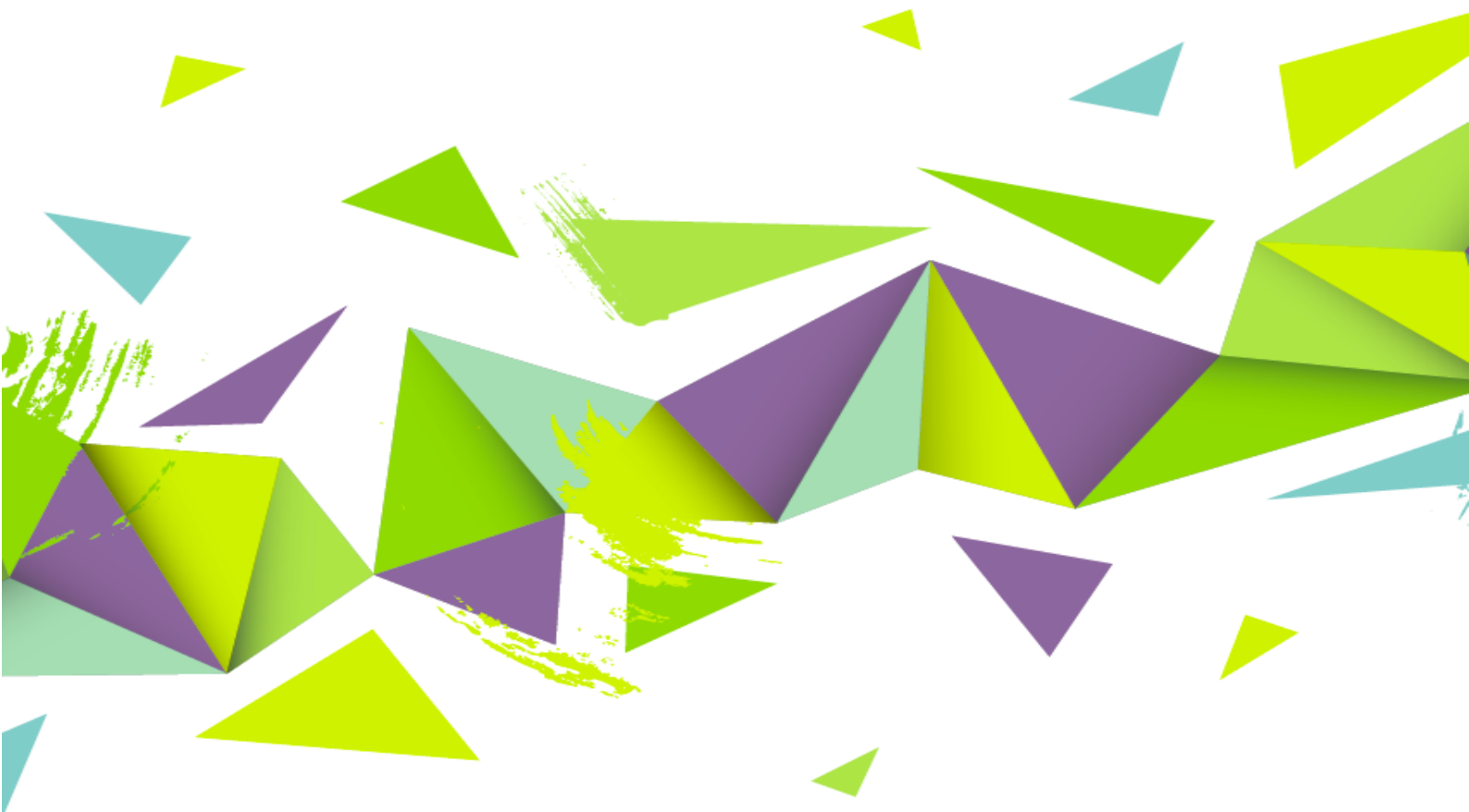




Sharing Leadership: NGO co-leadership of Child Protection Coordination Groups at Country Level

Guidance and tools



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Acronyms

AoR	Area of Responsibility
CCRM	Cluster Coordination Reference Module
CERF	Central Emergency Response Fund
CLA	Cluster Lead Agency
CPiE	Child Protection in Emergencies
CPMS	Minimum Standards for Child Protection in Humanitarian Action
CPRA	Child Protection Rapid Assessment
CPWG	Child Protection Working Group
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HNO	Humanitarian Needs Overview
HPC	Humanitarian Programme Cycle
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
IM	Information management

IMO	Information Management Officer
INGO	International NGO
MoU	Memorandum of Understanding
NGO	Non-governmental organization
POLR	Provider of Last Resort
RRT	Rapid Response Team
SAG	Strategic Advisory Group
SC	Save the Children
SBP	Standby Partner
ToR	Terms of reference
TWIG	Technical Working Groups

Introduction

This guidance on NGO co-leadership of child protection coordination groups at country level was developed by Plan International and the Child Protection AoR to guide child protection coordinators and NGOs that engage in humanitarian coordination. This publication is built on a desk review, a survey of NGO co-leads and key informant interviews with coordinators, NGO co-leads, and members of child protection coordination groups in several countries.

This guidance aims to offer senior management of NGOs and Cluster Lead Agencies (CLAs), as well as coordinators of child protection coordination groups, information, advice, and examples to help them decide whether and how to enter a co-leadership, or how to improve their existing arrangement. Reports and evaluations all point to the positive benefits of co-leadership for a better response. The professional and transparent sharing of leadership among different actors is indeed a reflection of the interdependency of the child protection in emergencies community to deliver an effective strategic response.

Throughout this document, the term ‘child protection coordination group’ will be used and may be taken as referring to ‘child protection sub-cluster’, ‘child protection working group’ or ‘child protection sector coordination group’.

Terms used to describe co-leadership arrangements and co-leads vary. In this document, co-lead will refer to the NGO agency and co-coordinator will refer to the person co-facilitating the child protection coordination group.

01 Understanding NGO Co-leadership

NGO co-leadership means to distribute national and sub-national responsibilities of cluster coordination among the CLA and one or several NGOs. As per August 2016, across all humanitarian settings defined as Humanitarian Coordinator and Early Warning contexts, in 11 countries NGO co-leads work alongside UNICEF to fulfil the coordination role. There are NGO co-leads in 26 different locations, both at national level (9) and at sub-national level (17 – ranging from 1 to 8 sub-clusters depending on the country). Of these 26 co-leads, 18 are done by international NGOs and 7 are national NGOs.¹

Co-leadership with NGOs is strongly encouraged, when appropriate and possible, as it has the possibility to ensure stronger engagement or coordination group members and better coordination. Under the IASC Transformative Agenda, CLAs are encouraged to consider sharing leadership with NGOs when it is clearly defined, agreed and supported. NGOs may have better access, privileged knowledge of and connection to local communities, they can bring in technical expertise as well as different approaches on accountability to affected people.

The **overall purpose** of co-leadership is to strengthen coordination and performance to improve quality and coverage of the child protection response, as well as to enhance NGO representation and participation in child protection coordination.

While shared leadership amongst child protection actors can increase and strengthen child protection coordination group performance, it does not relieve the designated in-country CLA of its core responsibilities and agreed accountabilities, including POLR.

Different types of shared leadership arrangements

There are three ways how international and national NGOs can share leadership of child protection coordination groups:

- Co-leadership at the national and sub-national levels alongside the government and/or the CLA, contributing to effective performance of all the cluster core functions.
- Leadership of a technical working group/task force within the coordination group. Technical Working Groups (TWiGs) are small, task-oriented and time-limited. They are created on a needs basis – e.g. to agree on minimum standards and to formulate appropriate technical practices - and should dissolve once they have completed their task. TWiGs are coordinated by a focal point or technical adviser, and are composed of relevant technical experts.
- Lead on a specific work stream of the child protection coordination group.

This guidance is focusing on the first type of sharing co-leadership at the national and sub-national levels.

¹ The international NGO co-leads are: CARITAS, CISP, Plan International, Save the Children, War Child Holland, World Vision. The UN Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) is also a co-lead.

National co-leadership: there is agreement among coordinators and co-coordinators at all levels that alongside increasing international NGO co-leadership, it is important to increase national NGO co-leadership. National NGOs generally have a lower staff turnover and represent an opportunity for continuity and sustainable forms of coordination. Currently, of the 26 co-leads, 19 are done by international NGOs and 7 are national NGOs. The 6 national co-leads are in 2 countries only: Somalia (4) and Democratic Republic of Congo (2).

Why co-lead? Advantages and benefits of NGO co-leadership

Benefits for and motivations of the NGO co-lead

Interviews held with NGO co-leads of child protection coordination groups highlighted many benefits for NGOs that take on co-leadership roles. Key benefits mentioned are:

- **Opportunity to influence policy and strategy**, and to offer a balance to a strong UN agencies' focus, e.g. by representing non-government organisations and civil society perspectives. NGOs can influence policies and strategies through their experience and information gathered directly at field level. As a result, child protection coordination groups grow more inclusive of NGO perspectives.
- **Improved status and influence** of the NGO with national authorities, donors, etc.: the NGO co-leads' visibility increases, leading to greater communication with the other clusters or sectors, and increasing opportunities to attract funding.
- **Increased understanding** of coordination processes and the humanitarian system, as well as improved capacity on how to engage with the same more effectively.

Benefits for the child protection coordination group and the response

Co-leadership not only benefits the NGO itself, but there are also clear advantages to the performance of the entire coordination group:

- **Increased participation of NGOs:** the co-lead can play an integrative role and bring more child protection organisations to the coordination table. Additionally, NGO co-leadership can positively influence the communication with the coordination group membership, as well as increase transparency of decision-making and of allocation of pooled funds.
- **Direct link with the operational level:** NGOs usually carry out direct project implementation and frontline work, therefore bringing in first-hand information, contacts and practical advice to the coordination group.

However, coordination is not a goal in and of itself. Humanitarian actors coordinate in order to improve the effectiveness of the response, which can see improvement through co-leadership:

- **Better needs and gaps analysis:** CLA's are not always directly present on the ground, contrary to NGOs which are usually working directly in the field. NGOs are therefore highly aware of

child protection gaps and challenges at the field level. This positively reflects in needs-based decision-making concerning strategic response priorities or the allocation of funding.

- **Continued community engagement:** NGO's privileged knowledge of the communities allows them to be close to children's needs, engage them significantly and devise different approaches on accountability to affected people.

Additional advantages can include improved analysis and reporting through diversification of technical expertise within cluster leadership. Ultimately, co-led and efficiently coordinated responses to identified concerns become timelier and more relevant, leading to better overall results.

What are the challenges and limitations of NGO co-leadership?

Key challenges and limitations to NGO co-leadership are:

- **Lack of funding:** the most reported challenge was lack of funding for the co-coordinator position. Frequently only funding for a part-time co-coordinator position was available; this has proven to be problematic. Half of the survey respondents indicated that their contact foresaw 50% of their time for coordination, but that they can only spend up to one third for co-leadership responsibilities due to heavy workloads. This negatively impacts a co-leadership arrangement.
- **Lack of willingness to build co-lead's capacity** from management side, both from the CLA and the co-lead organisation. Insufficient or complete absence of induction and trainings about the coordination role poses a challenge.
- **Lack of clear and formal division of roles and responsibilities:** some respondents cited a lack of a Memorandum of Understanding (MOU) for co-leadership arrangements as an impediment. These respondents felt a need for a document that clearly delineates management, lines of communications and expectations for the NGO and lead agencies.
- **Vagueness of expected added-value:** respondents felt that there is often too little clarity about expected added value and outcomes for an NGO co-lead.

Principles for a successful working relationship between the co-leads

- Make the Partnership Principles reality: equality, transparency, result-oriented approach, responsibility and complementarity.²
- Respect the diversity of mandates, approaches, expectations and modus operandi among actors contributing to child protection outcomes.
- Promote consensus decision-making and speak in unison, or at least in a coordinated manner, as the child protection coordination group.

² Principles of Partnership, A Statement of Commitment, endorsed by the Global Humanitarian Platform, 12 July 2007: www.globalhumanitarianplatform.org

02 Setting up NGO co-leadership arrangements

What should NGOs consider before taking on a co-leadership arrangement?

Interviews conducted with coordinators, NGO co-leads and members of child protection coordination groups highlighted that organizations in general lack the necessary information to make an informed decision of whether to take on a co-leadership role or not. Key factors that NGOs should consider before deciding to take on co-leadership of a child protection coordination group:

- **Understanding of co-leadership and resource implications:** make sure you entirely understand the modalities of the co-leadership, required human and financial resources, advantages and limitations of a co-leadership role. Take an honest look at your resources and capacities because availability of human and financial capacity within the co-lead NGO is crucial to ensure a proper coverage of the co-leadership role.
- **Duration of co-leadership arrangement:** for how long will this arrangement last? For how long does the NGO want to assume this co-leadership? What is your exit strategy? A minimum of one year is recommended.
- **Senior management support:** is the senior management of the NGO supportive? What kind of support can the NGO provide to the co-coordinator?
- **Staffing:** does the NGO already have a skilled and knowledgeable co-coordinator or does it have to hire a new staff? Not only technical skills are necessary but also soft skills: effective communication, collaborative leadership, consensus building and conflict resolution. Also, depending on the context, decide if the co-coordinator has to be international or if national staff can take on this role.
- **Role and time commitment of co-lead:** reflect on what technical and soft skills does the co-coordinator need to have. The roles and responsibilities of a co-coordinator varies. The distribution of responsibilities needs to be determined, ideally with the NGO co-coordinator having complementary skills to the coordinator. Time spent on the coordination role by a co-coordinator varies from 30 to 100%. The deciding factor in successful co-leadership relationships is not how much time the co-coordinator can dedicate, but how clearly defined the role is based on time available.
- **Reporting lines:** who will the co-coordinator report to within the NGO? The manager should be of an appropriate level of seniority and have the required capacity to manage the co-coordinator. The co-coordinator should report to someone other than the programme lead.
- **Neutrality:** equal to the coordinator, co-coordinators have an overriding duty to the partners and should act as neutral representatives of the child protection coordination group as a whole rather than as representatives of their own NGO. When both coordinator and the co-lead are fully dedicated, the impartiality can be more clearly achieved.

- **Dispute resolution:** in case of disagreements with the lead/coordinator, which mechanisms will be used to settle this?
- **Impact on profile:** how will the NGO's reputation be affected by the co-leadership? Will its visibility change and how?

5 Steps to set up a co-leadership arrangement

1. Discuss the possibility of co-leadership with the child protection coordination group members

Firstly, discuss any co-leadership arrangements with the child protection coordination group members. Jointly determine which shared leadership model works best in your context, also with involvement of senior management of the CLA and potential NGO co-lead.

A rotating co-lead structure is popular among coordination groups. For this to be most effective, NGO co-leads should remain in place for at least one year. Coordination groups that have had NGO co-leads rotate after six months have found that this has been too short.

2. Conduct a consultative and transparent process for appointing NGO co-leads

When processes to appoint a co-lead are transparent and based on the inputs of the coordination group members, there is greater buy-in and support. Firstly, discuss the opportunity of an NGO co-lead in the coordination group. Deliberate jointly on the process and proposed criteria for becoming the co-lead, integrating contributions from members.

Selection criteria to qualify as NGO co-lead

- Operational presence in emergency affected areas, delivering child protection related services;
- Technical expertise in child protection in emergencies and coordination;
- Ability to provide staff with relevant experience;
- Commitment to contribute regularly (minimum 30% staff time);
- Active member of the child protection coordination group;
- Ability to contribute strategically;
- Expression of commitment, i.e. management's full support for the co-lead function;
- etc.

Selection process

Often child protection coordination groups invite NGOs wishing to take on the co-leadership role to submit a brief written application stating how they meet the selection criteria. Subsequently, senior management of the strongest NGOs are invited for a discussion with the CLA, including also members, where relevant.

3. Formalize the roles and responsibilities

Terms of Reference (ToR) must be developed between the parties, which can be complemented by a Memorandum of Understanding (MoU), to ensure they have a shared understanding of roles, responsibilities and accountabilities. The CLA and NGO co-lead senior management should jointly determine which formalization of roles and responsibilities works best in their context. It is good

practice to finalize the definition of roles and responsibilities together with the child protection coordination group members; this leads to clarity of which co-lead does what among the members from the outset.

Memorandum of Understanding: where appropriate, develop a MoU to ensure the parties have a shared understanding of roles, responsibilities, and accountabilities, including provisions for dispute mechanisms and a clear term limit for the NGO co-lead. Note that shared leadership does not relieve the designated in-country CLA of its core responsibilities and agreed accountabilities, including POLR. Experience suggests cooperation works well when tasks are distributed based on the comparative strengths of the lead and co-lead. For example, the NGO co-lead may be strong in one particular technical area, and so could lead a particular task force, whereas CLA's strength may be in representation and building relations with government.

Terms of Reference: develop ToR to clearly define roles, responsibilities, and accountabilities of the co-coordinator. The ToR should not be generic, but as specific as possible to reflect specific child protection coordination groups' needs. Time spent on the coordination role by a co-coordinator varies from 30 to 100%. The deciding factor in successful co-leadership relationships is not how much time the co-coordinator can dedicate, but how clearly defined the role is based on time available. You may also want to add what support from the CLA is available to the co-lead.

There is great diversity in terms of what roles and responsibilities the co-coordinator assume. Where appropriate, this can also be discussed with all members of the child protection coordination group.

In addition, the ToR of the coordinator should be revised in light of the co-coordinator's ToR. Also, ToR should be completed and understood in advance, because organizations taking on a co-lead role may need to recruit staff.

'Shadow co-lead': In Gaziantep, Turkey, where the coordination for the Northern Syria response is located, the child protection coordination group plans on creating a 'shadow co-lead' role, additional to the NGO co-lead. The idea is to give an NGO who aspires to become co-lead in future, but does not yet meet the selection criteria, the opportunity to shadow an experienced coordinator/co-coordinator. This would allow them to strengthen their technical expertise in coordination of child protection in emergencies activities.

4. Inform the child protection coordination group members

Child protection coordination group members need to be aware of the division of roles between the lead and the co-lead for optimum clarity. Present the roles and responsibilities of lead and co-lead, and who is doing what when. Present this information both at national and sub-national level.

5. Reach out to get an induction

Contact the Geneva-based Child Protection Area of Responsibility at 'cp-aor@unicef.org' for an induction for the co-coordinator, learn about existing resources and best practices.

Good practice: tips developed current coordinators/co-coordinators on effective ways of working

- **Common vision:** have an individual discussion between coordinator and co-coordinator to discuss where you want to lead the coordination group to, what aims do you have, and what style do you want to adopt together? Repeat this discussion after six months and adjust ways of working if necessary.
- **Use strengths and capacities:** divide roles and responsibilities of co-leads based on different strengths, skills and capacities. For example, the one co-lead could be more involved in resource mobilization and advocacy at national level, while the other could be more active in the monitoring the implementation of the coordination group strategy at sub-national level.
- **Define accountability and ways for dispute resolution:** agree how you understand accountability and what processes you will use for dispute resolution. You may complement the ToR for the coordination group by a MOU between the CLA and co-lead, including paragraphs on accountability and provisions for dispute resolution.
- **Agree on communication channels** both between the lead and co-lead as well as between the leadership and members. It is helpful if the lead and co-lead clarify who will send out which types of information and appoint focal points for different topics or geographical areas.
- **Invest in capacity building of the co-lead:** co-coordinators must receive appropriate orientation and training about the cluster approach and processes as well as the necessary technical support to perform this role.
- **Make use of available support:** link up with the Child Protection Coordination & IM Skype Group or the Forum for CP Coordinators and IMs Google Group for peer advice. You can also ask for remote assistance from the global level Child Protection AoR.
- **Build positive relationship:** so much is determined by the relationship between the coordinator and co-coordinator, so invest in a positive work relationship - build trust among co-leads and with the coordination group members. Be close to members to understand what their problems are, so that there is mutual trust.
- **Funding should not be a barrier** to shared leadership. Fundraise through your usual channels, and when appropriate, the HC/HCT can help to mobilize funds and encourage donor support.

03 Case studies: learning from NGO co-leadership experiences

Gaziantep (Northern Syria response) – Resourceful selection process of the co-lead

After discussing possibility of co-leadership with the child protection coordination group members in March 2016, the Child Protection Sub-Cluster Coordinator invited interested partners to submit a formal application to the Protection and Child Protection Coordinator. Clear selection criteria were shared, as well as official Terms of Reference (TOR) for the co-coordinator with detailed information on the scope of work and how the co-leadership structure functions. Upon receipt of all applications, a coordination committee, composed of the Protection Cluster coordinator and all AoR coordinators, held consultations with the senior management of the applying NGOs. The Protection/Child Protection Coordinators then submitted a recommendation to the Humanitarian Liaison Group (HLG) (corresponding to the HCT in other countries) for their approval.

The NGO co-lead was officially announced in May 2016, and a MoU between the CLA and the NGO co-lead is currently being drafted to formalize the co-leadership arrangement.

Iraq – Successful division of roles and responsibilities among co-leads

A first informal co-leadership arrangement in Iraq was formed in August 2014 between the CLA UNICEF and Save the Children (SC). A few months later, a MoU was signed to formalize the co-leadership. The MoU was maintained rather broad as the needs were constantly changing. This way, the MoU allowed for flexible distribution of responsibilities according to needs. Thanks to an excellent interpersonal relationship between coordinator and co-coordinator, the division of roles and responsibilities worked very well. They decided to distribute responsibilities geographically: the CLA taking on more national, strategic responsibilities, and the co-lead focusing on operational coordination with sub-national coordination groups.

While this division of roles and responsibilities was clear at national level, the communication of the shared co-leadership with sub-national level could be improved for more transparency. Not all sub-regional hubs understood why there were two co-leads and what their role was. On the other hand, the fact that both the coordinator and co-coordinator are fully dedicated positively impacts the impartiality and neutrality of the coordination.

Members of the coordination group at national level felt the co-leadership is a positive experience, as discussion has become more focused towards the operational level. There is also greater transparency of decision-making processes, and more involvement of the members in discussions.

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Annex I: Example ToR for a Child Protection sub-Cluster co-coordinator (dedicated)

**SAVE THE CHILDREN
INTERNATIONAL PROGRAMS
ROLE PROFILE**

JOB TITLE: Child Protection Sub-Cluster Co-Coordinator	
TEAM/PROGRAMME: Child Protection	LOCATION: Iraq
GRADE:	TYPE OF CONTRACT:
<p>Child Safeguarding:</p> <p>Level 3: the role holder will have contact with children and/or young people <i>either</i> frequently (e.g. once a week or more) <i>or</i> intensively (e.g. four days in one month or more or overnight) because they work in country programs; or are visiting country programs; or because they are responsible for implementing the police checking/vetting process staff.</p>	
<p>ROLE PURPOSE:</p> <p>The Child Protection Sub-Cluster Co-Coordinator is responsible for providing leadership and guidance to the Child Protection Sub-Cluster and the Child Protection Sub-Working Group to enable child protection partners to respond more effectively to the protection needs of the Iraqi and Syrian refugee children affected by the conflict.</p>	
<p>SCOPE OF ROLE:</p> <p>Reports to: Director of Programme Development and Quality</p> <p>Staff directly reporting to this post: None</p>	
<p>KEY AREAS OF ACCOUNTABILITY:</p> <p>Working closely with the UNICEF Child Protection Sub-Cluster Coordinator, the National Child Protection Sub-Cluster Co-coordinator is responsible for the following:</p> <ul style="list-style-type: none"> • Coordinate the Child Protection Sub-Cluster and the Child Protection Sub-Working Group for the mixed IDPs/ Refugee Response to ensure needs are met, gaps are filled and duplication avoided; • Provide strategic direction and guidance to the Sub-Cluster and related Technical Working Groups; • Lead inter-agency child protection assessments and maintain a child protection secondary desk review to ensure child protection response are evidence-based; • Work with the Protection Cluster/GBV/Working Group leads to ensure key child protection concerns are reflected in OCHA and UNHCR led multi-sectoral assessments, as well as other non-child protection specific sectoral assessments; • In collaboration with child protection actors and the Protection Cluster support the development of realistic, evidence based child protection strategies, including those related to the Humanitarian Response Plan (HRP) and the Refugees Response & Resilience Plans (3RP); 	

- Work closely with the Child Protection Information Management Officer to ensure information systems and products effectively support coordination.
- Together with child protection partners identify gaps in child protection capacities and, based on findings, develop and roll out inter-agency CPiE capacity building activities to address them;
- With Child Protection actors, identify benchmarks for the inter-agency child protection response plans, including those related to the HRP and the 3RP and facilitate the development of a monitoring system for the child protection;
- Represent the Child Protection Sub-Cluster and the Child Protection Working Group within the Protection Cluster, the Protection Working group, the OCHA led inter-cluster coordination mechanisms, the UNHCR Inter-Sectors working group and, when possible, within the IASC/UN Country team.
- Establish results-oriented, two-way communication channels between the national and governorate levels and conducted regular field visits to strengthen governorate-level child protection coordination and promote a standardized child protection response;
- Work with partners to develop a child protection inter-agency emergency preparedness plan;
- Collaborate with Government Authorities and other key stakeholders to strengthen national child protection systems;
- Support the establishment and roll-out of child protection standards (i.e. case management, referrals, SOPs, etc.) and work with the Protection Cluster and other sectors to integrate the child protection;
- Advocate with donors and other key stakeholders for the child protection and support resource mobilization;
- Facilitate regular child protection meetings, including drafting agendas and ensuring action items are documented and addressed.

SKILLS AND BEHAVIOURS (our Values in Practice)

Accountability:

1. Holds self accountable for making decisions, managing resources efficiently, achieving and role modelling Save the Children values
2. Holds the team and partners accountable to deliver on their responsibilities - giving them the freedom to deliver in the best way they see fit, providing the necessary development to improve performance and applying appropriate consequences when results are not achieved

Ambition:

1. Sets ambitious and challenging goals for themselves (and their team), takes responsibility for their own personal development and encourages others to do the same
2. Widely shares their personal vision for Save the Children, engages and motivates others
3. Future orientated, thinks strategically

Collaboration:

1. Builds and maintains effective relationships, with their team, colleagues, members and external partners and supporters
2. Values diversity, sees it as a source of competitive strength
3. Approachable, good listener, easy to talk to

Creativity:

1. Develops and encourages new and innovative solutions
2. Willing to take disciplined risks

Integrity:

1. Honest, encourages openness and transparency

QUALIFICATIONS AND EXPERIENCE

1. Minimum of 5 years' of work experience in protection/child protection in humanitarian, emergency settings
2. Master's Degree in Human rights Law, International Relations, Development Studies, Political Science and/or similar related field.
3. Previous experience in emergency response coordination is essential (e.g. clusters and/or sectors).
4. Previous experience in Advocacy and in the Monitoring and Reporting Mechanisms (MRM) an asset.
5. Good knowledge of international human rights and humanitarian law, particularly concerning protection of IDPs and refugees.
6. Good knowledge of and experience in using inter-agency standards and guidelines on Child protection, including international legal framework with a focus on IDPs and refugees issues.
7. Excellent communication and interpersonal skills
8. A high level of written and spoken English. Knowledge of Arabic is an asset
9. Knowledge and understanding of information management, data collection, data storage and data analysis techniques
10. Knowledge and understanding of CPIE situation and response monitoring techniques and how to apply them to the cluster coordination work
11. Knowledge on when and how to use assessment tools and techniques, and how to deal with the various challenges associated with coordinating assessments

Date of issue:**Author : EDF**

Annex II: Example ToR for a Child Protection sub-Cluster Co-coordinator (double-hatting)

**SAVE THE CHILDREN
INTERNATIONAL PROGRAMS
ROLE PROFILE**

JOB TITLE: Child Protection Coordinator – child protection coordination group co-lead	
TEAM/PROGRAMME: Child Protection	LOCATION:
GRADE:	TYPE OF CONTRACT:
<p>CHILD SAFEGUARDING:</p> <p>Level 3 - the responsibilities of the post may require the post holder to have regular contact with or access to children or young people</p>	
<p>ROLE PURPOSE:</p> <p>The Co-Lead will work closely with lead agencies (UNICEF) and co-lead (Save the Children) to ensure child protection needs are advocated for on a national basis and mainstreamed within other sectors and clusters.</p> <ul style="list-style-type: none"> • The Child Protection Coordination Group Co-Lead will be responsible for co-managing the inter-agency sub-cluster on child protection and actively supporting child protection actors in the Central African Republic. The overall aim of the co-lead will be to strengthen the inter-agency child protection response through improved coordination, the development of standard tools and guidelines, and capacity building of existing child protection actors (both national and international). • The Co-Lead will also contribute towards developing strong links with responsible government agencies and ensuring they are included in both response and capacity building strategies. He or she will lead inter-agency child protection assessments and ensure that children’s needs are considered in other sectoral evaluations and strategies. The successful candidate should possess significant diplomatic and conflict resolution skills and the ability to adapt to an insecure and volatile context. 	
<p>SCOPE OF ROLE:</p> <p>Reports to: Child Protection Advisor</p> <p>Staff directly reporting to this post: None</p>	
<p>KEY AREAS OF ACCOUNTABILITY:</p> <ol style="list-style-type: none"> 1. Co-Lead the development of a child protection in emergencies response strategy through a consultative process through coordination group members, ensuring that the protection needs of all children are addressed not just those of particular groups (e.g. CAFAAG) 2. Ensure the child protection response is driven by the strategy and that the overall protection response takes into account children’s needs 	

3. Convene and facilitate regular meetings of the coordination group, ensuring that discussions are participatory and results-oriented
4. Lead, coordinate and conduct child protection needs assessments in coordination with the Protection Cluster and inter-cluster forums
5. Develop common tools, standard operating procedures, and technical guidance documents for the coordination group, including for rapid assessments and key child protection topics
6. Develop capacity building plan for NGO and government partners through a participatory process and provide on-going mentoring and support to coordination group members
7. Coordinate the delivery of child protection in emergencies training activities for coordination group members, other local partners and relevant authorities
8. Lead the launching of the Minimum Standards for Child Protection in Humanitarian Settings in CAR, in partnership with coordination group members
9. Ensure adherence to inter-agency standards on child protection, including the Minimum Standards for Child Protection in Humanitarian Settings
10. Put in place effective accountability systems ensuring that all agencies provide children and families with regular forums for consultation and feedback
11. Develop a strong information sharing mechanism within the coordination group, with the wider Protection Cluster and at the inter-cluster level
12. Identify core advocacy concerns for the child protection coordination group through a participatory process and develop inter-agency (and inter-cluster) initiatives to provide regular and consistent advocacy
13. Issue reports documenting ongoing child protection trends and highlighting areas for advocacy
14. Work in collaboration with the MRM task force to ensure effective data collection methods and inter-agency coordination on grave violations of children's rights
15. Promote and strengthen national legislation relevant to the rights of the child and child protection
16. Ensure child protection concerns are mainstreamed in the work of other clusters

SKILLS AND BEHAVIOURS (our Values in Practice)

Accountability:

- Holds self accountable for making decisions, managing resources efficiently, achieving results together with children and role modelling Save the Children values
- Holds the team and partners accountable to deliver on their responsibilities – giving them the freedom to deliver in the best way they see fit, providing the necessary development to improve performance and applying appropriate consequences when results are not achieved
- Creates a managerial environment in-country to lead, enable and maintain our culture of child safeguarding

Ambition:

- Sets ambitious and challenging goals for self and team, takes responsibility for own personal development and encourages team to do the same
- Widely shares personal vision for Save the Children, engages and motivates others
- Future oriented, thinks strategically and on a global scale

Collaboration:

- Builds and maintains effective relationships, with own team, colleagues, members, donors and partners
- Values diversity, sees it as a source of competitive strength
- Approachable, good listener, easy to talk to

Creativity:

- Develops and encourages new and innovative solutions
- Willing to take disciplined risks

Integrity:

- Honest, encourages openness and transparency
- Always acts in the best interests of children

QUALIFICATIONS AND EXPERIENCE:**Essential**

- Experience of managing child protection programs and of working through the cluster system
- Education to BSc/BA/BEng level in Social Work, Human rights Law, International Relations, Development Studies or similar, or equivalent field experience.
- A high level of written and spoken French and English
- Ability to identify the main gaps in child protection in the given context to inform a holistic response for children.
- Knowledge and understanding established inter-agency standards and guidelines in child protection, especially the Paris Principles, MRM, SC Child Friendly Spaces Handbook, and the Minimum Standards for Child Protection in Humanitarian Settings.
- Politically and culturally sensitive with qualities of patience, tact, and diplomacy
- Experience in working through consultative and participatory processes and ability to balance multiple competing interests to work towards a common goal
- Experience in training and capacity building, and willingness to dedicate time and patience to partner development
- Experience of and commitment to working through systems of community participation and accountability
- Ability to write clear and well-argued assessment and monitoring reports
- The capacity and willingness to be extremely flexible and accommodating in difficult working circumstances.
- Previous safety and security training on working in conflict environments
- Commitment to and understanding of child rights, the aims and principles of SC, and humanitarian standards such as the Sphere Charter and the Code of Conduct. In particular, a good understanding of the SC mandate and child focus and an ability to ensure this continues to underpin our support
- Knowledge and understanding of information management, data collection, data storage and data analysis techniques
- Knowledge and understanding of CPIE situation and response monitoring techniques and how to apply them to the cluster coordination work
- Knowledge on when and how to use assessment tools and techniques, and how to deal with the various challenges associated with coordinating assessments

Desirable

- Experience of working and living in CAR, DRC, or similar humanitarian contexts

Date of issue:**Author:**

Annex III: Example MOU for co-leadership arrangements

Memorandum of Understanding Child Protection Sub-Cluster Co-Lead Arrangements - Iraq

1. INTRODUCTION

Under the global leadership of the Emergency Relief Coordinator (ERC), in 2005 the Inter-Agency Standing committee (IASC) adopted the 'Cluster Approach' to address the gaps and increase the effectiveness of humanitarian response in situations of internal displacement, complex emergencies and natural disaster. The aim of the cluster approach at the global level is to strengthen system-wide preparedness and coordination by ensuring predictable leadership and accountability in all main sectors or areas of humanitarian response. At the country level the cluster approach aims to strengthen partnerships, predictability and accountability of international humanitarian action, by improving prioritization and clearly defining the roles and responsibilities of humanitarian organizations. Globally, UNICEF has been designated as the lead agency for child protection and have the equivalent responsibilities to cluster lead agencies and should engage alongside the protection Cluster in all inter-cluster processes.

In support of the Government of Iraq and as part of the Protection Cluster, the UN activated the Child Protection Sub-Cluster in Iraq in June 2014, not long after the Level 3 (L3) declaration. With that activation the Child Protection Sub-Cluster assumed responsibilities for leading and coordinating the child protection responses in the country. In Iraq UNICEF leads and Save the Children International Co-Leads the Child Protection Sub-Cluster. This Memorandum of Understanding (MoU) outlines the modalities for the Co-Lead Arrangement between UNICEF and Save the Children International.

2. TIME FRAME

The timeframe of this MoU is 24 months, from January 1st, 2016 until December 31st, 2017. The agreement may be extended with the consent of both co-lead agencies, or revised as necessary to ensure that the structure and responsibilities are adaptive and responsive to the changing external context.

3. AIM OF THE CHILD PROTECTION SUB-CLUSTER

The aim of the Child Protection Sub-Cluster in Iraq is to ensure a well-coordinated, strategic, adequate, coherent and effective child protection response in accordance with the Principles of Partnership.

As outlined in the IASC Reference Module for Cluster at the country level the Child Protection Sub-Cluster lead and co-lead agencies are accountable through the protection cluster leadership to the Humanitarian Coordinator in Iraq, for facilitating a well-coordinated, coherent and strategic response to child protection issues and insuring the following core functions:

1. Support service delivery in Child Protection by ensuring provision of protection and assistance to children and their families is driven by the Humanitarian Response Plan, the Refugee Resilience and Response plan and related strategic objectives and by developing a mechanisms to eliminate duplication;

2. Inform the HC/HCT's strategic decision-making by preparing needs assessments and analysis of gaps, formulating priorities and identifying solutions in the child protection;
3. Plan and implement Child Protection Sub-Cluster strategies by developing plans in child protection, applying common standards and guidelines and clarifying funding requirements;
4. Monitor and evaluate performance in child protection by monitoring and reporting on activities and needs, measuring progress against the child protection strategy and agreed results, and recommending corrective action where necessary;
5. Build national capacity in Child Protection including in issues related to preparedness and contingency planning;
6. Support robust advocacy by identifying child protection concerns, contributing key information and messages to the HC and the HCT, and advocating on behalf of the cluster, cluster members, and affected people.

As spelled out in the IASC's Generic Terms of Reference for Cluster Leads at the Country Level the Sub-Cluster Lead and Co-Lead Agencies are accountable through the Protection Cluster leadership of UNHCR, to the Humanitarian Coordinator in Iraq.

The Child Protection Sub-Cluster operates at several levels – National, Sub-national Kurdish Region (KR) and Governorate. In Iraq, Child Protection coordination arrangements build upon pre-existing coordination structures and their organization varies according to area-specific needs, resources, and constraints. Coordination structures are flexible and adaptable to evolving needs.

The National Child Protection Sub-Cluster is concentrated in Baghdad to provide overall guidance and strategic orientation. The KR-I Child Protection Sub-National Sub-Cluster is part of the National Level, but with flexibility for a KR-I sub-national group to address KR-I specific issues. At the Governorate level, child protection working groups have been established with co-leads taking the lead based on the presence and capacity of the respective agency. The working groups ensure the operational implementation of strategic objectives. Refugee coordination falls under UNHCR and IDP coordination falls under the IASC Cluster System.

At all levels the Child Protection Sub-Cluster collaborates with the Government and the Protection Cluster. In Iraq, the designated government counter-part for the Child Protection Sub-Cluster is the Ministry of Labour and Social Affairs (MOLSA).

The Child Protection Sub-Cluster in Iraq has developed specific Terms of Reference (ToR) outlining its roles and responsibilities as well as a Sub-Cluster Coordination Structure outlining the coordination mechanism and modus operandi – both have been endorsed by members.

4. ROLES AND RESPONSIBILITIES

Principles of Partnership

As Co-Lead Agencies of the Child Protection Sub-Cluster UNICEF and Save the Children will work together according to the Principles of Partnership as endorsed by the Global Humanitarian Platform (12 July 2007).

Both agencies will work together to meet the accountabilities of country-level lead agencies as set out in relevant IASC guidance such as the IASC's "Generic Terms of Reference for Sector/Cluster Leads at the Country Level". Both Co-lead agencies are accountable, through the Protection Cluster lead

agencies, to the Humanitarian Coordinator for the effective functioning of the Child Protection Sub-Cluster.

Co-lead agencies arrangements: Country Representative and Country Director Responsibilities

In Iraq, UNICEF assumes its responsibilities as designated lead agency for the Sub-Cluster. Save the Children International assumes its responsibilities as co-lead agency for the Sub-Cluster. With these functions both UNICEF Country Representative and Save the Children International Country Director commit to fulfil their co-leading functions for the sub-cluster. In line with the UNICEF Cluster Coordination Guidance for Country Offices, the UNICEF Representative and the Save the Children Country Director for Iraq commit to be active and proactive members of the HCT, with responsibilities that include representing the interests of the Child Protection Sub-Cluster, proactively engaging in discussion, analysis and decision-making on the activation and/or de-activation of the Child Protection Sub-cluster, ensuring high-level decision-making in all the phases of the humanitarian response, including advocating for the Child Protection Sub-Cluster to ensure child protection issues are adequately and effectively integrated within the broader, strategic level of the humanitarian response.

UNICEF Country Representative, together with Save the Children International Country Director are also responsible for alerting the relevant Global Child Protection Sub-Cluster coordinators in case of unmet needs, and begin a process of dialogue at the global level for guidance and support, including resource mobilization. UNICEF Country Representative and Save the Children International Country Director commit to ensure quality and comprehensiveness of the Child Protection Sub-Cluster and ensure the Sub-Cluster implement the minimum commitment for partners.

Co-coordination arrangements: UN and NGO Co-coordinators Responsibilities

UNICEF coordinates the Child Protection Sub-Cluster through a full-time, dedicated coordinator. Save the Children International co-coordinates the Child Protection Sub-Cluster through a full-time, dedicated co-coordinator. Both UNICEF and Save the Children coordinator and co-coordinator ensure a coherent, consistent, effective and well-coordinated response with shared, joint responsibilities that include providing strategic direction and guidance to the sub-cluster. UNICEF Coordinator and SCI Co-coordinator have a joint, shared responsibility for the provision of transparent decision-making and strategic oversight of the work of the Sub-Cluster, representing the Sub-Cluster at the different coordination bodies including at the ICCG, the Protection Cluster, and as appropriate and necessary at the HCT. Both commit to outreach and solicit feedback from NGO members to understand their needs and constraints and promote their capacity building, including those related to local NGOs and government counter-parts. Both coordinators advocate on behalf of the cluster including resource mobilization. The UNICEF Coordinator and SCI Co-coordinator are neutral bodies who represent the interests of the sub-cluster over the interests of their individual agencies.

Staffing and Resourcing

UNICEF agrees to appoint one staff member as sub-cluster coordinator for the Child Protection Sub-Cluster in Iraq. Save the Children International agrees to appoint one staff member as Sub-Cluster Co-

coordinator for the Child Protection Sub-Cluster in Iraq. Both the Sub Cluster Coordinator and Co-coordinator work in close collaboration with the MOLSA at the National level.

The Child Protection Sub-Cluster Coordinator is employed by UNICEF on the terms and conditions of UNICEF or its affiliates' bodies. UNICEF is responsible for meeting the costs related to the staff. UNICEF is responsible for providing all necessary equipment and transport for their employee to effectively and efficiently perform its functions.

Save the Children International employs a Child Protection Sub-Cluster Co-coordinator. The selected candidate is a counterpart to the Sub-Cluster Coordinator. The Co-coordinator is employed on the terms and conditions of Save the Children International and Save the Children International will remain responsible for meeting the costs related to this staff.

UNICEF will recruit an information management officer dedicated to the Child Protection Sub-Cluster in the fulfilment of its information management responsibilities.

Management and Reporting Lines

The Sub-Cluster Coordinator and Co-coordinator will be line-managed by their respective agencies but will retain accountability to both UNICEF and Save the Children. Head of Agency, or other appropriate designated staff, will hold regular meetings at quarterly intervals to ensure the smooth functioning of the joint leadership arrangement and to agree priorities and work plans to guide the work of cluster coordinators.

The Sub-Cluster Coordinator and Co-coordinator will prepare and submit bi-annual cluster reports, through the Protection Cluster, to the UN Humanitarian Coordinator. The Sub-Cluster Coordinator and Co-coordinator will also provide talking points to the Heads of their respective Agencies for the Humanitarian Country Team meetings or other relevant stakeholder meetings.

Working Practices

To fulfil the joint responsibilities of the Child Protection Sub-Cluster, it is necessary for the Sub-Cluster Coordinator and Co-coordinator to work as closely together as required for the effective functioning of the Sub-Cluster and according to the Principles of Partnership. To this end, the Sub-Cluster Coordinator and Co-coordinator will sit in the UNICEF Office and UNICEF will provide space to facilitate the work of the two coordinators. However, the co-lead agencies will provide the necessary working tools and logistics such as computers, mobile internet device, and transport to facilitate the work of their respective coordinators.

As set out in the "Inter-Agency Standing Committee (IASC) Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response (24 November 2006)", it is of utmost importance to the cluster approach that the Sub-Cluster coordinator and Co-coordinator both act as, and are perceived as, neutral, impartial and fair representatives of the cluster as a whole, rather than as representatives of their particular agency. Both Co-Lead Agencies agree that in exceptional cases, and where no alternative exists, it is viable for the Sub-Cluster coordinator and Co-coordinator to also represent their agencies as well as the Child Protection Sub-Cluster. In these circumstances it must be made clear that the Coordinator/Co-coordinator is representing an individual agency's perspective, rather than the views of the Sub-Cluster.

The Sub-Cluster Coordinator and Co-coordinator is however, allowed flexibility as may be necessary to maintain close links with his/her agency, including attending agency-specific meetings, as long as this does not interfere with the cluster coordination responsibilities. Cluster responsibilities should normally be given priority over agency priorities.

Detailed responsibilities for cluster coordinators will be reflected in the work-plan.

5. IRAQ CHILD PROTECTION SUB-CLUSTER TERMS OF REFERENCE AND WORK PLAN

The Child Protection Sub-Cluster work plan in Iraq covering a 12-month period and recognizing the likely changes in the external context, will be developed by both co-lead agencies. Both the Terms of Reference and the work plan will be reviewed and updated on a regular basis as humanitarian circumstances in Iraq dictate.

The Sub-Cluster Coordinator and Co-coordinator are responsible for the implementation of the agreed work-plan, and are required to collaborate on all main tasks in the work plan; however, some activities may be assigned according to their relative strengths and experience.

6. PROVIDER OF LAST RESORT

Working under the Protection Cluster led by UNHCR, UNICEF commits to do the utmost to ensure an adequate and appropriate response to child protection services in emergencies throughout Iraq to address critical gaps are met provided there is access and that security allows and adequate funding is available. In the case of lack of access, security or funding, UNICEF through the cluster approach will advocate for the provision of child protection services in the affected areas. Save the Children International as designated co-lead for the Child Protection Sub-Cluster will support and facilitate this process as possible.

7. REVIEW OF THE MoU

The MoU will be reviewed every two years with a view to both performance and impact of the Child Protection Sub-Cluster and the co-leadership arrangement; and may at any time be reviewed by the management of the two Co-Lead Agencies, based on developments in the security situation, humanitarian needs, funding etc.

8. SECURITY

The Sub-Cluster Coordinators will at all times follow the security and safety guidelines and procedures of their respective agencies.

9. DISPUTE RESOLUTION

This MoU is based on a mutual commitment to open communications and a desire to see any potential disagreement resolved as quickly as possible.

Issues that cannot be resolved at these meetings will be brought to the attention of the UNICEF Country Representative and Save the Children Country Director for resolution, with the support of UNHCR as Protection Cluster lead where necessary. In the event that a major disagreement remains

after this process, both parties agree to seek reconciliation through the involvement of a mutually acceptable external facilitator.

In the event that a final resolution of issues is not possible, leading to either their agency no longer wishing to remain as co-lead, a written notice period of three months will be given to terminate the MoU in order to allow for due transition processes to take place.

ANNEXES

- a. Terms of Reference for the Child Protection sub-Cluster in Iraq
- b. Iraq Child Protection Sub-Cluster Coordination Structure
- c. Principles of Partnership, 2007
- d. Inter-Agency Standing Committee, Operational Guidance on the Concept of “Provider of Last Resort”
- e. Inter-Agency Standing Committee (IASC) Guidance Note on Using the cluster Approach to Strengthen Humanitarian Response (24 November 2006)
- f. Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice – UNHCR/OCHA, April 2014.
- g. Reference Module for Cluster Coordination at the Country Level revised – IASC, July 2015
- h. Cluster Coordination Guidance for Country Offices – UNICEF, 2015
- i. Introduction to Humanitarian Action a brief guide for Resident Coordinators

Signed:

UNICEF, Country Representative

Date:

Save the Children International, Country Director

Date:

Annex III: Example co-lead selection criteria

Co-lead selection criteria – Central African Republic

Required skills and capacity for a NGO co-lead	Applying NGO: describe your capacity, including specific examples
1. At least 2 years presence and child protection work in CAR, with adequate capacity to carry out activities in the field.	
2. Technical knowledge and capacities related to the Child Protection Minimum Standards (CPMS), core cluster functions, cross-cutting issues and child protection response protocols.	
3. Capacity to meaningfully contribute to capacity building initiatives of the child protection coordination group, especially with regards to CPMS.	
4. Operational capacity, both for preparedness and emergency response	
5. Knowledge and experience in carrying out child protection needs assessments, in gap and needs analysis on the ground.	
6. Advocacy experience and capacity to carry out advocacy activities on behalf of and in agreement with child protection coordination priorities, especially related to gaps and grave child rights violations.	
7. Ability to provide a qualified co-coordinator (at least 50%)	
8. Active member of the child protection coordination group.	

- For each criterion, the applying NGO shall explain how it meets the criteria, please use concrete examples.
- The child protection coordination group coordinator will make a pre-selection.
- The short-list of applications will be submitted to the coordination group members who will have the opportunity to vote on the NGO co-lead.