



PROTECTION IN A CLIMATE OF CHANGE STRATEGIC FRAMEWORK 2020-2024



Protection Understood

Protection is “all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law, including International Humanitarian Law and International Refugee Law.

States have the primary role to provide protection to all affected persons and that in situations of armed conflict, non-State parties to conflict are also obliged to protect persons affected and at risk in accordance with international humanitarian law.

The Inter-Agency Standing Committee (IASC) Policy on Protection in Humanitarian Action together with the International Committee of the Red Cross (ICRC) Professional Standards for Protection Work provide the parameters for the Global Protection Cluster (GPC).

Protection is an objective, legal responsibility and a multisectoral activity that aims to:

Prevent or stop violations of rights.

Ensure a remedy to violations - including the delivery of life-saving goods and services.

Promote respect for rights and the rule of law.

An activity is considered to have a protection outcome when the risk to affected persons is prevented or reduced. The reduction of risks occurs when threats and vulnerability are avoided or minimized and, at the same time, the capacity of affected persons is enhanced.

Protection outcomes are the result of changes in behaviour, attitudes, policies, knowledge and practices on the part of relevant stakeholders.

Protecting women and girls, as well as men and boys, against rights violations and discrimination requires them to have an agency to ensure their own protection and be provided with opportunities to take an active part in decisions related to humanitarian response and activities affecting them.



PROTECTION IN A CLIMATE OF CHANGE

STRATEGIC FRAMEWORK 2020-2024



Foreword by the Assistant High Commissioner for Protection



Humanitarian crises continue to multiply as conflicts proliferate and become more protracted, while natural hazards are, in some instances, intensified and accelerated by climate change. People at the centre of these crises experience immense hardship and suffering. They look to local and national actors as well as the international community to restore their security, safety and dignity. With such demands on the humanitarian system, it is critical that we work together and in complement to one another. Irrespective of the root causes of a crisis, the imperative to protect people lies at the heart of everything that we do, which is the imperative behind the Global Protection Cluster's (GPC) updated Strategic Framework.

Protection can only be achieved when those affected by a crisis, and in particular the internally displaced, are included and can participate directly in decision-making processes. This is a core principle in the updated Strategic Framework and the approach applied to all protection clusters worldwide. We are duty-bound to advocate for the rights of crisis-affected people; to involve them in decision-making processes; and to redress the deeper reasons for their plight through concrete operational engagement. Often, the first to offer safety and security are those on the frontline: families, communities and community-based organizations, as well as local actors and administrators. All protection actors – as underscored in the Strategic Framework – commit to reinforce local and national capacity in a manner that respects humanitarian principles and ensures a rights-based approach. A dedication to localization is embedded in the Framework and in its governance, with two national NGOs now participating in the GPC's Strategic Advisory Group for the first time.

The Strategic Framework is both pragmatic and aspirational in its objectives and in the outcomes it seeks to achieve. It also recognizes the limits to protection in humanitarian action, underlining the importance of protection actors using their analysis and direct engagement with individuals and communities in leveraging others to act. In this way, it promotes a whole-of-system approach in robustly responding to the needs of those affected.



Gillian Triggs

Assistant High Commissioner for Protection
Office of the United Nations High Commissioner for Refugees

Foreword of the Global Protection Cluster Coordinator

To define a protection strategy in 2020; is as exciting, as it is daunting.

The challenge is crystal clear. How do we cement protection of people at the centre of all humanitarian, development and peace work?

Standing in the dust of Dori in Burkina Faso, the view is clear. Climate change is worsening the shattering bearings of conflict, violence, poverty and underdevelopment. Without protective actions, people are left with nothing but bad choices. Without any real solutions in sight, fragility and insecurity are escalating, creating an unrelenting chaos of suffering.

In the Sahel, as in many other places, corners cannot be cut in preventing and responding to the impact of these complex trends. Principled protection in humanitarian emergency response is and will remain much needed.

However, it is not enough.

We need to reimagine international support and partnerships to be more complementary and increasingly directed by local communities. We need focused protection work that aims and secures solutions at scale that last.

To do so, we are committed to act:

We will put basics of coordination in place in all our operations.

We will ensure voices of crisis affected persons and communities are heard, predictably and consistently. Especially the forgotten ones.

We will step up our work in mixed, climate response and violent extremism situations.

We will make sure protection is recognized as central to the linkages and interplay between humanitarian, peace and development action to achieve solutions.

And because change is constant in our operational environment, we will continue adapting, exploring opportunities and anticipating new forms of protection needs in the near future and beyond.

To define a protection strategy in 2020, is indeed as exciting, as it is daunting. Yet it is only the beginning. To make it work will require determination, humility and inclusion every day.

We are committed. Join us.



A handwritten signature in black ink that reads "William S. Chemaly". The signature is written in a cursive, flowing style.

William S. Chemaly

Global Protection Cluster Coordinator





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OVERVIEW



The Global Protection Cluster is a network of non-governmental organizations (NGOs), international organizations and United Nations (UN) agencies, engaged in protection work in humanitarian crises including armed conflict, climate change related and natural disaster.

The GPC is mandated by the IASC, led by the United Nations High Commissioner for Refugees (UNHCR), governed by a Strategic Advisory Group, co-chaired by the GPC Coordinator and an operational NGO, and serviced by a multi-partner Operations Cell.

The GPC work is supported by an Information and Analysis Working Group, a Donor and Member States Liaison Platform, and thematic Task Teams with time-bound mandates and activities.

The GPC unites members, partners and communities working on the full gamut of protection activities, including in four specialized Areas of Responsibility (AoRs): Child Protection, Gender-Based Violence (GBV), Housing, Land and Property and Mine Action. The GPC contributes to and benefits from the broader IASC system, the Special Rapporteur on the Human Rights of Internally Displaced Persons (IDPs), various human rights treaty bodies and key development and peace building and peacekeeping actors, and through building partnerships with international financial institutions and the private sector.

GLOBAL PROTECTION CLUSTER MEMBERSHIP



PROTECTION CLUSTER PRESENCE



All figures are calculated for emergencies where a Protection Cluster or Sector is active.
Sources: FTS, IDMC, HNOs, HRPs, UNHCR and UNOCHA

Funding 2019

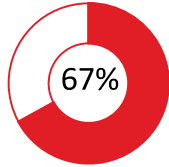


19.8B USD

Total Required

13.3B USD

Total Received

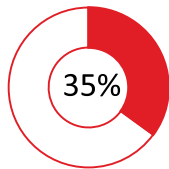


1.6B USD

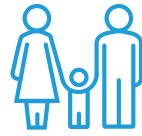
Required for Protection

577M USD

Received for Protection



People in Need 2019



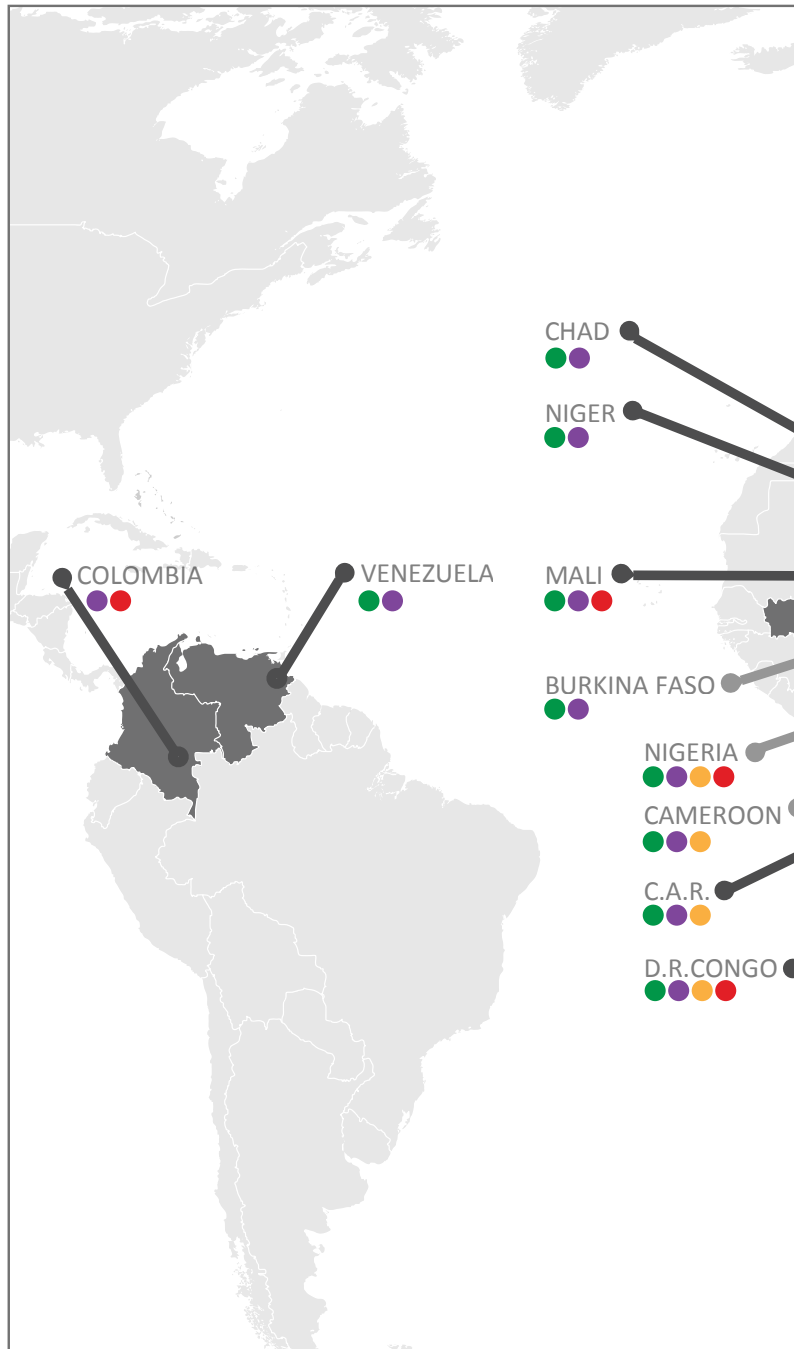
138M

Total People in Need of Humanitarian Assistance



84M

Total People in Need of Protection Assistance



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Presence

- 32** Operations covered by GPC
- 16** Clusters
- 8** Sectors
- 8** Working groups

Membership

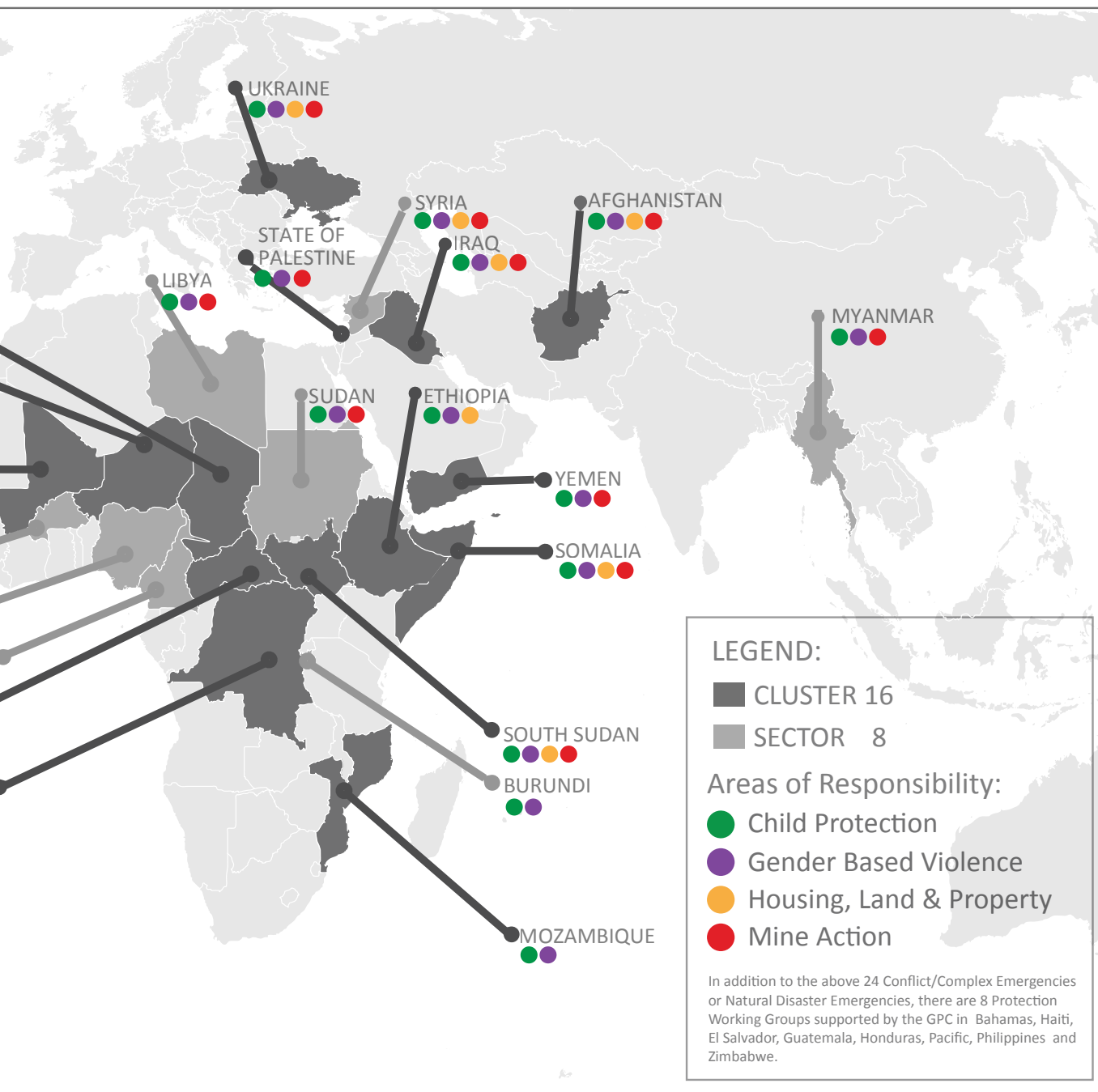


1,400

Members

105

Sub-national locations



Consent or acceptance by the United Nations.

Date: 01/Feb/2020



OUR VISION

People are protected in humanitarian crises and their rights respected and solutions found in accordance with international law.

OUR MISSION

Ensuring well-coordinated, effective and principled protection preparedness and responses, and that protection is at the core of all humanitarian action and recognized as essential in any nexus with development and peace.

OUR VALUES AND PRINCIPLES

- Affected persons are at the centre and meaningfully participating in protection activities. Preparedness and responses are driven by the diversity of people affected by crises to whom we are accountable.
- We are committed to humanitarian and protection principles, gender equality and inclusion.
- Field priorities guide our action while we embrace and respond to the diversity of our membership, from local to global actors.
- We are forward-looking and readily adaptable to address growing and emerging protection challenges.



OUR ACTION

- Support field protection clusters to fulfil their core functions and build capacity of protection actors so humanitarian in all sectors ensure that the rights of affected persons and the obligations of duty bearers under international law are understood, respected, protected and fulfilled without discrimination. We develop capacity for community-based protection and solutions.
- Advocate with and on behalf of affected persons to amplify their voices and support Clusters and Humanitarian Country Teams (HCTs) so critical protection issues are acted upon in relevant regional and global fora.
- Promote the Centrality of Protection, including through mainstreaming and integrating protection, and support other humanitarians to do the same including in the humanitarian, development, peace and security nexus.
- Influence protection standards and policy development that uphold international human rights law (IHRL) and international humanitarian law (IHL) in complex emergencies.





Specialized Areas of Responsibility and Expertise

Protection work is a collective effort from a multitude of actors who mainstream protection in their programmes and provide specialized interventions based on their mandates and expertise.

The multifaceted nature of protection means that there is a need for coherence amongst all protection actors as well as complementarity and balance between the AoRs and other specialized areas of response. Protection clusters need cohesion and dedicated efforts to build teams from global to country level in what is often the largest, and the most diverse cluster in a humanitarian response.

Organizations have made formal commitments to lead and co-lead four Areas of Responsibility as part of the Protection Cluster: Child Protection, Gender-Based Violence, Housing, Land and Property and Mine Action. In addition to their specific roles, the AoRs undertake to lead specific initiatives on behalf of the GPC.

In addition to the AoRs, other actors are mandated to prevent or respond to protection issues including through networks focussed on Protection of Civilians and the effects of weapons and explosive ordnances. Others respond to specific human rights violations such as arbitrary detention, targeted killing, torture, or disappearances. Several deal with adverse trends that tend to develop during crisis, such as sexual and gender-based violence (SGBV), negative coping mechanisms, intercommunal tensions and human-trafficking. A number of organizations focus on the impact of crisis on specific population groups such as IDPs, older people, besieged and hard to reach populations, minorities, persons with disability, children, youth, women, men, lesbian, gay, bisexual, transgender and intersex (LGBTI) communities. In addition, many responders dedicate their efforts to finding solutions for and with affected populations through access to rights and services, official documentation, freedom of movement, work and property rights, gender equality, rule of law and institution-building, and political participation of conflict-affected and displaced persons.



STRATEGIC PRIORITIES

To fulfil our mission, we will focus on the following strategic priorities:



We will put basics of coordination and collaboration in place in all our operations.

We will consistently put in place principled and effective coordination, collaboration and analysis to meet cluster responsibilities and to contribute to timely and informed decisions by Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs).



We will ensure voices of crisis affected persons and communities are heard, especially the forgotten ones.

We will amplify the voices of persons affected by humanitarian crises and ensure consistent and predictable representation of their issues, so they can be addressed by relevant responsible parties.



We will meet the challenges to make protection actions contextually appropriate and complementary.

Through joint analysis, we will achieve effective and appropriate collective protection outcomes with development, human rights, peace and security actors especially in mixed, climate change response and violent extremism situations.



We will champion and advance durable solutions that meet protection standards through a nexus of humanitarian, peace and development action.

We will promote protection as a core element of humanitarian work addressing protection problems and creating conditions conducive for durable solutions that are recognized as essential in development and peacebuilding efforts.



We will continue adapting to the shifting operational environment and keep looking forward.

We will contribute to the identification of protection response gaps and challenges including in emerging and growing trends and engage partners to respond creatively.

Centrality of Protection in Humanitarian Action

All humanitarian actors have a responsibility to place protection at the centre of humanitarian action through a system-wide commitment to preparedness and immediate and life-saving activities throughout the duration of a crisis and beyond, driven by the needs and perspectives of affected persons.

The IASC Protection Policy commits to a people-centred approach to protection and emphasizes the joint responsibility of all sectors to integrate and mainstream protection into activities, advocate, analyse risks and engage with actors influencing protection outcomes outside the humanitarian sector, including development, human rights, peace and security actors.

Achievements around protection have evolved from the work of individual organizations and are multiplied if all HCT members make protection central to their work, including in their engagement with development, peace and security actors.

The GPC supports the design and implementation of HCT protection strategies that ensure Protection Clusters provide an integrated and continuous in-depth analysis, informed and validated by affected persons to build protection as the central objective and outcome in inter-agency responses to crises.

The protection analysis drafted by the Protection Clusters and shared regularly with the HC and HCT and with human rights, development, peace, security and other protection stakeholders helps ensure that the protection trends and concerns of affected populations drive strategic decision-making in humanitarian operations, including decisions around engagement with authorities and parties to a conflict.







PRIORITY ONE

We will put coordination and collaboration basics in place in all our operations.

We will consistently put in place principled and effective coordination, collaboration and analysis that delivers on cluster responsibilities and contributes to timely and informed decisions by Humanitarian Coordinators and Humanitarian Country Teams.

Anticipated outcomes

- Basics of quality coordination predictably delivered in all operations, so protection clusters have the necessary capacity, training, tools, guidance, standards, benchmarks and expertise needed to fulfil cluster responsibilities.
- Evidence-based, timely decisions and actions taken by HC and HCT on critical protection issues.
- Protection considerations inform preparedness throughout and beyond humanitarian action.
- Subnational area-based, national, regional and cross-border coordination are in place when required.
- Protection responses effectively leverage activities of specialized AoRs and response.

We will focus our efforts on

- Deploying experts and developing structures and partnerships in a timely manner to prepare for and respond to protection crises.
- Supporting, engaging and strengthening existing community-based coordination

structures, area-based contextually appropriate coordination mechanisms including at subnational, national, regional and multi-country levels that meet IASC standards.

- Supporting field protection clusters on effective implementation of their core functions by providing guidance on issues including quality operational information management, analysis, protection monitoring, strategic planning, advocacy, integrated programming, case management and monitoring and evaluation reflecting age, gender and diversity.
- Supporting strong:
 - Referral pathways, emergency response and access to services for survivors of human rights violations, explosive ordnances and gender-based violence.
 - Culture, mechanisms and protocols for collecting and sharing information, including for early warning in conformity with data protection standards within an ethical framework under which standards are clear and uniformly followed, accountability mechanisms established to uphold the safety and dignity of the people we serve and build trust among members and communities.
 - Cluster and partners' engagement with human rights, monitoring and reporting mechanisms and special procedures, as appropriate and in accordance with clear and mutually agreed guidance.
 - Adoption of policies and measures to implement Codes of Conduct, Accountability to affected populations (AAP), Protection from Sexual Exploitation and Abuse (PSEA), Inclusion, Child Safeguarding (CS) and related matters.





PRIORITY TWO

We will ensure voices of crisis affected persons and communities are heard, especially the forgotten ones.

We will amplify the voices of persons affected by humanitarian crises and ensure consistent and predictable representation of their issues so they can be addressed by relevant responsible parties.

Anticipated outcomes

- People in need participate in advocacy campaigns for their own protection and identify evidence that is used for protection advocacy with the support and engagement of protection actors.
- Protection actors influence behaviour of States and non-State parties, and other stakeholders to stop, prevent and remedy violations of IHL and IHRL, including by addressing obstacles to claiming rights and holding perpetrators to account.

We will focus our efforts on

- Amplifying the voice of communities in forgotten or under-represented crises.
- Consistently responding to field requests for advocacy on sensitive issues including reported violations of IHL, IHRL, counterterrorism measures and other protection issues.
- Using global, regional and multi-crisis issues for advocacy on research and learning needs.
- Widening advocacy partnerships to amplify, prioritize and sanction areas of responsibility, gender equality, inclusiveness of women's rights, persons with disability, youth, and older persons and other rights holders so they have strategic representation in relevant human rights and protection fora.
- Promoting research and the use of minority languages in protection activities, including translation and interpretation.

Gender Equality and the Women, Peace and Security Agenda

GPC acknowledges the differentiated impact that conflict and crises have on women, men, boys and girls. As such, the GPC urges its networks to incorporate a gender perspective in all efforts and to ensure gender equality in interventions. This includes taking specific actions to facilitate the meaningful participation of women and girls in all activities around relief, recovery, and prevention as well as in leadership and decision-making.

GPC recognizes that parties to conflict should take special measures to protect women and girls. The GPC also recognizes that women and girls as well as civil society, especially women's rights and women-led stakeholders, are critical actors in helping prevent, mediate, and resolve conflict. In fact, strengthening women's political and social participation reduces the chances of a relapse into conflict after war has ended.

Nine United Nations Security Council Resolutions (UNSCRs) on Women, Peace and Security (WPS), beginning with UNSCR 1325, and three subsequent General Assembly Resolutions, form the framework for addressing and understanding the differentiated impact of conflict on women and girls. As such, the WPS Agenda focuses on four key pillars, spanning prevention, protection, participation, as well as relief and recovery; it highlights not only the protection of women and girls, but also the critical importance of their participation and inclusion in solutions.

In this light, the GPC encourages members to ground their interventions within a gender analysis, and to engage with Gender Advisers, Gender Focal Points, as well as local and international women's rights stakeholders to promote greater equality and inclusion and to leverage this framework and the opportunities available to deliver on the commitments under the WPS Agenda.





PRIORITY THREE

We will meet the challenges to make protection actions contextually appropriate and complementary.

Through joint analysis we will achieve effective and appropriate collective protection outcomes with development, human rights, and peace and security actors especially in mixed, climate response and violent extremism situations.

Anticipated outcomes

- Localizing protection activities so they are designed by and sustainable amongst local communities and civil society.
- Protection of affected persons is strengthened, and protection actors consider the roles, activities and capacities of others, in order to minimize gaps, avoid unnecessary duplication and other potentially negative consequences, while aiming to build synergies.
- Factors that prevent solid and effective operational coordination with all protection stakeholders are identified and addressed to enhance collective protection outcomes when working with other human rights, development, and peace and security actors.

We will focus our efforts on

- Seeking synergies and engage with development, human rights, peace and security actors, especially in UN peace operations to best achieve collective protection outcomes whilst acknowledging and respecting our various roles, mandates, identities and principles.
- Providing guidance on effective and appropriate joint and multi-stakeholders' protection analysis frameworks and enhancing learning on effective and appropriate collective protection outcomes in humanitarian responses.
- Reviewing the implementation of Centrality of Protection annually and promote its best practices and lessons learned.
- Identifying and promoting good practices and articulating the comparative advantages of Protection Cluster involvement in the nexus operations.
- Conducting joint analysis and research to ensure a clear understanding of the roles and frameworks of protection stakeholders in humanitarian responses to mixed migration, climate change response, extremism and counterterrorism.
- Ensuring HCT protection strategies are appropriate and prioritize protection concerns of affected persons, including through the establishment of systems and mechanisms that protection informs and guides in strategic decision-making and engagement with non-humanitarian protection.



PRIORITY FOUR

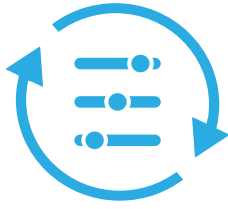
We will champion and advance durable solutions that meet protection standards through a nexus of humanitarian, peace and development action.

We will promote protection as central to humanitarian work to address protection problems and to create conditions conducive for durable solutions that are recognized as essential in development and peacebuilding-related actions.

Anticipated outcomes

- Informed and empowered populations are better able to protect themselves, make decisions and claim their rights and find durable solutions to their displacement.
 - Solutions to protection concerns enabled including through protection contributions in any dedicated durable solutions fora.
 - Protection risks and barriers in operations are prevented and reduced by repositioning the UN development system to influence development peace and security efforts and the 2030 Agenda and the Sustainable Development Goals (SDGs).
- We will focus our efforts on**
- Supporting protection clusters to play a predictable role in the development and implementation of durable solutions initiatives and strategies.
 - Promoting quality protection analysis to enable humanitarian peace and development collaboration and SDGs, including through sharing of information, joint assessments and analysis to contribute to solutions.
 - Ensuring complementarity and coherence with peace and development frameworks and actors towards durable solutions and collective protection outcomes.
 - Incorporating details around mutual and respective protection responsibilities into human rights, humanitarian, development and peacebuilding strategies and programmes.
 - Identifying for appropriate partners and State legislatures any institutional and organizational aspects of protection linked to the longer-term transformation and institution building, including gender equality, empowerment of women and girls, and housing, land and property.
 - Developing of inter-agency approaches to responsive, two-way, user-driven information services focused on improved decision-making on matters prioritized by affected populations.
 - Promoting the IASC Framework on Durable Solutions for Internally Displaced Persons and supporting national authorities who bear the primary responsibility to provide durable solutions for IDPs' needs.





PRIORITY FIVE

We will continue adapting to the shifting operational environment and keep looking forward

We will contribute to the identification of protection response gaps and challenges, including emerging and growing trends and engage partners to respond creatively.

Anticipated outcomes

- Protection actors are creatively prepared to face challenges of emergency protection.
- Resources to navigate dilemmas and tensions arising in complex operational contexts are provided and new gaps in protection action addressed.
- Protection analysis, linkages and responses in crisis triggered by climate change, disasters, and armed conflict is predictable.
- Emerging and neglected areas of protection are considered acted upon in a creative and principled manner.

We will focus our efforts on

- Being a conduit for developing a protection response with other clusters in areas including disability, youth, ageing, gender equality and in the use of drones and other technology for civilian purposes.
- Creating an environment that builds operational and accountability trust with a strong culture of compliance amongst all Clusters and partners.
- Promoting women's meaningful participation and the use of the IASC Gender Accountability Framework.
- Developing a better understanding of the needs of people who are stateless in accordance with the Guidance Note of the Secretary-General: The United Nations and Statelessness.
- Encouraging research, data collection, round tables and other forms of dialogue to identify future needs of those impacted by climate events and all forms of natural hazards and resulting disasters and any emerging issues where possible support and strengthen local capacity.
- Strengthening protection preparedness work and contribution to Disaster Risk Reduction.



MONITORING & EVALUATION

The GPC will regularly review and report on progress made towards achieving this Strategic Framework. The GPC work plan and relevant indicators will be developed collectively and aligned with measurable actions.

The GPC will publish an annual review of its work in promoting the centrality of protection in humanitarian action in the field. An annual conference 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, appropriately reviewed, will be used to assess the impact of the GPC's work in supporting the field protection clusters.

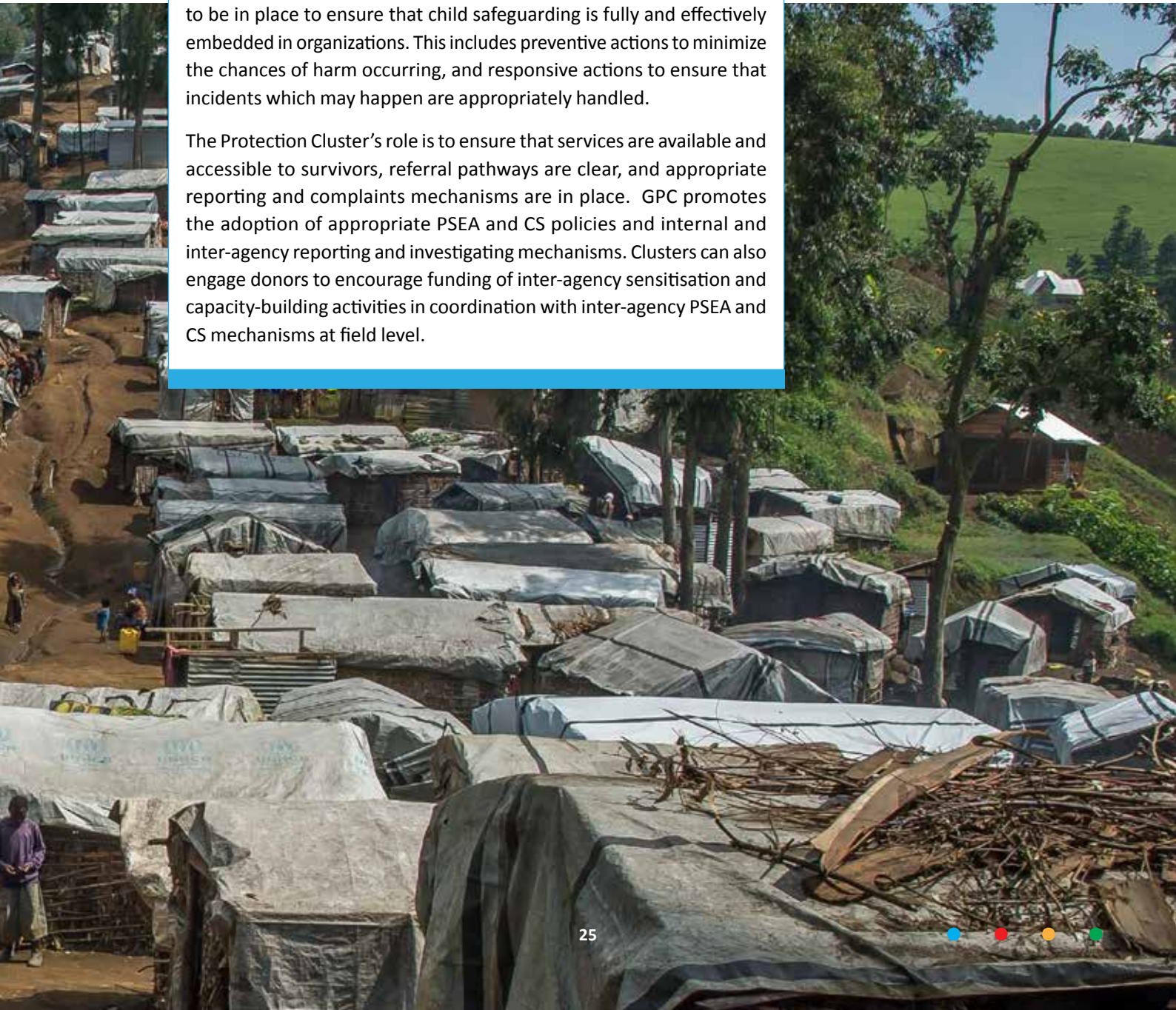


Protection from Sexual Exploitation and Abuse and Child Safeguarding

At the field level, Humanitarian Coordinators are responsible for ensuring that effective systems are in place to prevent and respond to acts of Sexual Exploitation and Abuse (SEA). The GPC, the GBV AoR and all Protection Clusters have an important role in addressing sexual exploitation and abuse. This includes supporting efforts to prevent SEA, follow up on reports of possible misconduct and measures aimed at accountability for violations including victim assistance. The GPC supports clusters in the development of effective prevention and response strategies and indicators that enable work plans around PSEA.

Child Safeguarding (CS) is primarily concerned with harm and well-being, rather than with the promotion and protection of child rights generally. The GPC, the Child Protection AoR and all Protection Clusters support members efforts to comply with International Child Safeguarding Standards that emphasize the features, systems and processes that need to be in place to ensure that child safeguarding is fully and effectively embedded in organizations. This includes preventive actions to minimize the chances of harm occurring, and responsive actions to ensure that incidents which may happen are appropriately handled.

The Protection Cluster's role is to ensure that services are available and accessible to survivors, referral pathways are clear, and appropriate reporting and complaints mechanisms are in place. GPC promotes the adoption of appropriate PSEA and CS policies and internal and inter-agency reporting and investigating mechanisms. Clusters can also engage donors to encourage funding of inter-agency sensitisation and capacity-building activities in coordination with inter-agency PSEA and CS mechanisms at field level.



ADAPTING TO SHIFTING OPERATIONAL CONTEXT

Factors driving protection concerns and informing the role of the GPC include changing socio-demographic trends, shifting economic power, political machinations and climatic patterns. Protracted crises often transcend national borders and involve a combination of conflict, weak governance, inability to find solutions, unsustainable livelihoods and a breakdown of local institutions. Violence against civilians is commonplace and civilian casualties in conflicts

are widespread. Armed actors pursue their military strategies in a climate where fundamental rights are often violated and security objectives override humanitarian imperatives, often in the name of counter-terrorism measures. Disasters related to climate are increasing, in terms of their frequency and intensity and exacerbate human rights violations and gender inequalities. Health care is lacking especially in the case of mental health and psychosocial support. Children, especially girls often do not have access to education during displacement. Improved data sharing is still problematic and demonstrates a need for innovation in protection.



The UN reform agenda and regional dynamics require increased protection analysis to identify the space for collaboration between humanitarian and other actors, further breaking down silos and piecemeal approaches around the nexus and regional interests. The SDGs and various compacts and commitments around localisation including in the Grand Bargain are underpinned by a demand for skilful collaboration creating challenges amongst protection actors. A greater variety of donor sources is welcome yet creates related cultural and procedural influences for protection actors striving to develop more dynamic partnerships with national and local organizations seeking a

more equitable representation in humanitarian settings and to reduce drivers like poverty, weak government and human right abuses. Building resilience, strengthening meaningful participation of communities and identifying sustainable solutions are now given prominence earlier in the humanitarian programme cycle.

The GPC aims to keep protection central in this rapidly evolving context through ongoing analysis, dialogue with multiple stakeholders, including those new to humanitarian settings and enhanced advocacy on protection. Priority should be given to ensuring the needs of persons at the greatest risk are not overlooked.



ACKNOWLEDGMENTS

Many thanks to all who have contributed to the drafting process. To the people and humanitarian workers of Iraq, Syria, and Somalia, your contributions to this document from different parts of your country are very much appreciated, whether you knew of it or not. To our Palestinian and international colleagues in State of Palestine - thanks for your help. To those from Asia, Africa, the Americas, Middle East, Europe, Australia and the Pacific; identifying our differences and finding things in common has strengthened this Strategic Framework.

To the over 2,500 people who we engaged with one way or another in our webinars, we so much appreciate your efforts in joining us to contribute to the process. Many of you come from remote locations and we are so pleased to hear your voices, albeit sometimes only through our surveys or chatrooms.

To those in the UN and INGO community who made a contribution as part of your jobs – many thanks. To the many who made a contribution that was not part of your job – many thanks for your willingness to participate in our occasionally tedious processes and discussions. To ProCap, Professionals in Humanitarian Assistance and Protection, International Council Voluntary Agencies, InterAction, NorCap and other colleagues who brought together members of your teams, you provided much assistance.

Some Special Rapporteurs past and present and Humanitarian Coordinators made valuable contributions as did donors who hosted discussions and made personal contributions.

Special thanks to all Protection Cluster and Areas of Responsibility Coordinators and Co-Coordinators, Information Management Officers and other specialists in our operations.

Special thanks to Paul White who led the drafting process and to Simon Russell who initiated the work on the framework.

Special thanks to the Strategic Advisory Group members and observers of the GPC who guided the development of the strategy:

Child Protection, led by the United Nations Children’s Fund, Danish Refugee Council, Gender Based Violence, led by the United Nations Population Fund, Help Age, Housing, Land and Property, led by the Norwegian Refugee Council, Humanity and Inclusion, Interaction, International Committee of the Red Cross, International Council Voluntary Agencies, International Organization for Migration, International Rescue Committee, JurisConsulte, Mine Action, led by the United Nations Mine Action Service, Network for Empowered Aid Response, Norwegian Refugee Council, Office of the United Nations High Commissioner for Human Rights, Oxfam, The World Food Programme, United Nations Development Programme, United Nations High Commissioner for Refugees, United Nations Office for the Coordination of Humanitarian Affairs and War Child.



The Global Protection Cluster is a network of non-governmental organizations, international organizations and United Nations agencies, engaged in protection work in humanitarian crises including armed conflict, climate change related and natural disaster.

The Global Protection Cluster's mission is to ensure a well-coordinated, effective and principled protection preparedness and responses, and that protection is at the core of all humanitarian action and recognized as essential in any nexus with development and peace.



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