

## **Coordination Mechanism for Alliance Humanitarian Action**

For internal use

Version: May 2020

No single ChildFund Alliance Member can supply the capabilities, linkages and resources needed to effectively respond to a large-scale humanitarian disaster. Collective action among Members is therefore critical. This paper describes the mechanism for coordinating the responses of Member agencies to new and existing emergencies. It offers guidance for the CEO Forum in its ultimate decision-making and sets out the typical roles and responsibilities of all stakeholders. This document is updated as needed in response to feedback from Members and subject to CEO Forum Approval.

ChildFund responds to emergencies in both presence and non-presence countries. Normally, the Alliance Member already present in an affected country — or the Member appointed Lead in a non-presence country — will lead the response. In the event that more than one Member is present in the affected country, the Lead should already have been designated through an existing collaboration agreement.

### **Emergencies in presence countries**

When emergencies occur in countries where a ChildFund Member organization is already present, that Member will normally commence response activities — possibly with support from other Members — without waiting for an Alliance declaration. The Member in the affected country should disseminate information about the emergency through the Humanitarian Assistance Communication Unit (HACU) or can request a meeting with any other Member(s) and/or the Secretariat to appeal for support.

Exceptionally large-scale emergencies may warrant a meeting of the CEO Forum to decide how to respond. For responses involving more than one Alliance Member, the Member already present, or the Lead Members as per the Alliance Collaboration Agreement, will be designated as Lead Agency for the response. If the present or designated Lead Member in a country affected by large-scale emergency is not able or willing to respond, that Member should immediately inform the Alliance Secretariat and other Members — who will undertake the same consultation process described below, under ‘Emergencies in non-presence countries’, to determine a possible response. In all cases where a different Lead Member is selected to respond, the Member present on the ground is expected to provide full support for registration, banking, legal matters, and all aspects of the host government relationship.

When more than one Member is present in a country, an emergency may affect the operational territory covered by only one Member and not the territory covered by other Members present. In this circumstance, even when a Lead Member has been previously designated in that country as per a collaboration agreement, the Member(s) concerned may request a meeting of the CEO Forum which will decide who will be designated as Lead Member.

### **Emergencies in non-presence countries**

In the event of an emergency requiring a response, in a country where a Member is not at that time operational or where the Member present is not able to lead the response, the decision to respond will be made by the CEO Forum. Any Member of the CEO Forum or the Secretariat may send an email, stipulating which Member should lead the response and which Member should be the main implementing partner, with a clear justification. The deadline for Members to respond to that email is 24 hours. If all Member CEOs agree to the suggestion, the response will proceed accordingly. If full consensus is not reached by email, the Alliance Secretary General will call for an emergency meeting of the CEO Forum to decide which Member is to be the Lead. This meeting of the CEO Forum may ask for input from representatives of the Child Protection in Emergencies (CPIE) and Disaster Risk Reduction (DRR) Task Force to inform their decision. The CEO Forum should make a decision within 48 hours of the original meeting request.

When deciding whether to respond, the CEO Forum will consider the following criteria:

- **Scale:** size of affected geographic area; number of affected people and children, and the number of those likely to be affected; the number of countries affected; damage to infrastructure; the environmental and economic impact; and whether a state of emergency has been declared
- **Urgency:** crude mortality rate (CMR); scale of population displacement; intensity of conflict; and child protection issues
- **Complexity:** level of humanitarian access; and security risks
- **Capacity:** national response capacity; the strength (or fragility) of the state; and other actors responding
- **Visibility:** media and public attention on the disaster; potential to obtain funding through an appeal

In the initial CEO Forum meeting, in addition to the response declaration decision, the CEO Forum will decide:

- Whether to schedule a follow-up meeting for later consideration if a response is not launched immediately (such as in a slow-onset emergency)
- Which Member organization is designated to lead the response
- The primary modality of response which may include: 1) direct implementation through deployment of Lead Member staff<sup>1</sup>; and/or contracting implementation out through a grant agreement to one or more humanitarian organizations that is already present on-the-ground;

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<sup>1</sup> Even if the direct implementation modality is selected, that does not preclude the Lead Member from engaging different partners/grantees, as is done through ChildFund Alliance Members' non-emergency programs.

- Whether to launch a joint public appeal
- How to allocate the funds raised by the Alliance in the case of countries that have more than one Member or external partner operations

A simple majority of the CEO Forum is sufficient to make the above decisions. The principal consideration guiding the CEO Forum will be to provide a maximum number of affected children with quality child protection services through the response.

After the initial meeting and within approximately 48 hours of declaring a new emergency response, the Child Protection in Emergencies (CPiE) and Disaster Risk Reduction (DRR) Task Force should meet to report on:

- Initial levels of financial, human resource, technical, and material commitment to the response
- Fundraising prospects in Members' home-countries, including both individual marketing appeals and institutional donor proposals

The designated Lead Member should inform the Secretariat immediately or within 48 hours of any preliminary arrangements for coordinating the response at country and head office level and, if applicable, about the external partner organization(s) selected to implement activities, subject to their involvement being ratified by the other Members through the CEO Forum.

The Lead Member should also keep the CEO Forum informed as to their activities in a non-presence country as the emergency evolves. This should include changes to their planned response and recovery activities, as well as when they plan to withdraw from the country.

### **External partnership responses**

In the case that the CEO Forum opts to initiate a response through an external partner(s) as the response modality, the Member selected to lead the response on behalf of the Alliance will be responsible for managing the relationship with the external partner(s) and monitoring their work. The Lead Member should be directly involved in selecting the external partner(s), with input from other Members and the Secretariat. The final selection should be ratified by the CEO Forum, which can raise objections for legal, fiduciary, reputational or other reasons.<sup>2</sup>

### **Roles and responsibilities of Alliance Members**

*Lead Member:*

- Implements response activities on the ground and/or manages relationships with external partner organizations through grant agreements or memoranda of understanding
- For directly implemented responses, coordinates management and technical support for the National Office or response team on the ground
- Works with supporting Alliance Member agencies (when operational in the same country) on

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<sup>2</sup> Some Members face legal restrictions from their home-country governments, which could cause prospective partners to be disqualified.

joint assessment and response planning

- Provides SitReps, photos, and other communication materials to Members supporting the response via HACU. A SitRep template is available in the [members-only section](#) of the Alliance website (Note: you must register to use the members-only section)
- Engages proactively with donors in country, particularly missions/delegations of institutional donors based in Alliance Member countries
- Participates actively in country-level response coordination mechanisms, whether host government-led or UN/cluster-led. This includes taking a leadership role in the national child protection working group or equivalent body if it exists
- Facilitates accommodation, care, and supervision of Member staff and consultants deployed to support emergency response
- Effectively manages all funds and material resources received for the response
- Provides program implementation reports to Members and donor agencies, as per stated requirements
- Liaises with the Alliance Secretariat
- Coordinates Alliance support and manages Member reporting requirements
- Supports participating Members to undertake any required monitoring and evaluation activities

#### *Supporting Members:*

- Proactively seek funding from home-country individual and institutional donors
- Launch public appeals as necessary
- Where the Supporting Member is operational in the same country with the Lead Member, works on joint assessment and response planning
- Identify deployable staff and consultants to support response
- Advise on specific communications requirements for home-country markets
- Engage with the news media to inform the public about the Alliance's response
- Manage grants received from home-country donors, and advise the Lead Member about documentation, reporting, and other requirements

#### *Alliance Secretariat:*

- Develops and coordinates Alliance-wide communications and advocacy strategy for the response
- Represents ChildFund on the: 1) Alliance for Child Protection in Humanitarian Action (ACPHA); 2) the Child Protection Area of Responsibility (AoR); and 3) other relevant international bodies
- Engages with UN agencies and other inter-governmental organizations at central level to inform decision-making around the ChildFund Alliance response
- Supports external partner selection in non-presence countries
- Facilitates communications among Members via the HACU email list, and with the CEO Forum
- Assists Members with funding proposals for the response as needed
- Updates the Coordination Mechanisms paper as needed
- Supplies the Members responding to emergencies with a partnership agreement template and a staff secondment ToR template

- The Alliance Secretary General plays an arbitration role if necessary

*CEO Forum:*

- Serves as the highest decision-making body in the Alliance

**Requirements of Members in a multi-Member emergency response:**

- Common branding as “ChildFund”, without any specific Member’s brand
- Lead Member reports to the CEO Forum
- Public Appeals are coordinated by Alliance Members in conjunction with the Secretariat
- Coordinated advocacy and media work among members