effort to establish common principles, set benchmarks, and provide a harmonized, consistent guide on the quality of assistance that should be expected and advocated in humanitarian contexts.

The CPMS can be used by all stakeholders involved in humanitarian response, including government bodies, local, national and international NGOs, UN agencies and other stakeholders, depending on the context.

Accessing the CPMS

Read online, download the App, get a printed version or pre-order: access to the CMPS is easy.

- On the HSPapp (GooglePlay / AppStore) – English, French, Arabic and Spanish versions available
- Downloadable PDFs & online interactive versions available at https://alliancecpha.org/ (English, French, Spanish, Arabic)
- Printed versions available in 4 different languages – contact the CPAoR (cp-aor@unicef.org) and UNHCR (hqchipro@unhcr.org) for information
- Available for purchase in 4 languages through Practical Action: pre-order at this link. All pre-orders received by 1 September 2020 will receive a 10% discount

If interested in translating or contextualising to your context, contact cp-aor@unicef.org or UNHCR (hqchipro@unhcr.org) to receive editable versions.

Are you up to date on the CPMS?

You can brush up on your existing knowledge or learn about the latest CPMS version through the following links:

- Introduction video (6 minutes) available in English, French, Arabic, Spanish
- Alliance CPMS e-learning course (full course takes about 4-6 hours) http://learning.alliancecpha.org/my/

Want to know what's new in the 2019 edition? Read this 2-page document (also available in Spanish, French and Arabic) if you wish to understand the key features and updates in the 2019 edition of the CPMS. A new PowerPoint presentation, with facilitators notes is also available in English, French, Spanish, and Arabic. Spanish speakers can also watch the video introduction to the 2019 edition.

What makes up the CPMS?

There are 10 principles and 28 standards included in the CPMS. The 10 Principles (4 CRC Principles, 4 SPHERE Principles, 2 specific CP Principles) are key to fully applying and achieving the 28 standards, which are grouped under 4 pillars:
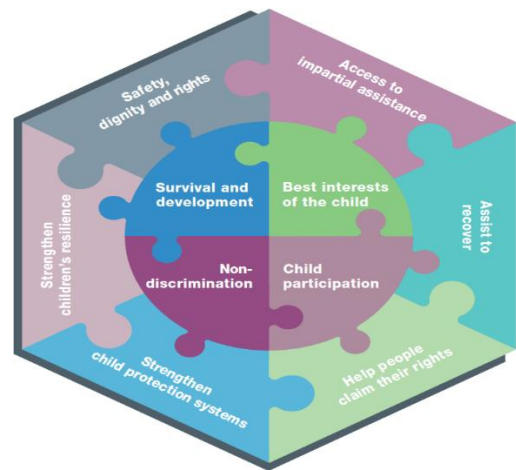
- Pillar 1: Six standards to ensure a quality child protection response
- Pillar 2: Seven standards on Child Protection risks
- Pillar 3: Seven standards to develop adequate strategies
- Pillar 4: Eight standards to work across sectors

The following annexes provide more in-depth information on the CPMS Structure:

- [A glossary](#) (annex 1)

- A list of [relevant legal instruments](#) (annex 2)

- A list of [key resources for cross-cutting issues](#) (annex 3)

- [A detailed table of indicators](#) (annex 4)

CPMS Principles

In order to fully apply and achieve the targets set by the CPMS standards, CP coordination groups / mechanisms must aim to both promote and adhere to the 10 CPMS principles. This means that all objectives and activities outlined in preparedness, prevention and response plans by the CP coordination groups / mechanisms in any given context, should directly reflect the values of the 10 principles.

The four pillars

Pillar 1: Six standards to ensure a quality child protection response: These standards provide a framework through which a CP coordination group / mechanism can identify the available resources and skills within member organizations, (including the coordination team) in order to support the CP coordination groups / mechanisms to assess their collective strengths and weaknesses, and identify areas for improvement as well as the capacity building needs.

Pillar 2: Seven standards on Child Protection risks: The standards in Pillar 2 cover core areas of work and critical issues related to the seven main child protection risks that children may face in humanitarian settings. Child Protection coordination groups / mechanisms will ensure that they have checked the prevalence of these risks when assessing the needs, including the less obvious or visible risks in their contexts. They can then decide to focus on preparedness/response and CP monitoring of the relevant or prioritized risks in their context.

Pillar 3: Seven standards to develop adequate strategies: Pillar 3 describes key strategies, approaches and interventions for preventing and responding to the CP risks outlined in Pillar 2 through the socio-

ecological model and are aligned with the [seven INSPIRE[2] strategies to end violence against children](#), where relevant. This pillar is an essential tool to be used for the planning of objectives and activities and with whom/how to conduct them. Depending on identified and prioritized risks, CP coordination groups / mechanisms will select strategies applicable to their context, using Standard 14 (Socio-Ecological approach to Child Protection Programming) to ensure actions are taken at all four levels of the socio-ecological model.

Pillar 4: Eight standards to work across sectors: Preparedness and response processes will generally be undertaken simultaneously by several or all sectors and will provide an opportunity to include child protection in inter-sector preparedness and response plans. The standards to work across sectors in Pillar 4 will be of tremendous support to proactively seek the collaboration of other sectors, including food security, livelihood, education, health, nutrition, WASH, shelter and settlement and camp management.

Possible ways to promote the CPMS

- Encourage and facilitate presentations of the CPMS to the members of the coordination group / mechanism;
- Facilitate the engagement with other sectors to adapt and integrate relevant standards and indicators, particularly those in Pillar 4, into their processes;
- Work with the members to support the translation of the CPMS into relevant local languages using the Translation Guide;
- Support orientations and trainings on the CPMS (online and in person when possible) Refer to relevant training packages in 2. Awareness Raising and Capacity Building; (E-course on CPMS here)
- Encourage child protection actors to download and use the mobile app of the 2019 edition of the CPMS (along with other standards), which is available on the Humanitarian Standards Partnership app;
- Encourage child protection actors to produce inclusive, child and community-friendly materials and messages based on the CPMS;
- Orient child protection actors in using spot checks or more systematic reviews to monitor and improve the awareness and use of the standards in their programmes;
- For people already familiar with the CPMS, facilitate online/in person trainings to explore and contextualize new standards in the CPMS 2019 edition. Refer to 4. Contextualization.

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[2] INSPIRE Seven Strategies for Ending Violence against Children is a set of seven evidence-based strategies for countries and communities working to eliminate violence against children. https://www.end-violence.org/inspire

3. COORDINATION GROUPS / MECHANISMS & THE CPMS

Linking coordination functions and the CPMS

See this interactive presentation highlighting some of the linkages between the key coordination functions and the CPMS. More information in **annex.**

The CPMS and existing national standards

The CPMS are not legally binding and, as the name suggests, the CPMS outline internationally agreed minimum standards in protecting children in humanitarian action.

National standards and the CPMS are based on the same international legal framework linked to children's rights and child protection. Existing national CP standards have to be used and complemented by the CPMS, when required. In collaboration with the relevant Government bodies the CPMS can be used to:

- Strengthen, adapt and operationalize national standards and responses;

- Advocate for resources to operationalize national standards;

- Establish common agreements and principles with government authorities (i.e. Ministries of Social Welfare, Health, Education, etc.) and other CP actors.

Contextualization and Prioritization:

It is strongly recommended to **contextualize the CPMS to each context**. The contextualization process is best done with the whole CP coordination mechanism, including Governments and affected populations when possible. While it may not always be feasible to contextualize all 28 standards, each context/country can select priority standards to contextualize. Detailed guidance is available (Updated Contextualization Guidance here).

The degree to which the Standards can be met in practice will depend on a range of factors, including the strength of the existing CP system, technical capacities of child protection and humanitarian workers, funding and resources available to the CP sector, access to the affected population, the level of cooperation from relevant authorities, and the overall level of insecurity.

Those factors, combined with urgent and fast-changing needs, are likely to require that the members of the CP coordination group **prioritize** the standards that the coordination group will aim at collectively reaching.

Important Note: ***selecting a number of core standards to be prioritized for response planning and monitoring does not mean excluding other standards and sections of the CPMS.***

Being familiar with the whole CPMS and building the awareness of the coordination group and their capacity is still an essential process.

It is recommended to review the other relevant principles and standards that are mentioned at the beginning of each standard under the title.
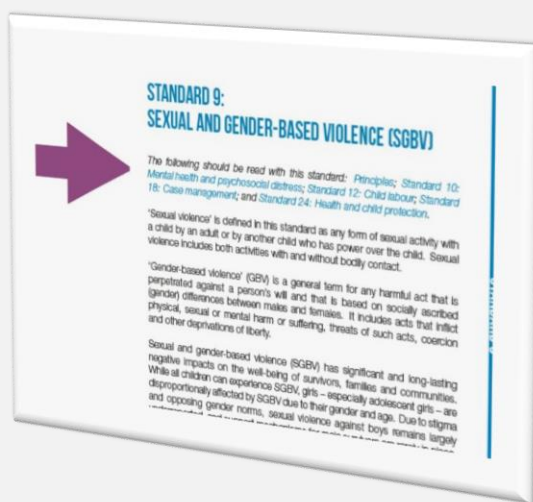
Key questions to identify standards to be prioritized by the coordination group:

- Which elements of a CP system are in place and can be built upon? What are the gaps?

- To what degree have children access to the CP system? Are they accessible and appropriate for children who are refugees, internally displaced and migrants?

- Which CP risks (as defined in Pillar 2) are predominant in our context? What is the communities' level of awareness regarding these risks and how are they responding? What are the gaps?

- Which CP strategies (as defined in Pillar 3) are part of a humanitarian response plan or emergency preparedness plan? How does it complement other existing national plans (e.g. national action plan to end violence against children)?

- Which sectors (as defined in Pillar 4) are currently operating in our context or are urgently needed?   Which sectors or services do affected children come in contact with the most in their daily lives?

- Based on the above, which elements of the CP system should be prioritized to protect children?

Considerations to identify standards to be prioritized:

When a humanitarian response plan is in place.	It is relevant to prioritize a limited number of standards (between 4 and 10) in keeping with the response plan and that enjoy the support from all the coordination mechanism members And, if the CPMS has been contextualized: consider the standards that have been contextualized.
When some standards have already been contextualized, but there is no humanitarian plan in place yet:	The reasons for contextualizing those standards should be clarified and those are probably the standards to be prioritized for any upcoming humanitarian response plan. There might be exceptions if consensus among the coordination mechanism members is not possible to achieve and/or if prioritizing those standards would mean going against one of the CPMS principles
When there is no humanitarian needs analysis or response plan and where the CPMS were not contextualized	It is relevant to focus on a limited number of standards (between 4 and 10) while making sure the selected standards include at least one standard from each pillar.

Note: there is usually some kind of a national emergency plan in place, although it does not necessarily have the name or shape that we are expecting!

4. USING THE CPMS FOR RESPONSE PLANNING

Response planning in a nutshell

Response plans or response strategies, including Humanitarian Response Plans (HRP) and Refugee Response Plans (RRP), are key inter-agency tools for strategic decision-making. They are also essential for ensuring accountability of all humanitarian agencies implementing the Child Protection response and setting commonly agreed objectives.

A complete response planning document includes the following components:
- background and situation analysis; basic principles and legal framework;
- an overview of relevant coordination mechanisms and their leadership;
- references to existing emergency preparedness plans;
- objectives;
- action plan with a list of planned activities detailing geographic areas;
- target populations and responsibility for implementation;
- key indicators; targets;
- constraints and assumptions; and
- costs[3].

Which section of the CPMS should we use for Response Planning?

The Child Protection Minimum Standards will come in direct support of Child Protection coordination mechanisms when engaging in response planning, at every stage of the process.

- **Each of the standards from Pillars 1, 2 and 3 lists specific "response actions", and key actions in Pillar 4 can all be considered as "response actions"**. Many key actions in the CPMS are also listed under "preparedness" or "prevention" subsections in specific standards. Keep in mind that preparedness actions and prevention actions that were not done before a crisis should be considered during the response phase. (In the CPMS, key actions that are noted in the preparedness and prevention section are not repeated in the response section).

- **Foster discussions on the CPMS principles** among the different members of the CP coordination groups during the planning process. Members planning to implement CP interventions often represent a variety of organizations, each with their own mandate, vision, values, policies and ways of working. A solid, harmonized understanding of the 10 principles across coordination mechanism members must be built prior to engaging in the actual response phase.

- Encourage Child Protection coordination group members to reflect on **Pillar 3,** to further develop their respective strategies and **to strengthen quality and systemic socio-ecological approaches in their programming**. This process will be useful to plan the development of standard operating procedures (SOPs) and to shape standard response packages.

- Use the CPMS **Pillar 2** on Child Protection risks to ensure a comprehensive response planning that addresses all four levels of the socio-ecological model and complements existing child protection systems and national plans

- Use the CPMS **Pillar 3** on Adequate Strategies to ensure a comprehensive response planning that responds **to verified and documented needs,** and to understand their magnitude.

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[3] Reference: Child Protection coordinator handbook, Section 3, page 67

- Use the list of cross cutting issues (introduction section - page 29) against issues such as **sensitivity to age, gender, disability and displaced children** so that all relevant questions/angles are considered when preparing the proposed response (for example: when developing a school-based action, which groups of children are we prioritizing? Are we sufficiently considering the benefits and limitations of mobile programming?).

- Use **CPMS Table of Indicators** to **select priority indicators** to be used for response monitoring based on the child protection elements in the overall strategic plan.

TIPS for coordinators / coordination focal points and coordination groups / mechanisms:

- Engage as early as possible with local CP actors, government partners , and development actors in order to identify appropriate local partners to implement response activities.

- Review the CPMS Glossary and key actions of a specific standard with all members of a coordination group to promote a common language and understanding, particularly when going through the process of assessing existing services

- Use the CPMS as a reference when 1) determining how the CP coordination group / mechanism collectively meets the minimum actions per standard and 2) identifying gaps in adhering to each standard.

- Use a step by step approach (it is usually difficult to implement all key actions of a standard at the same time) to operationalize the standards that the group decides to collectively prioritize.

Questions for coordination groups to REFLECT on how they use the CPMS for Response Planning:

- When starting the planning process, do we consider all relevant risks and response strategies as listed in the CPMS? Are these risks and indicators of risk reflected in needs identification and analysis processes?

- Do we track any bias the coordination group may have that would hamper the identification of some child protection needs? Or have we unintentionally overlooked any risks for specific populations in vulnerable situations? For example, are there children from minority ethnic and religious groups who face different child protection risks? Are the needs of children with disabilities and children who are migrating, displaced or refugees taken into account? Are the gendered needs and risks of children adequately reflected and addressed ?

- Are there new approaches or activities that we would like to consider for our changing context ? Or should we think again of adaptations to existing programming that we have not been able to implement before (e.g., socio-ecological model, community-level responses, group activities)?

- How will we, as a group, monitor our adherence to the 10 CPMS principles throughout the response planning process? How do we make sure the objectives we set will operationalize these principles?

- Having set our strategic objectives, how can we build a harmonized understanding of the CPMS across CP coordination group / mechanism members and ensure each member has the capacity to deliver quality, effective interventions?

5. USING THE CPMS FOR RESOURCE MOBILIZATION

Resource Mobilization in a nutshell

Resource mobilization includes: clarifying funding requirements, coordinating budgeting, and leading fundraising for the humanitarian CP response. Effective resource mobilization is critical as Child Protection is all too often one of the most underfunded sectors, receiving just 0.5% of humanitarian funding according to one report[4].

The CPMS can be used by coordination group / mechanism members to assess the funding required to deliver quality CP interventions, to develop joint proposals[5], to build the capacity of local partners in resource mobilization, and to advocate for the allocation of funds towards CP system strengthening.

Which sections of the CPMS should we use for Resource Mobilization?

- All principles are equally important to ensure project results are of adequate quality. Every project proposal should be reviewed through the lens of each of the 10 principles.

- Standard 2 (human resources) of Pillar 1 supports the identification and budgeting for HR needs that are required to ensure a quality CP response.

- Different standards from Pillar 2 to be used depending on the specific risks that the proposed project addresses.

- At least one standard from Pillar 3 to be used depending on the strategies included in the proposed project.

- Standards from Pillar 4 to be used depending on the sectors in which CP is integrated or mainstreamed, which may vary depending on the context.

- Use CPMS Indicators: to show what each standard is measured against and for donors to be aware of what is expected per standard as a minimum

TIPS for using the CPMS for Resource Mobilization

Tips for the identification of funding requirements

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[4] See Unprotected: Crisis in Humanitarian Funding for Child Protection.
https://resourcecentre.savethechildren.net/library/unprotected-crisis-humanitarian-funding-child-protection.

[5] A joint proposal is defined here as a proposal for a joint program, meaning it is implemented by two or more partners and is jointly developed and presented. If funds are received, they will be jointly managed based on an agreed mechanism.

- Pillars 1 and 3 provide exhaustive elements on what constitutes a quality CP response. They can be used to define objectives in terms of quality as well as to assess funding requirements (i.e. how much does quality intervention cost? What are the gaps?). The CPMS are designed as universal, agreed upon benchmarks and will therefore support pitching CP interventions to donors and promoting quality work. In some contexts, the CPMS may be used in combination with evidence-based interventions such as INSPIRE[6].

- Referring to key actions of CPMS Pillars 2 and 3 ensure that our proposals are gender, age and disability sensitive. Children of different ages, genders, and development have the same rights but require tailored approaches to meet their needs.

Tips for joint proposal writing for members of the coordination mechanism

- CPMS Annex 2 "relevant legal instruments" are useful for developing context analysis within proposals.

- The introduction section of Pillar 2 presents the main child protection risks in everyday language and can be used to develop theories of change in a manner that is understandable for all parties involved, including donors. The glossary also allows us to express strategies and activities without using sector-specific jargon.

- Standard 2 (HR) and Standard 1 Guidance Note 1.3.3 can be used to justify staffing and resources needed for coordination.

- Guidance Note 2.3.1 can be used to determine which resources are needed to ensure child safeguarding policies and procedures are implemented by all partners.

- For group activities to support children's protection and well-being, guidance notes in Standard 15 provide costing elements for group activities with children (required materials, number of personnel depending on age group, safety and security measures).

- For case management, key action 18.1.7 identifies the number of caseworkers and supervisors needed for a quality response.

Tips to strengthen the capacity of local actors in developing project proposals for funding

- The structure of the CPMS follows the logical framework (result, activities, indicators) and is therefore a practical tool to support local partners in drafting project sheets, proposals and funding applications to UN funds, international NGOs and private foundations.

- Take sufficient time to support local actors to explore humanitarian funding mechanisms and establish relations with donors.

- Use the process of proposal writing to discuss activities that could be gradually transferred to local actors and which resources / strategies are required to transfer the lead from international actors to local actors.

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[6] See Minimum Standards for Child Protection in Humanitarian Action & INSPIRE strategies: A Guide to Complementarity and Use in Humanitarian Action, updated July 2020.

- Use the preparedness sections of Standard 1 and Guidance Note 1.3.7 to integrate capacity development and resources for local actors in proposals with the aim to enhance their participation in coordination mechanisms and to enable local actors to take leadership roles.

Tips to advocate for resources to strengthen systems

- Use the introduction sections of Standards 15, 16, 17, 18, 19 and 20 to highlight how those strategies are essential outside of crisis events and how they help in better managing CP during crisis;

- In collaboration with the Protection Sector and government institutions, use the preparedness actions of Standard 4 to advocate for the CP coordination mechanisms set up / strengthened during emergencies. In situations where a humanitarian child protection coordination mechanism is established, advocate for its integration to the national CP coordination or for it to be the basis to initiate a national CP coordination initiative;

- Establish linkages with the seven INSPIRE strategies to end violence against children, particularly if your country of operation is a path-finding country which has committed to end violence against all children[7]; See the INSPIRE Handbook[8] as well as the guide for clarifications and guidance on linkages and complementarity between the INSPIRE package and the 2019 CPMS.

- Constantly refer to *Guidance Note 2.3.2: Planning and Preparedness* that highlights the need for salary structures of humanitarian actors to avoid weakening governments and local civil society actors by recruiting their staff;

- Make partnerships with local actors visible, whenever relevant, for instance by ensuring that their action is highlighted during public relations activities as well as in professional and media reports.

Questions for coordination groups / mechanisms to REFLECT on how they use the CPMS for Resource Mobilization

- Are local partners currently sufficiently aware of and able to access pooled fundraising mechanisms for humanitarian response? How are they influencing the use of funding? Is this aligned with our principles?

- How can we engage local actors (civil society, government) more effectively in resource mobilization?

- How can we ensure resource mobilization raises the visibility of the crisis to the most strategic national agencies and to the international community?

Box: Testimony of a member of a CP coordination group (or link to video)

FORTHCOMING

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[7] https://www.end-violence.org/pathfinding-countries

[8] https://www.who.int/publications/i/item/inspire-handbook-action-for-implementing-the-seven-strategies-for-ending-violence-against-children

6. USING THE CPMS FOR RESPONSE MONITORING

Response Monitoring in a nutshell

Ensuring reliable response monitoring is a core function of coordination. Response monitoring is critical to tracking the quality, coverage and effectiveness of all Child Protection interventions in real time. Response monitoring can also highlight potential gaps and enable adjustments to the response in a timely manner, including mobilization of additional funding. Response monitoring contributes to building accountability and enforcing CPMS principles.

Which section of the CPMS should we use for Response Monitoring?

- Pillar 1: Standards to Ensure a Quality Child Protection Response, particularly Standard 4: Programme Cycle Management, Standard 5: Information Management, and Standard 6: Child Protection Monitoring.

- Each of the 28 standards has a dedicated section on measurement which includes a maximum of 4 core indicators.

- The CPMS Table of Indicators provides a complete menu of indicators related to each standard.

TIPS for using the CPMS for Response Monitoring

A shared and coherent understanding of the response monitoring system in place in a given context is key to ensuring accurate reporting.

- Based on the identified response strategies, as a group, **jointly select the relevant set of indicators** suggested in the measurement section of each standard. And incorporate those into the coordination risk analysis and response monitoring framework.

- **As part of the child protection monitoring framework, contextualize the selected set of CPMS indicators** whenever needed and provide brief written guidance, including a definition for each indicator, suggested methodology, and frequency for data collection.

- Ensure all members of the CP Coordination group / mechanism have the **capacity to report** on the child protection coordination monitoring framework with disaggregated data in line with Key Action 6.1.11. Design the CP coordination group training and capacity building plan accordingly, prioritizing support to partners who have limited or no M&E capacity.

- Develop joint checklists or monitoring tools for priority standards and foster **joint monitoring visits/missions** and subsequent sharing of best practices, using the CPMS as a reference framework.

- Where Standard Operating Procedures, Information Sharing Protocols, etc. are agreed to by coordination group members, facilitate a **discussion with members about how the group will promote adherence** (and how the group will respond in a constructive and respectful manner if procedures and protocols are not being adhered to).

Questions for members of coordination groups / mechanisms to REFLECT on how they use the CPMS for Response Monitoring

-   What is the **capacity** of the coordination group as a whole to report on harmonized indicators and with data disaggregated by sex/gender, age, and disability (in line with CPMS Standard 6)? Is it feasible for all (computers, software and other devices, basic IT knowledge, etc.)? Many coordination groups are already jointly monitoring some indicators, but it would be helpful to reflect on the feasibility of monitoring additional indicators from prioritized standards and/or ways of improving response monitoring overall.

-   How can you use the CPMS to open a dialogue within the CP coordination group on **definitions of key CP terms (such as PSS)** to ensure all group members are reporting on elements that can be compiled ? While definitions of key CP terms should be agreed uponat the response planning stage and at this stage, coordinators should ensure that all partners understand the agreed-upon definitions and are capable of using them for monitoring.

-   Have all coordination group members had the opportunity to contribute to the development and design of the IM products designed for response monitoring? Is there wide commitment amongst coordination group members to implement these tools? If not, how could you build such commitment?

-   How will we ensure our reporting focuses on what we need to know and is used to inform and improve interventions? In other words, the information we collect should serve specific information needs and have a defined purpose, ultimately leading to action towards protection outcomes.

ANNEX: Linking coordination functions and the CPMS – also see poster here.

"In the view of performing key coordination functions (…)	**(…) I can refer to a selection of CPMS sections".**	**"In practice":** tips and tools to operationalize the CPMS in the framework of coordination functions *(Note: Samples listed in this column can be replaced by others as deemed relevant by the CP AoR team. The purpose here is to illustrate how, in practice, coordination tools directly contribute to operationalizing the CPMS)*
FOR ALL FUNCTIONS	**Refer to "principles" section**: all Child Protection intervention should be conducive to operationalizing 10 principles. **Refer to Annex 2: relevant legal instrument** and ensure you have an accurate picture of the legal and normative framework linked to your context.	Include references to the principles and to relevant legal instruments in core coordination documents. Plan and develop capacity building activities targeting all coordination group members on these topics.
Supporting service delivery: Provide a coordination platform and develop mechanisms to eliminate duplication	**Refer to Pillar 1 "standards to ensure a quality Child Protection response"** with a focus on Standard 1 "coordination" and on Stan dard 5 "information management". **Going further, by referring to Pillar 3 "standards to develop adequate strategies"** coordination group members will have opportunities to coordinate their response and to implement a harmonized set of activities in order to reach common goals.	Identify response capacity and gaps, developing Standard Operating Procedures, including referral pathways. Designing and producing dashboards based on 5W and showing needs, progress towards response goals and geographic coverage, thus highlighting gaps and avoiding duplication, and ensure a quality CP response to maximize the use of resources. Samples: Dashboard DR Congo Mars 2020 NE Nigeria referral directory

Informing strategic decision making: Identify and analyse needs and gaps to prioritize the response	**Refer to** Pillar 2 "standards on Child Protection risks", **as well as to** Pillar 1, **Standard 6 on child protection monitoring.** Ensure the relevant risks are embedded in assessment tools, including child protection-specific assessments and other sector's assessments, likewise for secondary data reviews (see **Pillar 4**: "standards to work across sectors"). Ensure these risks are reflected when drafting humanitarian planning documents such as humanitarian needs overview (HNO) or any other synthesis of needs prior to engaging on response planning. Refer to Pillar 3, "standards to develop adequate strategies", to assess where members of the coordination group collectively stand in implementing the response and to identify gaps in key actions.	There are numerous options to identify needs depending on constraints (for instance on access, security) and availability of sources and data. On-site assessments and secondary data review are some options. When a formal humanitarian planning cycle takes place, the Humanitarian Needs Overview will enable the coordination group to take stock of needs and to highlight the gaps. **Samples:** [South Sudan Child Protection Rapid Assessment](#) [Child Protection needs and risks in Mozambique SDR April 2019](#) [Somalia Humanitarian Needs Overview 2020](#) (Protection and CP page 55-56)
Planning and implementing response strategies: develop sectoral plans with indicators, apply technical standards and clarify funding requirements	**Refer to** Pillar 3, "standards to develop adequate strategies". Foster the development of standardized strategies among Child Protection agencies based on the needs identified during the assessment of the risks in your context. In addition, refer to **Annex 3**: key resources for cross-cutting issues.	Ensure objectives, goals and indicators listed in response planning documents (strategies, HRP/RRP...) are aligned with Pillar 3 standards, bearing in mind the coordination mechanism may decide on a step by step approach to reach full implementation of these standards. Setting up thematic working groups (case management, PSS...) is often an efficient option. Developing tools such as Standard Operating Tools will also foster a coordinated approach and promote practices that are aligned with the CPMS. **Samples:** [Humanitarian Response Plan Syria 2019](#)

Monitoring and evaluating performance: monitoring the evolution of needs, of the response (coverage and quality) and the performance of the coordination services	**Refer to the dedicated subsection on "measurement" in each of the 28 standards,** which includes indicators to measure key actions. Refer to **Annex 4** to go further and expand your selection of harmonized indicators.	Ensure all members of the CP Coordination group have the capacity to report on a selection of harmonized indicators. Agree among the group on the frequency of reporting, monitoring tools, content of each indicator... Providing a comprehensive written guidance is useful (see sample). **Sample(s):** **CPSC indicator guidance HRP 2019 Iraq** **Lebanon: Inter-Agency Child Protection 2020 Indicators Definitions**
Advocacy: Identify concerns and contribute to strategic communication with key information and messages	**Refer to** Pillar 1 "standards to ensure a quality Child Protection response", with a focus on **Standard 3 "Communications and advocacy".** It might be useful to refer as well **to Annex 2 "relevant legal instruments".**	Use the CPMS as a reference for developing the content of advocacy messages and documents. This will provide the coordination group with a benchmark and will enable effective contextualization. **Sample(s):** **Rohingya crisis advocacy brief** **Yemen key advocacy messages**
Build capacities in preparedness and contingency planning: contribute to national contingency planning development, update and appropriation, and to training.	**Refer to the dedicated subsection on "preparedness" in each of the 28 standards.** **Work jointly with other sectors and refer to** Pillar 4: "standards to work across sectors".	Depending on the risks, needs and strategies prioritized jointly by the CP coordination group, a selection of preparedness measures can be undertaken based on the CPMS. Checklists, preparedness plans, etc. can be developed accordingly.

		Samples *of preparedness/contingency plans*: Cox's Bazar Rohingya Refugee Response - Cyclone preparedness and response plan 2020 Philippines – CPWG Earthquake contingency plan 2017
Accountability to affected populations*: Encourage members to inform and involve affected population in the decision making, agree on mechanisms to receive, investigate and act upon complaints, and agree on measures to prevent sexual exploitation and abuse.	**Refer to the "principles" section with a focus on Principle 3 ("Children's participation"), Principle 5 ("enhance people's safety, dignity and rights and avoid exposing them to further harm") and Principle 8 ("help people claim their rights").**	Good coordination practices include the development of inter-agency strategies to engage with communities (including children), codes of conduct, inter-agency feedback and complaint mechanisms. Sample(s): Ukraine – CPSC code of conduct Global guide and toolkit for child friendly feedback mechanisms (Plan International)