

Governance Document

Article I. Name

Section 1.01. The name of the network is the Alliance for Child Protection in Humanitarian Action, herein referred to as “the Alliance”.

Article II. Mission, Vision, and Core Values

Section 2.01. Mission: Support the efforts of humanitarian actors to achieve high quality and effective child protection interventions in humanitarian settings.

Section 2.02. Vision: The Alliance envisions a world in which children are protected from abuse, neglect, exploitation, and violence in humanitarian settings.

Section 2.03. Core Values: The Alliance adheres to the principles of the Core Humanitarian Standard¹ and the principles of the Child Protection Minimum Standards (CPMS).²

Article III. Functions

Section 3.01. Functions: The Alliance provides its members, as well as the broader Child Protection in Humanitarian Action (CPHA) community, with the technical support and guidance they need to carry out their work to protect children in humanitarian settings. The Alliance’s work can be classified according to one or more of the following core functions:

i. Standard setting and guidance development (CPMS and beyond)

The Alliance develops standards for the field of CPHA and generates technical guidelines and associated material for use by humanitarian actors. The Alliance promotes the use and integration of existing humanitarian standards and norms into CPHA practice, while learning from their use and improving upon them.

ii. Capacity sharing, learning, and development

The Alliance develops the technical capacity of child protection actors through: identifying, expanding, and strengthening the CPHA workforce; mapping capacity gaps; defining sector's priorities and strategic direction in terms of capacity development; and providing learning opportunities (including face-to-face and remotely).

iii. Evidence and knowledge generation

The Alliance invests in generating, processing, and making available robust evidence on the effectiveness of programmes and strategies in protecting children in humanitarian settings.

iv. Advocacy

The Alliance engages in advocacy for the sector and affected populations, when appropriate.

v. Convening

¹ <https://corehumanitarianstandard.org/the-standard>

² <http://cpwg.net/wp-content/uploads/sites/2/2014/03/CP-Minimum-Standards-English-2013.pdf>

The Alliance convenes humanitarian child protection actors (at local, national, regional, and global levels) to promote knowledge-sharing and technical collaboration.

Article IV. Structure

The Alliance strives to be an open, flexible network with shared leadership across UN and NGOs, non-competitive membership, and strong inter-agency collaborative relationships. The Alliance complements other inter-agency mechanisms by convening and facilitating inter-agency collaboration on normative work, including standard setting and the development of technical guidance.

Section 4.01. Spaces: The Alliance members are part of a global community of practice that provides opportunities for engagement at many levels. Current identified spaces include:

4.01.1. Steering Committee – The purpose of the Steering Committee (SC) is to set the strategic direction of the Alliance and to ensure that it is managed effectively by the Executive Committee. The SC has primary authority and responsibility on matters of strategic significance, policy, and of governance issues of importance to the functioning of the Alliance. The SC delegates responsibility to the Executive Committee, which guides and supports the Secretariat to implement SC decisions and the day-to-day operations of the Alliance. (See more under section 6.01)

4.01.2. Executive Committee (ExCom) – The Executive Committee (ExCom) is delegated by the SC to oversee the implementation of the Alliance strategy and work plan. The ExCom guides and supports the Secretariat to implement SC decisions and the day-to-day operations of the Alliance.

4.01.3. Secretariat – The Secretariat represents the Alliance; coordinates and supports Working Group, Task Force, and Initiative activities; leads on the development and implementation of its strategy; and oversees Alliance processes, systems, and projects (see section 6.04).

4.01.4. Co-Lead Agencies – Co-lead agencies have the primary responsibility for the strategic and operational functioning of the Alliance. The Alliance is co-led by a National NGO, an INGO and a UN Agency. The co-leads are expected to contribute staffing to the leadership positions of the Secretariat (director and deputy director). The NNGO is not required to contribute staffing to the Secretariat.

4.01.5. Working Groups–Working Groups (WGs), with support from the Secretariat, operationalise the core functions of the Alliance, and represent the permanent work streams of the Alliance.

4.01.6. Task Forces – Task Forces (TFs) represent time-bound, technical workstreams proposed and brought into effect by at least three member agencies, in accordance with agreed upon application and approval procedures for Task Forces of the Alliance. (See procedures in section 6.03.2).

4.01.7. Initiatives – Initiatives are work streams related to strategic priorities of the Alliance. In exceptional circumstances, an Initiative can also be formed to support a large-scale emergency of global or regional nature (such as the COVID-19 Pandemic). An Initiative should not duplicate a technical or thematic area that relates directly to one of the existing WGs or TFs of the Alliance. Initiatives should strive to maintain an inter-agency space. Initiatives can be formed based on the recommendation of the Secretariat with approval from the SC. They last as long as the priority within the Alliance strategy requires its existence.

4.01.8. Website – [The website](#) is the virtual home and public face of the Alliance and the primary point of contact for members and associates. The Secretariat maintains the website and associated social media platforms.

4.01.9. Newsletter – The newsletter is the regular publication of the Alliance where a brief overview of the completed and planned activities will be outlined. Each newsletter may have a particular theme where practitioners, researchers, policy makers, donors, etc. can share their views with the child protection in emergencies community. The Secretariat will produce the newsletter on a regular basis.

4.01.10. Meetings – The main event organised by the Alliance is the Annual Meeting for CPHA . This can be face-to-face, online, or a mixture of the two. It is a forum where members, associates, and the broader CPHA community can come together to exchange knowledge, make decisions on the strategic direction of the Alliance, review the work of its WGs, TFs, and Initiatives, and learn about new developments and products. Other face-to-face and virtual meetings are organised by the Secretariat, WGs, and TFs as needed.

4.01.11. Community of Practice – The Alliance, in collaboration with other networks and inter-agency fora (such as the Global Child Protection Area of Responsibility-CP AoR), facilitates communities of practice for members and associates to exchange knowledge and resources with their peers.

Article V. Membership

There are four different types of membership within the Alliance:

- i. Steering Committee membership
- ii. Core membership
- iii. General membership
- iv. Associate membership

Section 5.0.1. Steering Committee membership is limited to a maximum of 21 organisations that appoint representatives to the SC (see section 6.01). To become a Steering Committee member, an agency has to have been an active general member of the Alliance for at least two years. For more details on the roles

and responsibilities of Steering Committee members, see the Terms of Reference for the SC ([separate document](#)).

Section 5.0.2. Core members are organisations that contribute to the Alliance in significant ways. An organisation can become a Core member through two pathways:

- General members of the Alliance can apply to become a Steering Committee member, and therefore enter the Alliance Core membership. Once a member finishes its term on the SC, they remain a Core member, except if they actively opt-out of Core membership or if they have been dismissed from the SC for failure to fulfil their duties, or other reasons as determined by the SC.
- General members who have been co-leading one of the technical groups within the Alliance (WG, TF or Initiative) for at least a year.

All Core members are required to pay a membership fee, based on a fee structure defined by the ExCom and approved by the SC.

Section 5.0.3 & 5.0.4. General membership in the Alliance is open to all interested institutions, including networks, academia, local, regional, and international organisations, governments, donors, and other actors who implement, support, advocate for, and study CPHA. Individuals and for-profits can apply to become an Associate of the Alliance, but not a general member. To become a General or Associate member of the Alliance, no commitment letter is required. Expression of interest should be submitted through the membership section of the website. General members are required to either have a child safeguarding policy, including protection of children against sexual exploitation and abuse, or be willing to use global tools and guidance to develop one.

Article VI. Governance

Section 6.01. Steering Committee: The purpose of the SC is to set the strategic direction of the Alliance and to ensure that it is managed effectively. The SC has primary authority and responsibility on matters of strategic significance, policy, and of governance issues of importance to the functioning of the Alliance. The SC delegates responsibility to the ExCom to implement SC decisions and the Secretariat, the day-to-day operations of the Alliance.

6.01.1. Representation on the SC (also see 5.02)

- i. Membership in the Alliance SC is on an organisational basis. Each SC member agency is expected to nominate a representative for the SC as well as an alternate. If more than one person joins an SC meeting, the alternate will be an observer.
- ii. SC representatives should be senior staff of their organisations. Experience working on CPHA is an asset.

- iii. The minimum level of person-days contribution for an SC member is one person-day per month.
- iv. A representative from the ExCom chairs SC meetings.
- v. SC representatives are not financially compensated by the Alliance for their service. Representatives will negotiate with their own organisations for the time and resources that are needed to properly represent their organisation on the SC.

6.01.2. Size and Composition of the SC

- i. The SC will have up to 20 voting members, plus one non-voting seat for the Global Child Protection Area of Responsibility.
- ii. Among the 20 seats, there should be representation from:
 - o local/national/regional NGOs/CBOs
 - o international organisations (NGOs/UN)
 - o academic institutions

6.01.3. Term of Membership and Rotation

- i. Membership in the Alliance SC is based on the following criteria:
 - a. The candidate organisation actively participates in at least one WG/TF/Initiative of the Alliance.
 - b. The candidate organisation has contributed to the Alliance strategy or work plans through meaningful activities or resource contributions, leading the production of a global good, providing knowledge management capacity, hosting an annual meeting, or bringing other complementary contributions.
 - c. The candidate organisation's letter of intent clearly articulates its vision for advancing the Alliance's strategic priorities and the benefits of its membership in the SC.
 - d. The candidate organisation commits to dedicate at least one person-days per month to the work of the Alliance as a member of the SC.
 - e. The candidate organisation has been a general member for at least two years, and therefore already meets the general membership criteria, including notably:
 - i. The candidate organisation is currently implementing child protection programmes in humanitarian contexts or, in the case of an academic or policy entity, currently contributing to learning and quality of child protection programmes in humanitarian contexts.
 - ii. The candidate organisation uses the Minimum Standards for Child Protection in Humanitarian Action in their policy and programming.
 - iii. The candidate organisation has Child Safeguarding and Protection from Sexual Exploitation and Abuse policies.
- ii. SC membership rotates and one term lasts four years. An SC member can present its case to the SC to renew its membership for a period of two years, if it meets the following criteria:

- a. The organisation’s representative or alternate participates consistently in SC meetings and decisions (see section below on vacancies et al).
 - b. The organisation contributes staff time or financial resources to the activities of the Alliance, in line with an Alliance fundraising strategy.
- iii. Continued SC membership, as well as renewal of membership term, is based on meeting the responsibilities outlined under section 6.01.4 and professional standards of conduct; lack of attendance in meetings or misuse of Alliance spaces can therefore result in SC members losing their seats.
- iv. No more than three members may rotate out in a given year.
- v. Each year, general members of the Alliance will be invited to express interest in joining the SC. Nominations will be assessed against the criteria to become an SC member and if there are more than three organisations who meet the criteria, there will be a vote at the SC meeting to select the new members.
- vi. Depending on the number of eligible candidates to occupy SC seats, up to three existing members will be invited to rotate out, if they wish to do so. If none or not enough organisations volunteer to rotate out, the below criteria will be used by the ExCom to recommend a list of organisations to the SC for rotating out:
 - a. How long the organisation has been part of the SC (the longer they have been, the lower the score)
 - b. How active members have been in the past three years
 - c. Whether they belong to an overrepresented organisation type (see 6.01.2) in the SC (this will be a negative score for overrepresented organisations to offset above positive scores)
 - d. Does the organisation bring a niche expertise or perspective to the SC that would be hard to replace
- vii. If more than three eligible organisations apply to become a member of the SC, on the discretion of the SC, the unplaced applicants will be given priority to join the SC the following year. But they will be asked to reapply during the formal call for new SC members.
- viii. Core members that have ended their terms as part of the SC are eligible to reapply during the following cycle, but will only be considered in the absence of other eligible organisations applying for the first time to become SC members in similar categories (e.g., N/LNGOs, INGOs, etc.).

6.01.4. Steering Committee Roles and Responsibilities: The SC has the following general roles and responsibilities, which are expected to require one working day per month of the SC member’s time:

Strategy

- i. Set strategic direction for the Alliance and provide general oversight of implementation of the strategy.
- ii. Approve significant Initiatives outside of the work plan.

Governance

- i. Oversee any decisions regarding changes in the governance of the Alliance.

Management

- i. Actively support fundraising for the Alliance core costs and work plan activities, including the implementation of a fundraising strategy.
- ii. Decide on the activation or disbandment of WG/TF proposed by the Secretariat.
- iii. Advise the ExCom of any issues that have the potential to pose a reputational risk to the Alliance and when no consensus can be reached within a WG or TF.
- iv. Approve any significant change to standard operating procedures of the Alliance.
- v. Participate in quarterly meetings and annual face-to-face meeting.

6.01.5. Resignations/Absences/Terminations

- i. Resignation from the SC must be in writing and received by the ExCom. The ExCom will be responsible for acknowledging receipt of resignation and for informing remaining SC representatives.
- ii. If a Core member does not fulfil its responsibilities within the SC, the ExCom will give them a first notice of termination. If the member does not employ any corrective measure within six (6) months of the first notice, the ExCom may recommend termination of its SC membership status. If no SC members object within five (5) business days, the ExCom will serve the termination correspondence to the concerned SC representative.
- iii. If an objection is received from an SC member on termination, the matter will be discussed, and if necessary, put to vote in the following SC meeting.
- iv. Conditions for first notice of termination include, but are not limited to, being absent from at least three (3) decision-making meetings within a two (2) year period, and failing to fulfil their obligations as per this document.

6.01.6. Financial Obligations

- i. All Core members, including active SC members, are required to pay a membership fee, as determined by the ExCom and approved by the SC. SC members are encouraged to financially contribute to the core activities of the Alliance, and to support the implementation of its Strategy and Workplan.

6.01.7. Steering Committee Meetings

- i. The SC will hold quarterly meetings. Once a year, the meeting may be in-person (attached to the annual meeting or another appropriate time agreed upon by the SC).
- ii. The ExCom will convene the meetings, including preparation, agenda and pre-meeting documentation, and minutes. Agenda items will be solicited from all network spaces, e.g., Secretariate, SC members, WG/TF/Initiatives, et al.

- iii. Meetings may be held without notice if the time and place of such meetings have been previously fixed by the Members.

6.01.8. Notices of Meetings

- i. Meetings may be held without notice if the time and place of such meetings have been previously fixed by the Members.
- ii. For any other meeting, notice will be provided to each Member no fewer than ten (10) days prior to the meeting. Such notice may be given by email (or other electronic communication agreed upon beforehand).

6.01.9. Quorum

- i. A Quorum consists of a simple majority (50%+) of the SC members for any decision-making meeting of the Alliance.

6.01.10. Decision Making

- i. The primary mode of decision making for the SC is consensus (based on present members as long as quorum is reached).
- ii. On certain matters or under particular circumstances (such as going through a large number of recommendations), the SC can resort to direct voting. A procedural vote is required at the start of the meeting to confirm that at least 2/3 of the present members are comfortable with voting on the matter at hand.

Section 6.02. Co-Lead Agencies

6.02.1. Terms and conditions: Co-lead agencies should be an SC member of the Alliance at the time of nomination. Each agency that commits to co-leadership should be willing to dedicate at least 25% time of a senior staff to the Alliance. If a co-lead agency does not/cannot fulfil its commitments for six months from the start of their term, or at any given time during their tenure, the SC will determine how much additional time the agency will be granted before they will be replaced (not more than six additional months—i.e. one year total).

UNICEF co-leads the Alliance together with rotating NGOs. UNICEF operates as the permanent UN Agency co-lead of the Alliance, until such time when the UN agencies that are part of the Alliance Secretariat agree otherwise. A NNGO and an INGO will be co-leading with UNICEF on a rotating basis. The rotation of the NNGO and INGO will take place every three years.

In addition to their responsibilities as a member of the ExCom and the SC, the co-lead agencies are expected to fulfil the following additional roles:

1. Be an active part of the ExCom and SC of the Alliance and attend all relevant meetings
2. Meet with the Secretariat on at least a bi-monthly basis to discuss Alliance activities and progress in the work plan

3. Plan the ExCom and SC meetings on a bi-monthly and quarterly basis, respectively
4. Chair the ExCom and the SC on a rotating basis
5. The UN and INGO co-leads are responsible to resource and staff the director and deputy director of the Secretariat, in accordance to ExCom and SC decisions
6. Support fundraising for core costs of the Alliance, in support of the fundraising strategy

6.02.2. Rotation: Decision for a new INGO/NNGO to take over the co-leadership should be finalised at least one year prior to the end of the term of the standing co-lead NGO to allow for fundraising and recruitment. Therefore, the decision-making process for the rotation should start during the second year of co-leadership. The ExCom will be responsible to send out a call for nomination 18 months prior to the end of the co-leadership term.

Section 6.03. The Executive Committee (ExCom) is delegated by the SC to oversee the implementation of the Alliance strategy and work plan. The ExCom guides and supports director and deputy director to implement SC decisions and the day-to-day operations of the Alliance. Implementation of the work plan is primarily done through the WGs, TFs, and Initiatives under the direct supervision of the director and deputy director.

6.03.1. Membership: The Executive Committee is composed of five representatives of the SC; they are the three co-lead agencies' representatives plus two members elected by the SC. SC members interested in joining the ExCom will nominate themselves. These elected members serve a three-year term, which can be renewed once, upon approval by the SC. Rotation is staggered to maintain coherence and effective functioning of the ExCom. The director and deputy director are ex officio members, without a vote. The co-leads chair both the SC and the Executive Committee and can elect to rotate chairing responsibilities.

In line with the Alliance's commitment to the full participation of national organisations in all its network spaces, the ExCom will privilege national organisations in its membership; one of the three co-leads will be a national organisation and one of the member seats will be given preferentially to a national NGO, if available and meets the criteria.

Criteria for ExCom membership include:

- Demonstrated, active participation in the SC work and decisions
- Contribution to Alliance strategy/work plans, including in a WG/TF/Initiative
- Availability of the representative's time to the responsibilities of the ExCom, estimated at 2.5 days per month.

6.03.2. Roles and Responsibilities of the ExCom: The role of the ExCom is to ensure the smooth functioning of the Alliance in line with its strategy. The ExCom should maintain a global and a granular view and understanding of the Alliance's budget, plans, implementation, and products. Its function is to chair the SC and to support and guide the Secretariat. This includes:

- Ensuring the effective functioning of the SC: convening the meetings, setting the agenda, providing preparatory materials, efficient chairing and minuting; ensuring the implementation of SC decisions and follow-up.
- Support the director and deputy director in leading the Secretariat and the WG/TF and guide key decisions that do not rise to the level of the SC.
- Support the Secretariat to develop a master budget.
- Support the Secretariat in fundraising, allocations aligned to the strategy and work plans, and partnership maintenance by developing a fundraising strategy.
- Based on recommendations of the director and deputy director, evaluate new applications for Core membership and recommend terminations of existing members as required.
- Contribute specific expertise needed by the Alliance through consultants or by seconding dedicated and/or ad hoc staff to the Secretariat or other network spaces.
- Other tasks delegated by SC.

6.03.3. Decision making: The ExCom endeavours to take decisions by consensus. In the absence of consensus, the matter may be decided by a vote or be elevated to the SC for decision.

Section 6.04. Working Groups, Task Forces, and Initiatives

WGs, TFs, and Initiatives are considered the technical spaces under the Alliance. Their activities form the bulk of the Alliance work plan. Implementation of the work plan is primarily done through the WGs, TFs, and other network spaces under the direct supervision of the director and deputy director of the Secretariat.

6.04.1. Working Groups are considered permanent work streams of the Alliance. However, their mandate, structure, and leadership will be revised every work plan cycle, aligned to the strategy and the strategy mid-term review. Membership is open to all organisations, but leadership is limited to general and Core members of the Alliance (i.e. associate members cannot lead WGs). Each WG should have at least one Core member in its leadership. Individuals or for-profits will not lead a WG.

WGs should strive for diversity both in their leadership and membership. To this end, they are encouraged to consider rotations in their leadership, while actively monitoring their membership for diversity.

6.04.2. Task Forces are activity-bound Initiatives that need to be approved by the SC. Performance and progress of TFs will be evaluated against their work plan by the Secretariat each year, and during the strategy mid-term review. Based upon the recommendation of the director and deputy director, the SC will approve the initiation, extension, or termination of the activities of any and all TFs.

Criteria for the establishment of a Task Force are as follows:

- i. Need for the activities must be informed by the needs and gaps identified at the country-level, through operational agencies, the Global CP AoR (for cluster contexts), UNHCR (for refugee contexts), or other coordination mechanisms.
- ii. No other inter-agency forum is carrying out the proposed activities.
- iii. The request to form the Task Force has to come from at least three agencies, one of which has to be a Core member and at least one agency must be willing to take on the leadership role.
- iv. There must be clear links to the work of at least one Working Group of the Alliance, and in support of the Alliance strategy.
- v. The proposal for formation of a Task Force should accompany a clear plan for resource mobilisation or in-kind support, in a coordinated manner, to take the work forward. At times, Task Force budgets could be included in overall Alliance fundraising.
- vi. The proposed piece of work should apply to multiple settings and/or regions.
- vii. TFs should be proposing at least one specific activity.
- viii. In exceptional cases, under the discretion of the SC, TFs may have more long-term commitments.

Organisations interested in establishing a new Task Force will submit a request to the leadership of the Secretariat, outlining how their proposed activity meets the above criteria.

TFs should strive for diversity both in their leadership and membership. If they are in existence for more than a work plan cycle, they are encouraged to consider rotations in their leadership.

6.04.3. *Initiatives* are work streams related to strategic priorities of the Alliance. In exceptional circumstances, an Initiative can also be formed to support a large-scale emergency of global or regional nature (such as the COVID-19 Pandemic). An Initiative should not duplicate a technical or thematic area that relates directly to one of the existing WGs or TFs of the Alliance. Initiatives may be co-led by member agencies and/or Secretariat staff. Initiatives are encouraged to have an inter-agency advisory group. Initiatives can be established with approval from the SC and should only run for as long as they are clearly contributing to the implementation of the Alliance strategy, or responding to an identified need that is not being addressed through other existing mechanisms within and outside of the Alliance.

6.04.4. *Decision Making Within Working Groups, Task Forces, and Initiatives*

WGs and TFs are encouraged to follow the same decision-making process as outlined under section 6.01.10. However, they can also define their own decision-making process based on the nature of their work and membership structure.

6.04.5. *Leadership of Working Groups, Task Forces, and Initiatives*

Agencies that volunteer to take on the leadership of WGs, TFs, and Initiatives are required to dedicate staff time commensurate with the workload of the workplan, and at a minimum, two (2) working days per month, to the management and coordination of the group. This can be achieved either through contribution of the lead agency or fund raising for staff time, in compliance with the fundraising strategy. Dedicated staff will remain hosted by the lead/co-lead agencies but will closely work with the Secretariat of the Alliance. Nominations for leadership of all technical groups under the Alliance will have to receive approval from the SC. If a donor or a government is nominated to lead a group, the SC will conduct a conflict-of-interest assessment before approval.

An agency that expresses interest in being a lead of a WG, TF, or Initiative should have been an active member of that WG/TF/Initiative for at least a year, or for as long as the group has been in existence (whichever is smaller)—with the exception of the leads for newly formed groups.

Some of the responsibilities of WG/TF/Initiative leads are to:

- i. Map and work with existing workstreams within and beyond the Alliance to ensure that they are complementary to existing workstreams.
- ii. Ensure in-house commitment to lead the work (through confirmation with their management). This includes dedicated time to lead the group.
- iii. Encourage diversity in the membership for the group, including participation of local and regional organisations when appropriate.
- iv. Agree with members on a work plan, including objectives, activities, budget, and timeline.
- v. Ensure that the work a) is field focused (responsive to the needs and gaps identified at the country-level), and b) is aligned with the goal and priorities of the Alliance strategy.
- vi. Lead the work, including fundraising, by convening members as required.
- vii. Ensure that the specificities of different contexts and organisational roles, responsibilities, and mandates have been taken into account, when possible, in the products and assistance provided.
- viii. Take responsibility for the tasks, including for example capacity strengthening or advocacy (or liaising with the relevant WGs for support with these functions).
- ix. Promote inter-agency collaboration and represent the work in inter-agency fora as required.
- x. Report back to the Secretariat leadership as required on progress, funds raised, challenges, and any planned work.

6.04.6. Meetings

- i. WGs and TFs will hold a minimum of one meeting per quarter with their full membership. Additional meetings can be held—with part or all of the membership—depending on the nature of the work and specific activities.
- ii. The Secretariat will facilitate at least four inter-WG and–TF meetings per year to encourage collaboration across WGs, TFs, and Initiatives and to ensure synergies and strategic alignment across WGs, TFs, and Initiatives.

Section 6.05. The Alliance Co-Host: The co-host provides financial, personnel, and administrative support, oversight, and accountability and makes their systems for managing these areas available to the Alliance. The co-host works in close collaboration with UNICEF to ensure the following:

- i. Collect membership fees (when approved by SC)
- ii. Issue and manage contracts for the Secretariat staff
- iii. Submit applications to donors on behalf of the Alliance
- iv. Manage some of the funds raised for the Alliance
- v. Track and monitor funds raised individually by the Alliance members, ensuring core costs embedded in grants benefitting the Alliance are in line with the parameters of the fundraising strategy
- vi. Perform other tasks as agreed upon between the Alliance and the co-host

See co-host ToR for more details on the roles and responsibilities of the co-host. The full ToR of the co-host will be developed by the ExCom and approved by the SC.

Section 6.06. Secretariat: The Secretariat at a minimum will include the following functions:

- i. Leadership, coordination, and staff management
- ii. Finance, grants, project management, and M&E
- iii. Knowledge management
- iv. Leadership of Working Groups, Task Forces, and Initiatives
- v. Partnerships, fundraising, and Advocacy
- vi. Convening
- vii. Membership Engagement
- viii. Strategy implementation

6.06.1. Director and deputy director – The director and deputy director should be hired by co-lead agencies and seconded to the Secretariat of the Alliance.

The director and deputy director oversee the performance of WGs and TFs, facilitate collaboration and exchange of information across WGs and TFs, manage the Secretariat team, and represent the Alliance in different fora.

SC members are encouraged to second staff (full time or at a percentage of staff time) to fill existing gaps in human resource at the Secretariat.

Article VII. Branding

Section 7.01. Alliance Products

Products that have been produced by WGs, TFs, or Initiatives will be branded with the Alliance logo. The main responsibility in terms of quality and integrity of such products lies with the WG, TF, and Initiative leads (who will engage their members in technical review of the product) with oversight from the director and deputy director of the Alliance. All products will have to be reviewed and approved by the leadership

of the technical groups, as well as the Secretariat, on behalf of the SC, prior to finalisation and publication. For certain products that are considered high impact (such as the CPMS), that suggest a change to current policy, or that can pose reputational risk to the Alliance, the SC will be asked for a red-line review on no-objection basis, with a two-week window.

Section 7.02. Other Products

On an exceptional basis, other inter-agency products can be considered for endorsement by the Alliance. This typically means that the document will be branded as an Alliance product. The criteria for such products receiving the Alliance logo are:

- i. At least three member agencies of the Alliance (including one SC Member) should support the bid for its adoption by the Alliance, and at least one Alliance member should have been involved in the development of the product.
- ii. If applicable, relevant technical group(s) within the Alliance should review the product and recommend endorsement/adoption by the Alliance.
- iii. The Alliance director and/or deputy director will review the product and make a recommendation to the SC. SC representatives will be given at least two weeks to provide feedback or to give their approval. On an exceptional basis, a shorter notice period may be requested. Members who do not provide a response within the defined period will be considered abstaining.

Article VIII. Amendments and Revisions

Section 8.01. These articles and attachments may be amended or revised by the decision of the SC only.

- i. The SC will review this governance document at least every five years.
- ii. The SC may agree to amendments to the governance document at each annual meeting based on the recommendation of the ExCom or upon request by one of the SC members. General and Associate members can channel their requests for any revisions either through the ExCom or one of the SC members.

These articles were adopted by the SC members of the Alliance of Child Protection in Humanitarian Action on 04 December 2023.

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