



GLOBAL PROTECTION CLUSTER  
**FUNDING NEEDS**  **2017**





# JUSTIFICATION



## Problem Statement

The Global Protection Cluster (GPC) was established in the context of the humanitarian reform in 2005 with UNHCR as the Lead Agency. The GPC is a network of UN agencies, NGOs and international organizations working on protection in conflict and disaster settings, including in child protection, gender-based violence, housing, land and property and mine action. The work of the GPC is defined by its vision: “All people affected or threatened by a humanitarian crisis have their rights fully respected in accordance with international law and their protection assured by relevant and timely action through all phases of the crisis and beyond”.

Consequently, within the overall humanitarian response architecture, the GPC works to improve the predictability, leadership, effectiveness and accountability of response to ensure that protection is central to humanitarian action. The protection of the rights of people in conflict and disaster settings requires a broad range of action by a wide variety of duty-bearers, so the GPC also acts as a bridge between humanitarians and others, including development, political, peace-keeping and other relevant actors.

The 2012-15 GPC Strategic Framework and resulting work-plans have been largely delivered. In an extensive [consultation](#) on-line, with staff in the field and at headquarters the GPC has developed a new strategy to reflect the evolution of the humanitarian response system highlighted by the IASC Statement on the Centrality of Protection, Human Rights Up Front and the Transformative Agenda; the need to adapt the GPC’s working methods to respond to multiple simultaneous crises and protracted situations and the recommendations of an independent Whole of System Review of Protection as well as the report of the High-Level Independent Panel on Peacekeeping Operations and the Brookings Study.



The new [Strategic Framework](#), covering 2016-19, builds on the implementation of the existing framework but is more outward looking, reflecting the views and expectations of the humanitarian community at large, the field, partners in the Global South and stakeholders like DPKO, DPA, states, IASC, global clusters and others. The Framework also took into account the consultations on the World Humanitarian Summit. More specifically, the GPC Strategic Framework adopts the 2 following strategic objectives:

- A** Protection is central to humanitarian action
- B** Protection response is timely, of high quality and relevant



Guided by the above-mentioned strategic objectives, the GPC will prioritise support to field colleagues in developing Humanitarian Country Team (HCT) protection strategies, to act as a programming framework, and the work of protection clusters in critical, large-scale emergencies and countries with integrated missions. The GPC is also ready to support the development of strategies and protection coordination mechanisms and country teams in all situations, including in preparedness and in working with the Solutions Alliance in finding solutions to displacement.

The Strategic Framework is underpinned by a Theory of Change (Annex II), which was developed following the consultations process. With the recruitment of a dedicated GPC Coordinator and a new Strategic Framework this represents an exciting opportunity to reform the GPC and its Operations Cell in order to follow-up on the recommendations of the Independent Whole of System Review of Protection.

In order for the GPC to achieve its strategic objectives set out above it is imperative to equip the GPC Operations Cell with skilled human resources while prioritization of field support related activities is only possible with additional resources. This is why the GPC is reaching out to donors for financial assistance to support the delivery of the GPC strategic objectives with the aim of ensuring a coherent and comprehensive approach to protection as well as encouraging innovative processes and new approaches in the field. This document is the first attempt of the GPC partners to publicly, inclusively and cohesively fundraise for the GPC activities. Therefore, this document is expected to be viewed as a catalogue of GPC activities with an estimated budget. Once an interest is expressed by a donor to fund one or more activities, a detailed project proposal will be prepared to comply with specific donor funding requirements.

## Needs Assessment Summary and Justification for Intervention

The new GPC Strategic Framework and consequently the two strategic objectives are the outcome of an extensive consultative process undertaken in 2015. Further needs to revitalize the structures of the GPC to react better to the needs of the field and speak more forcefully for change transpired from a [survey](#) conducted as part of the GPC Strategy Framework consultations sent to more than 30 000 individuals as well as [discussions at the field and HQ levels](#).

The development of the new Strategic Framework reached out to a wide range of humanitarian and non-humanitarian partners, deliberately stepping outside Geneva to consult colleagues in the field to stimulate high levels of ownership and commitment to action going forward.

Throughout the consultations, the issue of coherence within the protection sector because of the diverse range of actors and different components was raised again and again. There is a need to ensure that there is respect for coherence in the presentation of the protection sector but also in planning and programming.

At present, funding for protection does not match the priorities of the IASC in making protection central to humanitarian action. However, it is also difficult to map protection elements in funding applications.

### Survey for the Global Protection Cluster (GPC) Revised Strategic Framework 2016-19

October 2015



A Humanitarian Country Team protection strategy is useful as a framing document for financing submissions and for setting the priorities in Humanitarian Response Plans and Common Humanitarian Funds. HCT protection strategies can facilitate assessments as to whether a project makes a contribution to protection.

The independent Whole of System Review on protection made two recommendations, which are two sides of the same coin. One, echoing the 2013 funding study, says there is a need to explain what protection means. Another, echoing recommendations from the World Humanitarian Summit consultations, says that protection actors need to be more inclusive of local agencies in the understanding of and approach to protection. These two recommendations clearly resonated with people, not only in the field.

From articulating what “life-saving” means for the protection sector to explaining what protection means in an Islamic context or how food assistance contributes to protection outcomes, there is clearly a lot of work still to be done. In carrying out this work a clear message from the consultations is that guidance needs to be translated into relevant languages, needs to be disseminated and trained on and needs to be simple and clear, using examples of good practice. Again and again a preference was expressed for less generic guidance or policy and more exchanges of practice between operations on specific issues.

There are several elements coming out of the consultations that help to shape the use of the GPC’s network power. First, participation in the GPC is too narrow and needs to reach out to include human rights, political, peacekeeping and development actors as well as to national and local agencies, including in the French-speaking and Arab-speaking worlds. Second, protection programming is not merely a technical exercise but rests on a comprehensive analysis of a situation and a multi-functional approach to operations, which requires the inclusion of a broad range of stakeholders. Third, the GPC should be more active in defending staff in the field from excessive processes in the Humanitarian Programme Cycle and reporting. Fourth, the GPC could assist country operations with advocating for the rights of affected people in situations where local advocacy is not possible, on particular themes (e.g. attacks on schools and clinics) or in regional problems, like the LRA-affected areas or Da’esh.

Consequently, the strategy of the GPC for the upcoming four years was designed to address the needs which transpired during this extensive consultation process. The implementation of the strategic objectives and related activities comes with financial implications which are presented in more detail further in this document.

# PROGRAM DESCRIPTION



The GPC financial needs for 2017, and subsequent years, are directly linked to the implementation costs of activities under the two strategic objectives.

For the period 2016-2019, the GPC has committed to:

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## **ENSURING THAT PROTECTION IS CENTRAL TO HUMANITARIAN ACTION (OBJECTIVE 1) WHICH CONSEQUENTLY MEANS THAT THE GPC WILL:**

- ➔ Engage states, political, human rights, development and humanitarian actors to leverage capacity in analysis, early warning, prevention, response and solutions to crisis, in particular by bringing field and community perspectives in policy processes and strategy design and implementation;
- ➔ Assist HCs, HCTs and Field Clusters to develop and implement country protection strategies through guidance, mentoring, mission support, an annual review of major operations and by engagement with the Emergency Directors Group and donors;
- ➔ Continue to explain what protection means in operational terms, including through results-based management, in community-based protection and by capacity building and continuously
- ➔ Set standards in protection for accountability to affected people;
- ➔ Support field-level coordination, including by working with AORs to ensure a coherent and comprehensive protection response in conflict and disaster settings;
- ➔ Work with development actors to define in practical terms how humanitarian and development programmes can reinforce each other to protect people, to ensure that durable solutions are as sustainable as possible and that protection programmes remain operational, as needed, through relief to development and development action. This will be done through joint programming frameworks, pilot programmes, sharing lessons across operations and working with UNDP on the SG's Policy Committee decision on early recovery;
- ➔ Use the power of networks to promote the centrality of protection in humanitarian action, engage a wider constituency and advance the work of field clusters through the engagement of new partners and the use of social media; and
- ➔ Foster new thinking an annual high-level advisory group on protection composed of thought leaders and change agents convened by the UNHCR Assistant High Commissioner for Protection.



# MONITORING AND EVALUATION



The GPC commits itself to align measurable actions against the GPC strategic objectives in accordance with a series of agreed work-plans, covering the GPC and its AoRs, which contain relevant indicators.

In order to monitor performance and measure the impact of its work in meeting the strategic objectives, the GPC will use the consultations for its Strategic Framework as a baseline and will develop indicators to measure its impact in achieving its stated objectives through external reviews. An evaluation of the work of the GPC and the Field Protection Clusters was commissioned by the UNHCR Policy Development and Evaluation Service and is currently being undertaken by an independent consultant, which will be used in future reviews to measure the progress of the GPC.

The GPC has further committed itself to publishing an annual review of its work and its success in promoting the centrality of protection in humanitarian action in the field.

Furthermore, an annual meeting of the GPC will include field clusters and will be used to identify recurring coordination problems in the field, substantive protection problems which require guidance, advocacy issues and support requirements from the GPC participating agencies, AoRs, Task Teams and Operations Cell. The cluster performance monitoring tools will be used to assess the impact of the GPC work in supporting the Field Protection Clusters.

Finally, detailed monitoring and evaluation plans will be developed based on the individual and specific donor requirements as per agreed area of intervention.



# FINANCIAL DESCRIPTION



The implementation of the GPC strategic objectives and the activities foreseen in the new GPC Strategic Framework requires additional resources to cover coordination as well as operational costs. While the coordination costs primarily relate to ensuring the staffing capacity of the GPC Operations Cell, the operational costs reflect necessary resources for the implementation of the broad range of the GPC activities:

The below GPC activities will be implemented either directly by the GPC Operations Cell or by the GPC partners, including but not limited to UNHCR<sup>1</sup> as the lead agency of the GPC, OHCHR, UNICEF as the lead of the Child Protection AoR, UNFPA as the lead of the GBV AoR, UNMAS as the lead of the Mine Action AoR, OCHA (ProCap/GenCap), DRC, IRC, NRC, SR for the HRs of IDPs, UNFPA, Office of the Special Adviser on the Prevention of Genocide, JIPS, IDLO etc.

## GPC Funding Needs 2017

### COORDINATION COSTS

#### → GPC Operations Cell Capacity

- GPC Coordinator
- Head of Operations Cell
- Protection Officer (Field Support)
- Protection Officer (Project Management)
- Protection Information Management Officer
- Associate Protection Officer

### OPERATIONAL COSTS

- Protection Lab
- GPC Community of Practice
- Support Missions
- Training Capacity
- Thematic Seminars
- Publications
- GPC Communications Strategy
- GPC/ FPC Retreat
- Preparedness to Protect
- Engagement with Local Actors/States
- Development Nexus
- Cash and Protection
- HLP/Shelter Activities
- GPC Governance Structure
- GPC Engagement on Law and Policy
- GPC Engagement on Information Management

- Protection Information Management
- Training of Trainers
- Joint Training on Atrocity Crimes
- Protection Cluster Coordination Trainings
- Massive Online Open Course

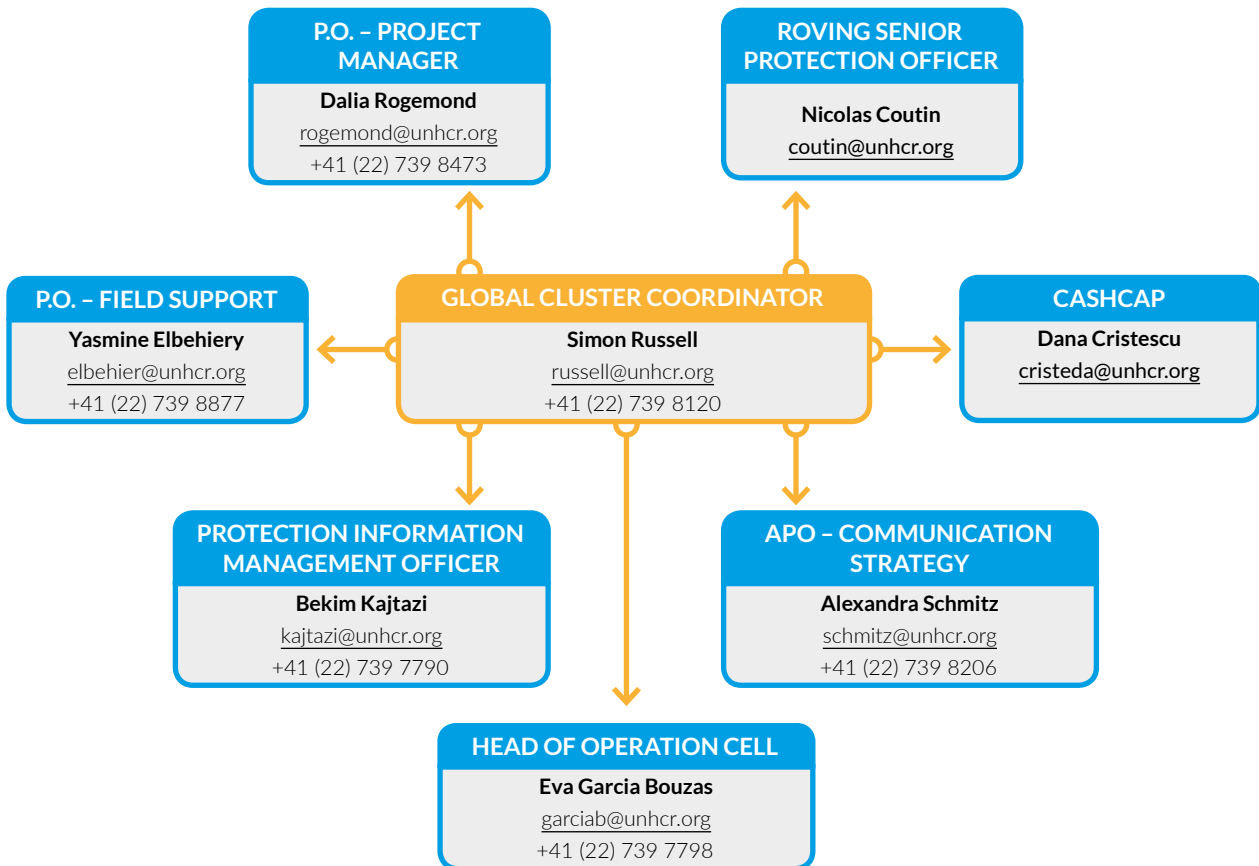
- High-Level Advisory Group
- Technical Working Group
- Protection Programme Reference Group

<sup>1</sup> The activities foreseen in this document and to be implemented directly by UNHCR or the GPC Operations Cell fall within the prioritized activities as part of the UNHCR budget cycle as well as reflect any unmet needs.

## Coordination Costs

For the GPC to reach its strategic objectives a full-fledged GPC Operations Cell must be maintained with staff covering not only the necessary broad spectrum of language<sup>2</sup> requirements but also technical knowledge and experience, including *inter alia* protection, information management, project management, communications and advocacy.

### Current Composition of the GPC Operations Cell:



ESTIMATED BUDGET: ..... → USD 999,481

### BUDGET BREAKDOWNV:

- ➔ P5 Senior GPC Coordinator – UNHCR Staff
- ➔ P3 Protection Officer – UNHCR Staff
- ➔ P3 PIMO – UNHCR Staff
- ➔ 2 x P3 – DRC deployees
- ➔ P2 – DRC deployee
- ➔ GPC Support Missions

<sup>2</sup> Current composition of the GPC Operations Cell covers the following languages: AR, EN, ESP, DE, FR, IT, LT, RU, SQ and SCR.

# Operational Costs

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## PROTECTION LAB

It is recognized that primary responsibility for protection lies with states and that the scope for humanitarian protection exists within narrow parameters. Nonetheless, the gap between the rhetoric of protection and how protected people actually feel by humanitarian action is still as great as it has ever been. Notwithstanding an almost continuous evaluation of the protection sector (the latest is the independent Whole of System Review of Protection in humanitarian action, May 2015) and coordination of protection, the answers as to why this gap remains are elusive and recommendations for action point in different directions. Protection defies neat labelling because it is at the same time the goal underlying the whole humanitarian response (the reason for humanitarian action), an approach or lens on the humanitarian response (a way of understanding all dimensions of humanitarian endeavour), and a more narrowly-defined family of activities that aim to prevent and mitigate threats to vulnerable persons. (Murray and Landry, 2013: 4).

Within a mass of opinion about “where protection is going wrong”, there is a growing recognition that efforts to develop protection capacity at the national and local levels have been woefully insufficient while, at the same time, there is a growing realization that local actors are the most significant but unacknowledged protection actors (although this perception is likely to change after the World Humanitarian Summit). Going forward, it is increasingly likely that more emphasis will be placed on the role of national and local actors, including communities themselves, as duty-bearers. In this scenario the maintenance of international standards on the protection of rights in conflict and disasters, to which the sector has so far devoted much time and effort, becomes a live question.

The protection sector has been criticized for not being innovative enough (Independent Whole of System Review of Protection, 2015). While this criticism needs qualification in relation to the delivery of services in the field, where there are many examples of counter-intuitive or new approaches, it seems true that in relation to the development and transmission of standards, in capacity development, in advocacy and public affairs and in coordination the sector, and the Global Protection Cluster in particular, is behind the times. As a minor example, the GPC uses its website (and even then, only as a secondary means of distribution) to disseminate information about standards and guidance. In sub-Saharan Africa, the Financial Times reports that internet penetration is at 4% of households, whereas mobile penetration is 97%, raising a question about which delivery platforms are most useful.

It is proposed to establish a Protection Lab to define the challenges associated with localization and the maintenance of standards, to identify solutions and run pilot programs before further refinement and dissemination. The scope of enquiry is small, essentially to answer the question as to how “protection”, as defined by the IASC and explained at p.7 of the IDP Protection Handbook, can be made easily understood and transferred to local partners in digestible form and using modalities available to them (cf. GPC SF2016-19, SO2).

This project, and the Protection Lab, will draw on the work of the Emergency Lab, which is looking at communication with communities (CWC) as well as the Global Protection Cluster/UNHCR Innovation Community of Practice, which is helping to identify challenges seen in the field as well as potential projects that could be scaled up in a future Protection Lab. This linkage illustrates that innovative processes are being undertaken to define a problem statement and for it to be addressed in further work of the Protection Lab.

The project is not intended to be a one-way street finding ways to “explain protection” to people but should be explicitly shaped as a dialogue, in which our understanding of protection is changed in practical ways to conform to what is locally understood. This aspiration has been expressed before but needs concrete form.

The Global Protection Cluster has tried to map good practices from the field in various ways and with varying success. The new Community of Practice will, it is expected, produce in a more sustained way examples of good practice from the field. This project will scope what is available in terms of good practice.

The Protection Lab would run as a joint initiative of the GPC and UNHCR Innovation and would require dedicated staff to take it forward. In addition, the initiative should be run with the inclusion of a grass-roots non-governmental organization or community organization and must include humanitarian staff outside protection and non-humanitarian staff, on the principle that innovation is achieved through cross-fertilization of ideas.

ESTIMATED BUDGET .....→ USD 200 000

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## GPC COMMUNITY OF PRACTICE

Field consultations that formed the basis of the GPC Strategic Framework 2016-19 underlined the need for information exchange and lessons learned to be shared across operations. As a result the [GPC Community of Practice](#) was created to ensure that GPC support is better targeted to the needs of the field and that protection actors inform analysis and priority setting at the global level.

To foster a culture of innovation and information sharing, the platform currently dedicate space to protection cluster coordinators, the GPC’s Area of Responsibilities and task teams to exchange information and give feedback on lessons learned and activities rolled out in the field.

The platform also hosts a public ‘Exchange’ space open for other protection actors, to facilitate peer to peer support as well as exchange of information. The purpose of the platform is to build a more inclusive and diverse community to share field practices, ideas that worked (or not worked) and discuss innovative ways to make protection action more effective. In doing so, the platform nurtures rich discussions with the aim of yielding new and fruitful approaches to protection challenges.

In the future, the platform will also host a “protection challenge” which focuses on convening the collective talents of practitioners within and across traditional and non-traditional actors. The protection challenge will crowdsource new ideas and best practices to help solve direct challenges that the Global Protection Cluster faces in the field. Building on the GPC Strategic Framework objective of engaging with a wide variety of actors and potential new partners, the challenge section will enable collaborative problem solving and idea generation. It is a space, where the online community can contribute ideas, solutions and discussion to a common issue or concern.

The GPC Operations Cell administers and moderates the Community of Practice. IRC, with the support of the GPC Operations Cell, currently administers the protection mainstreaming page. Discussions will be moderated in English, French, Arabic, and Spanish. The costs associated with the GPC Community of Practice include the maintenance and further development of the platform.

ESTIMATED BUDGET .....→ USD 15,000

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## GPC TRAINING CAPACITY

The GPC is committed to continually improving protection capacity through the maintenance of training of cluster coordinators and protection cluster members on coordination skills and technical aspects of protection. To this end, the GPC has developed dedicated trainings (stand-alone on-site workshops) and learning programmes (modular blend of learning components undertaken over a set period of time usually four months) with the goal of enhancing the GPC training capacity to assist partners to change attitudes and engrained specific organizational cultures towards an inter-agency approach, so as to ensure that the overall humanitarian response is effective. The trainings and development of courses will be undertaken in partnership with academic institutions and others.

Targeted number and type of GPC trainings:

- 4 x Protection Information Management Trainings;
- 2 x Trainings of Trainers;
- 6 x Protection Cluster Coordination Trainings;
- 2 x Joint Training on Atrocity Crimes;
- Development of a Massive Online Open Course.

ESTIMATED BUDGET .....→ USD 570,000

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## GPC THEMATIC SEMINARS

The Global Protection Cluster has held round-tables on delivering protection programmes in difficult and cross-border operations in 2012 and 2014 (see [www.globalprotectioncluster.org](http://www.globalprotectioncluster.org)) and field clusters continue to grapple with the issue of how to deliver effective protection programmes in high complex and difficult situations. In the largest and most intractable operations (Syria, Iraq, Yemen, South Sudan, Libya, Somalia, Afghanistan but also Ukraine, Myanmar) working by remote or across borders is the norm rather than exceptional.

In the consultations for the GPC Strategic Framework 2016-19, field clusters expressed a clear desire to learn from the successes and failures of other operations. The GPC is creating a community of practice in English and Arabic to stimulate this lesson-learning. Thematic seminars intend to capitalize on this community of practice and add to it by bringing in a few, selected, experts with relevant operational experience. The seminars will lead to short operational guidance for field clusters on protection delivery in complex and difficult operations.

The number of participants, including relevant experts, will be capped at 40 people and will take the form of plenary discussions and group work. Donors and RC/HCs may be invited to participate. Destinations are chosen owing to their proximity and air links to most of the operations targeted. In addition to cluster leads at the country level, local partners will be invited and facilitated to attend the seminar.

The projected cost of each seminar is \$30,000 to cover the costs of the venue, travel and DSA for some participants, materials and facilitator/experts. The seminars will be held in partnership with research institutions, academic bodies and think-tanks.

ESTIMATED BUDGET .....→ USD 60,000



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## GPC COMMUNICATIONS STRATEGY AND SOCIAL MEDIA PRESENCE

One of the common insights that emerged from the consultations on the GPC Strategic Framework 2016-19 was that the network power of the GPC needs to swing into action. One of the objectives of the new Framework is to use the power of networks to promote the centrality of protection in humanitarian action, engage a wider constituency and advance the work of field protection clusters.

Communication efforts, by the Global Protection Cluster thus far, have focused on the maintenance of its website, the publication of the GPC Updates and a bi-weekly mail-out produced and published by the GPC and its partners.

The GPC enjoys the authority that comes from its links to the field, its wide participation and its expertise in protection (recognised through the development of the IASC Statement on the Centrality of Protection and subsequent Protection Policy). It also derives authority from the accumulated experience of its lead agency, UNHCR.

The Global Protection Cluster website is a comprehensive repository of protection guidance and tools that is regularly consulted by protection actors. While the website is appreciated by field colleagues, further dissemination and capacity building on protection beyond the immediate community and partners has been limited. The website is insufficient to disseminate messages about protection concerns in a timely and succinct manner.

Social networks, due to major advances in science and technology, are integral to our daily lives<sup>3</sup>. Utilizing its social media presence, provides the Global Protection Cluster with opportunities to enhance its core work by engaging protection actors, key stakeholders and broader public in a dialogue on internal displacement beyond its traditional partners. Fully integrating social media activities in the daily work of the Global Protection Cluster will ensure consistent communication and advocacy on key protection concerns and risks as well as provide transparency on its work among relevant actors as well as affected communities. Further, it provides opportunities to develop innovative approaches in communicating with affected populations at field levels.

Key considerations:

- ➔ The GPC should not work alone but should leverage partnerships and exploit opportunities for joint efforts and the authority of others, e.g. in publications and thematic meetings.
- ➔ The GPC should be innovative in its communications strategy.
- ➔ The GPC should be comprehensive in its approach, linking innovation to learning to policy development to advocacy.

The GPC Communications Strategy sets forth the communication activities that will be conducted throughout the implementation of the Strategic Framework. It helps to ensure timely, consistent, and effective communication with identified target groups. In particular, the strategy and activities focus on achieving **four main objectives**:

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<sup>3</sup> In the second quarter of 2016, Facebook registered 1.71 billion monthly active users, Twitter registered 313 million monthly users.

- A Communicating the centrality of protection in humanitarian action both at global and field level; through the dissemination of materials and messages in relevant languages in a timely and succinct manner;
- B Supporting field protection clusters in conveying their advocacy efforts, a central building block of most comprehensive protection strategies, while ensuring that global level advocacy does not disrupt advocacy efforts being undertaken at the field level;
- C Building protection capacity through promoting the essential protection guidance and tools as well as on activities undertaken for protection standard setting among key stakeholders and beyond;
- D Strengthened partnerships and protection outcomes through joint efforts.

ESTIMATED BUDGET .....→ USD 40,000

## GPC PUBLICATIONS

In order for the GPC to reach its Strategic Objectives as well as part of its functions in support of the field, the GPC engages in producing standard setting and policy dissemination publications. Furthermore, the GPC is determined to further outreach to the French, Arabic and Spanish-speaking worlds by translating the existing and future materials in other languages than English.

Furthermore, in order to widen its outreach, the GPC is cooperating with the Forced Migration Review and envisages a dedicated issue on Internal Displacement and IDP Protection.

Finally, the GPC will continue applying innovative ways in reaching out to its audience. For example, the GPC hopes to make its one of the most successful and extensively used publication “The GPC Handbook for the Protection of Internally Displaced Persons” interactive and mobile-friendly by developing an App/Web App. Moreover, the GPC – in partnership with Global Clusters – has developed a series of Sector-Specific Guidance Notes outlining key actions that can be taken to better mainstream Protection in humanitarian responses. These actions demonstrate how non-Protection sectors can act to achieve Protection Outcomes by reducing Protection risks, and when/how to refer violations to specialized services. These Guidance Notes are an important part of the GPC Protection Mainstreaming Toolkit being developed by the GPC Task Team on Protection Mainstreaming. One member has already produced an app based largely on the GPC Guidance, which has generated positive feedback from humanitarian practitioners and donors for increasing uptake of the guidance in field operations and presenting in a way that can be tailored to individual needs. The GPC plans to adopt and improve this app by updating branding to reflect the inter-agency collaboration as well as adding two much needed functionalities as per the guidance in GPC Protection Mainstreaming Toolkit. That is:

- The app will be updated to include location-specific information to allow all field clusters and their members to access context-specific Protection Cluster Analysis, Tools, and Training Opportunities.
- Actions will be updated to include specific guidance for clusters, donors, and the Humanitarian Program Cycle.

ESTIMATED BUDGET .....→ USD 220,000

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## GPC FIELD PROTECTION CLUSTERS' RETREAT

Each year the GPC convenes an annual retreat for field protection clusters and their partners to share their experiences, challenges and solutions while bringing together, under the overarching theme of protection, a wide array of actors, emphasizing complementary roles, mandates and expertise of all. The Annual Retreat also provides an opportunity to enhance the objectives set out in the GPC's Strategic Framework as well as to follow-up on the outcomes of the global level processes while emphasizing the value of innovation and the need for localization in humanitarian response. During the Retreat the participants have an opportunity to delve more deeply into a variety of subjects, including *inter alia* innovative programming, sharing of experience and search of solutions via such platforms as the GPC's Community of Practice, explore ideas on how to effectively communicate protection and foster thinking on the joined-up efforts to achieve protection outcomes, in particular through greater complementarity as well as through more expanded, diverse and inclusive partnerships. Further, the Retreat offers an opportunity to reflect on the work of the field protection clusters and the GPC as well as to explore existing funding opportunities.

ESTIMATED BUDGET .....→ USD 50,000

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## PREPAREDNESS TO PROTECT

Whilst the returns on investment in preparedness are increasingly well understood, and documented, preparedness efforts have tended to focus on non – protection and more supply driven interventions (e.g Nutrition and WASH). There is limited understanding and guidance on the forms preparedness to protect could and should take.

Led by the Child Protection AoR there will be an exploration to better understand existing good practice of both integrating protection dimensions into broader emergency preparedness as well as stand – alone efforts for protection. Links with information management for early warning systems at a sub national (cross border) level will be explored with guidance developed for field based coordinators as an output to the project.

ESTIMATED BUDGET .....→ USD 50,000

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## GPC ENGAGEMENT WITH LOCAL ACTORS/STATES

The Whole of System Review underlines the reality of humanitarian response but one which is rarely reflected in discussions of humanitarian protection. Nigeria, Equatorial Guinea, Gabon, Tunisia, and the Democratic Republic of Congo were among the top ten donors to post-earthquake Haiti; the two largest individual contributors to the Haiti Emergency Relief Fund were Brazil and Saudi Arabia. Azerbaijan opened its international development agency, AIDA, in September 2001. India made the largest contribution to the Pakistan Emergency Relief Fund following the earthquake in 2010. Iran and Pakistan are among the top two refugee hosting countries in the world. In 2011, the Organization for Islamic Cooperation replaced the UN Office for the Coordination of Humanitarian Affairs as the lead coordinating agency in Somalia. The bulk of humanitarian assistance within Syria is being programmed by informal civil society and volunteer networks. After Hurricane Katrina, Sri Lanka offered aid to the United States. ASEAN played a key role in facilitating international relief to Myanmar following Cyclone Nargis. Islamic NGOs were at the front line of the relief effort in Aceh and Mali.

The above examples are indicative of a changing landscape of international humanitarian aid. Southern states and organisations are no longer merely recipients of aid, but donors contributing to international aid and relief operations. South-South humanitarianism is not a new phenomenon, but the diversity of actors and their growing contributions and influence makes it an opportune moment to examine the nature and implications of southern partnerships for humanitarian assistance. As a recent Humanitarian Policy Group report on humanitarian action in Syria stated, “it is clear that the formal humanitarian system needs to rethink how it responds to needs in Syria and potentially in similar conflicts elsewhere. The formal system has seen many changes over recent years; some have improved it, others have not, but none has been what one might call radical or fundamental. Even if radical change is unrealistic in the short term – and it probably is – the formal system should take Syria as an example of the challenges to come. It needs to explore creative ways of responding, and do so not in isolation but by involving new players, even unfamiliar ones.”

The World Humanitarian Summit 2016 brought to bear the views of “non-traditional” humanitarian actors on the understanding of protection in different contexts and may lead to new frameworks for action in conflict and disaster settings, including normative frameworks. The challenge facing the Global Protection Cluster is to ensure that differences in understanding of the concept of protection enhance, rather than restrict, the assistance provided to populations affected by crises. The GPC will engage local and national actors in order to grow the understanding of protection in humanitarian action and improve delivery and the sustainability of interventions by producing bespoke materials that are written by and with relevant actors and translated into relevant languages.

As a contribution to this work-stream the Child Protection AoR will undertake a specific work piece to document and analyse existing barriers and opportunities to increase local actor’s participation in coordination structures as part of the overall response to protect children. Guidance will be developed for international agencies on how better to engage with local actors, including potential for new models of partnership.

ESTIMATED BUDGET .....➔ USD 150,000

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## GPC DEVELOPMENT NEXUS

Part of the reason the numbers of displaced persons is so high is that most situations of displacement are now protracted, persisting an average of 17 years. Displaced persons have a right in international law to a durable solution but, more broadly, solutions to displacement are indispensable for national, regional, and international peace and security and for creating the stable and secure conditions that are essential for achieving sustainable development goals. On 4 October 2011, the Secretary-General endorsed a preliminary Framework on Ending Displacement in the Aftermath of Conflict, to improve the clarity and predictability of UN responses in post-conflict periods. Progress in achieving those objectives has been uneven, with three-quarters of humanitarian funding in the last decade going to the same 20 countries, while six of the largest recipients had had humanitarian appeals for 10 consecutive years.

The GPC intends to work with development actors to define in practical terms how humanitarian and development programmes can reinforce each other to protect people, to ensure that durable solutions are as sustainable as possible and that protection programmes remain operational, as needed, through relief to development and development action. This will be done through joint programming frameworks, pilot programming, sharing lessons across operations and working with UNDP on the Secretary-General’s Policy Committee decision on early recovery and with UNHCR on responsible disengagement.

ESTIMATED BUDGET .....➔ USD 100,000

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## GPC ENGAGEMENT WITH CASH

Cash Transfer Programming is a driver of change and is pushing the UN, NGOs, governments, the private sector and donors to envisage a system that is radically different from standard humanitarian response via in-kind aid. Rather than delivering physical goods, aid agencies are engaging with local markets, banks and mobile companies to deliver cash wherever possible; helping link emergency relief to longer-term development projects, all in the midst of an emergency response. As such, the move to cash and market-based programming marks a significant shift in the way aid works by connecting multiple actors to meet multiple objectives.

Cash transfer programming is now an accepted tool in almost every emergency response. However, the significant growth in cash transfers in humanitarian crisis in the past decade has presented a number of challenges for policy-makers and practitioners. Hence the vision of CashCap is to improve the effectiveness and efficiency of cash transfer programming in humanitarian response through deploying the right person, to the right place and at the right time.

The GPC requires a Cash and Market Adviser who will be responsible for rolling out existing global Guidance, Tools, Tip sheets and Training for the Global Protection Cluster Members in order to ensure protection mainstreaming, and developing or adapting tools for programming cash in protection in CTP in 3-4 field locations. In particular, the Adviser will focus on:

Roll out existing global tools on mainstreaming protection in cash transfer programming, conduct training and hands-on support to Protection Cluster members to improve and integrate cash-based interventions in operations.

Prepare a work plan to increase the use of the global tools, tip sheets, training and guidance documents at field level, developing indicators to measure their use and uptake in protection response.

Develop and lead the Training on Protection in CBIs, an inter-agency protection mainstreaming training for cash-based interventions, and country-specific programme design and monitoring workshops in operations on protection as an outcome of cash-based interventions.

Gather best practices on how to embed CTP in the Humanitarian Programme Cycle so as to improve the humanitarian response work within the cash/protection sphere in operations, and write up lessons learned from each mission.

The Technical Cash and Market Adviser will work with Field Protection Clusters, NGO's, UN partners and governments to assess feasibility (including political acceptability), to improve the capacity to design and implement cash and market based approaches, to ensure that CBIS are efficient, effective and timely, that people affected by crisis are empowered and receive dignified assistance, and that programmes that include CBIs incorporate the protection principles such as Safety & Dignity, Accountability & Participation and Inclusion & Access.

A core component will be that s/he contribute to the identification of protection risks (in particular for marginalized groups, minorities, and persons with specific needs) and socioeconomic vulnerability associated with the use of CBIs and guide the Protection Cluster in determining the pertinence of the interventions (CBIs or in-kind assistance)



The aim of the Technical Cash and Market Adviser is to support sustainable mechanisms and strengthen capacity to continue and replicate her/his work after the deployment has ended. All activities should be undertaken in a manner that supports this aim. Mentoring of national staff is strongly encouraged, in particular identifying potential cash and markets advocates and working closely to nurture their development.

ESTIMATED BUDGET .....→ USD 230,000

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### GPC HLP/SHELTER ACTIVITIES

The Humanitarian Response Plans make clear that there is much to do to integrate HLP concerns into humanitarian action. Only in the Somalia Response Plan for 2016 are HLP concerns mentioned as a significant factor and the strategic objectives include tackling HLP abuses. There are several immediate reasons for this, noted in the Plans themselves, including the requirement to focus on immediate life-saving needs (Syria, Yemen), the requirement to exclude anything but immediate response (Afghanistan) and the scale of the protection problems being so overwhelming that the response explicitly recognizes it does not meet international standards (Iraq).

There may be other reasons, some mundane and some structural. On the mundane side, it might be said that HLP could be more simply explained for humanitarian actors considering the complexity of HLP issues and explain what operationally could be done in a humanitarian setting.

On the structural side, HLP does not sit very well in Humanitarian Response Plans, especially as they are more and more focused on meeting immediate life-saving needs in desperate situations. The SG Report for the WHS proposes a new approach to humanitarian aid and a new way of coordinating response based on outcomes. This new approach may do more to reinforce the response to HLP issues than the current approach.

Funding is sought for some operational costs to cover a more field-focussed approach by the HLP AOR through dedicated missions and guidance tailored to specific operations.

ESTIMATED BUDGET .....→ USD 15,000

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## GPC GOVERNANCE STRUCTURE

There are 27 protection clusters in the field, 21 of which are led by UNHCR, three by UNICEF and three by the Office of the High Commissioner for Human Rights. Globally, these 27 protection clusters in highly complex situations are responsible for the delivery of protection programmes reaching tens of millions of people at a cost of about \$1bn. Clusters are accountable to the Resident/Humanitarian Coordinator at the country level and coordinators are doubly accountable to their heads of agency. Cluster performance monitoring tools provide some level of oversight by the GPC.

The GPC Operations Cell has eight staff managed by the GPC Coordinator. The operations budget is currently \$150,000 although this is expected to rise with the implementation of the new Work-Plan. Staff are answerable to line managers and their respective agencies in the performance of their duties and expenditures are overseen and audited through UNHCR budgeting procedures, ultimately accountable to its EXCOM.

A governance structure for the GPC is needed that directs its attention at supporting the field in delivering on protection programmes. In today's context, and responding to the consultations on the strategic framework, that support needs to be inclusive, innovative and pro-active. There are three circles of governance, represented by a High-Level Advisory Group, a Protection Programme Reference Group and a Technical Working Group.

The High-Level Advisory Group will be created in 2017. People who have proven to be thought leaders and change agents from around the World will be invited to participate in the group on a personal basis rather than because of the office they fulfil. The group will be convened by the UNHCR Assistant High Commissioner for Protection, bringing to bear the convening power of the Office and based on existing experience with an advisory group on gender and forced migration.

The Protection Programme Reference Group is being created in 2016 to bring together twice a year the Areas of Responsibility, Task Teams of the GPC, which currently form the SAG, and several field coordinators. The group will be chaired by the GPC Coordinator and will create its TORs based on a proposal from the Operations Cell. The over-riding objective of the group will be to ensure coherence in protection programming at the field level. This group should also help create and close AORs and Task Teams.

The Technical Working Group was created in 2016 to provide oversight of the implementation of the Work-Plan 2016-17. It will be chaired by the GPC Coordinator and meets on a quarterly basis. The group will be formed of 5-6 humanitarian agencies with an operational presence, representing areas of the World, and will last as long as the life of a Work-Plan. It has created its TORs based on a proposal from the Operations Cell.

ESTIMATED BUDGET .....→ USD 85,000

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## GPC ENGAGEMENT ON LAW AND POLICY

States, international organisations and civil society groups have progressively recognised the 1998 UN Guiding Principles on internal displacement as the framework establishing the international normative standards for the protection of IDPs at global level. At least 26 countries have provided themselves with normative instruments specific to internal displacement in many cases drawing upon and even explicitly referring to the Guiding Principles. Others have opted for piecemeal approaches, mainstreaming displacement in sectoral legislation. Efforts to develop laws or policies on internal displacement are ongoing in the Philippines, CAR, DRC and Nigeria.

Outstanding results have been achieved in Africa, where the African Union Convention on the Protection of and Assistance to Internally Displaced Persons, widely known as the Kampala Convention, and the 2006 Great Lakes Protocols provide common frameworks enhancing national protection systems for IDPs. The adoption of the Kampala Convention, in particular, is increasingly regarded as a precedent setting event laying out obligations for States towards IDPs. The consultations carried out in the run up to the World Humanitarian Summit (WHS) repeatedly called for the development of frameworks on internal displacement at national and regional level and commended the Kampala Convention as a model to be replicated outside Africa.

These national and regional efforts have so far been propelled by a handful of actors. Law and policy constitutes one of the priorities of the mandate of the UN Special Rapporteur on the Human Rights of IDPs, but translating this priority into tangible outputs requires sustained assistance to the Mandate on the part of the few global centers of expertise in this domain. In 2013 the UNHCR High Commissioner's Dialogue advocated for a concerted effort to strengthen support on law and policy development. Whereas more systematic engagement and inter-agency efforts are key, UNHCR itself, as the lead protection agency, needs to step up its capacity in this domain by identifying resources and making available specialised personnel to accompany these processes.

Furthermore, law, policy and advocacy being one the main protection priorities identified during the on-line consultations as part of the development process of the GPC Strategic Framework 2016-2019, the GPC is committed in advancing the IDP law and policy agenda via:

- ➔ Workshops with African regional economic bodies on IDP law and policy: there are several major regional economic bodies covering (Arab Maghreb Union (UMA) Common Market for Eastern and Southern Africa (COMESA) Community of Sahel-Saharan States (CEN-SAD) East African Community (EAC) Economic Community of Central African States (ECCAS) Economic Community of West African States (ECOWAS) Intergovernmental Authority on Development (IGAD)) various parts of the continent. Engaging these bodies in the efforts to sign, ratify, and incorporate measures from the Kampala Convention can pay significant dividends. For example, Conventions ratified by ECOWAS legally ratifies that Convention for all members in West Africa. There has already been some engagement with regional bodies on the Kampala Convention from members of the Task Team (ICRC is organizing a workshop with IGAD on the Kampala Convention in the fall of 2016), but co-hosting a minimum of two workshops in 2017 could further this trend and lead to greater implementation of the Kampala Convention.
- ➔ Workshops on ratification with individual countries, using champions of the Kampala Convention: host one workshop with government officials from an African country that has not yet ratified the Kampala Convention, inviting key participants from a "Kampala Convention champion state" to speak and describe their experience. The office of the Special Rapporteur has strongly supported this idea of key regional countries acting as "champions" of the Kampala Convention. This method was used successfully in a workshop for Ethiopian government ministries, with a member of the Ugandan government acting as "champion";

- ➔ Training of the Trainers on IDP law and policy: in 2016, IDMC created a Capacity-building learning programme on law and policy-making on internal displacement. The Global Learning Centre’s already carries out a number of Training of the Trainers on Protection in Practice throughout the year. By adding the law and policy making training to the already existing Training of the Trainers series, this project will create a low-cost “multiplier” effect since each person attending will then be required to carry out their own training in their country of operation.
- ➔ National consultations for laws, policies and strategies: one of the key elements missing from current laws and policies related to IDPs is a lack of a national consultation with IDPs. This is the case particularly for strategies and policies related to solutions (Sri Lanka and DRC), despite the fact that showing progress towards a solution requires input from displaced persons. Another example is a draft law on internal displacement being created in Mali that currently has no budget for a national consultative process. To ensure the involvement of IDPs in these processes, at least one national consultation with IDPs will be organized in 2017, with one day workshops held both in and out of country to explain that process and encourage further national consultations.
- ➔ Updated database on Law and Policy: IDMC created a database in 2016 on IDP law and policy that needs to be updated. This would require contacting field staff, and some technical support for the website.

ESTIMATED BUDGET .....➔ USD 190,000

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## GPC ENGAGEMENT ON INFORMATION MANAGEMENT FOR PROTECTION

Information management being key to the timely, high quality and relevant protection response, the GPC is determined in promoting protection information management as a foundational element of good programming and maintaining the capacity of the GPC to provide support to the field, including local and national actors in languages and through modalities available to them, in data and information collection and analysis to inform protection strategies and humanitarian response as well as to facilitate the measurement of the impact of the work to field protection clusters.

Based on the request received from the field protection clusters, three IM-related activities/developments within the GPC are being planned for 2017:

- Cloud file sharing and storage made available to field protection clusters;
- Mobile-friendly and interactive Protection Information Management Toolkit Portal;
- ActivityInfo – annual online/offline activity reporting for individual field protection cluster.

ESTIMATED BUDGET .....➔ USD 65,000

## GPC: Total Estimated Funding Needs 2017

### COORDINATION COSTS

GPC Operations Cell Capacity	GPC Coordinator (P5 UNHCR Staff)	265,935
	Head of Operations Cell/Protection Officer (P3 UNHCR Staff)	186,174
	Protection Information Management Officer (P3 UNHCR Staff)	186,174
	Protection Officer/Field Support (P3 DRC Deployee)	114,940
	Protection Officer/Project Management (P3 DRC Deployee)	114,940
	Associate Protection Officer (P2 DRC Deployee)	111,106
	GPC Support Missions (Affiliated Workforce)	20,000
<b>TOTAL COORDINATION COSTS</b>		<b>999,269</b>

### OPERATIONAL COSTS

GPC Protection (Innovation) Lab		200,000
GPC Community of Practice		15,000
GPC Training Capacity	PIM Trainings	160,000
	ToT	80,000
	PCCs	180,000
	JT on Atrocity Crimes	50,000
	Massive Online Open Course	100,000
GPC Thematic Seminars		60,000
GPC Communications Strategy and Social Media Presence		40,000
GPC Publications		220,000
GPC FPC Retreat		50,000
GPC Engagement on Preparedness to Protect		50,000
GPC Engagement with Local Actors/States		150,000
GPC Development Nexus		100,000
GPC Engagement on Cash		230,000
GPC HLP/Shelter Activities		15,000
GPC Governance Structure	High-Level Advisory Group	50,000
	Technical Working Group	5,000
	Protection Programme Reference Group	30,000
GPC Engagement on Law and Policy		190,000
GPC Protection Information Management		65,000
<b>TOTAL COORDINATION COSTS</b>		<b>2,040,000</b>

### TOTAL ESTIMATED BUDGET

**3,039,269**



