



**ACTION
AGAINST
HUNGER**

**PROTECTION KEY
ACTIONS**

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PROTECTION MAINSTREAMING KEY ACTIONS

Protection mainstreaming, which is closely aligned to concepts such as “*Good Humanitarian Programming*”, is the process of incorporating protection principles into humanitarian interventions. Its four guiding principles that must be taken into account are 1) Prioritise safety and dignity and avoid causing harm 2) Ensuring meaningful access 3) Accountability to the Affected Populations and 4) Participation and empowerment (figure 3, guiding principles). The following key actions are part of a Toolkit that, along with the protection policy, is designed to provide practical assistance to AAH staff to mainstream protection at all levels.

This document contains guiding tips for all AAH departments, practical guidance to use the key actions in all phases of the project cycle for programme managers and head of departments, as well as sector specific checklists for AAH main domains of intervention. For child protection, gender and GBV specific guidelines, please seek advice from specialists of the MHCPGP department at mission or HQ level.

1.

PRIORITISE SAFETY AND DIGNITY AND AVOID CAUSING HARM

AAH provides humanitarian assistance by preserving the physical and psychological integrity of individuals and communities. Service delivery and institutional processes are designed in a culturally appropriate and sensitive manner, avoiding causing any unintended negative consequences. The following actions provide the minimum requirements to prevent and minimise unintended negative effects of intervention, which can increase people’s vulnerability to both physical and psychosocial risks.

KEY ACTIONS TO PRIORITISE SAFETY AND DIGNITY AND AVOID CAUSING HARM

- Include questions about safety in all assessments (needs, context, other), addressing:

- ✓ Presence of armed actors, presence or absence of police or military actors and whether they are perceived as a ‘protective’ force
- ✓ Any violence or imminent threat of violence, any reports of gender-based violence
- ✓ Any constraints on freedom of movement (including forced movement, forced eviction, detention, arbitrary arrest or roadblocks)
- ✓ Forced recruitment of either adults or children into armed groups, presence of separated and unaccompanied children
- ✓ Presence of mines or unexploded ordinances, risk of natural disaster (e.g. flooding in displacement camps)

- Conduct needs assessment only when there is a high probability of receiving funding for providing services to the assessed population and should be coordinated with other actors to avoid duplication, cover more needs and reduce burden on already highly-affected people
- Throughout the whole project cycle, collect and analyse disaggregated data, at minimum by age and sex, but also where possible by disability and other diversity factors specific to your area of intervention
- Respond to any threats to safety by adjusting programming, reporting to protection coordination mechanisms, referral, or collaboration with protection specialists and through advocacy
- Conduct initial, and regularly update, risk assessments to analyse the potential harm that may result from humanitarian assistance (please see [existing resources](#) for examples of risk assessments) (including questions on the effect of our interventions on potential conflicts among communities);
- Monitor the safety of all programme, project and activity sites, including access to and from those sites:

- ✓ All programme, project and activity sites should be assessed for safety on a regular basis. Consider the presence of armed actors, and a large presence of men when assessing the safety of any proposed activity locations
- ✓ Facilities, programmes and services should be located in safe areas with good illumination, especially at night. Encourage people to organise to walk in groups, particularly women and children
- ✓ If there is any indication that individuals, groups or affected populations do not feel safe, discuss whether to make changes to the design of the activity to:
 - Improve safety and reduce risk (such as changing the time of day of distributions)
 - Whether the project site needs to be changed completely (to a safer location) or
 - Whether the situation needs referral and communication with or reporting to other entities (such as the Protection Cluster)

II.

ENSURE MEANINGFUL ACCESS OF THE AFFECTED POPULATION

AAH strives to provide needs-based assistance and services to populations avoiding discrimination due to age, sex, gender, nationality, or ethnicity. Aid is provided ensuring that physical, economic and social barriers are minimised and that services are within safe, easy reach by all groups. The following actions provide the minimum requirements to ensure people's meaningful access to impartial assistance and services in proportion to need and without any barriers.

KEY ACTIONS FOR MEANINGFUL ACCESS

- Assess and monitor access to humanitarian assistance, protection and information for the disaster-affected population as a whole and address any denial of access (liaise with the person responsible for advocacy, your mission's country director or deputy country director to have more guidance on this)
- Document procedures for staff to follow if they witness or hear about human rights abuses or violations of international humanitarian law (IHL)
- Document, disseminate and regularly update referral pathways for all services, and particularly for medical, legal and psychosocial services
- Defining targeting criteria with the affected population and communicating any differences in services clearly with them before commencing any action
- Ensure that services are provided in an adequate place and at an adequate time when individuals can realistically access them while taking into account the multiple roles of men and women respectively, and considering optimal care practices/child care (e.g. breastfeeding)
- Ensure that services can be safely accessed by all groups including children, women and girls (child-friendly latrines, gender-separated facilities)
- Ensure that services can be accessed by persons with disabilities including with reduced mobility (e.g. persons living with physical disabilities, the elderly), as well as by persons with non-mobility-related disabilities (e.g. visual, auditory or intellectual impairments)
- Providing safe spaces for at-risk groups (for example, a safe space set aside for women at food distributions, breastfeeding corners in service facilities, child-friendly zones in OtP, etc.)
- Ensure that programmes consider the specific needs of children and that facilities (latrines, bathing facilities, hospitals, etc.) are child friendly (e.g. having toys, colourful spaces, safety considerations, lower furniture etc.)
- Ensure obtaining informed consent from the affected population, including parental consent (or any other adult responsible) prior to engaging with children
- Provide mobile/outreach or house-to-house services to ensure greater physical access of the affected population to AAH service provision

III.

ACCOUNTABILITY TO THE AFFECTED POPULATION (AAP)

AAH enables affected individuals and communities to play an active role in the measurement of the quality of interventions that affect them, and actively seek their views to improve policy and programming, through addressing concerns and complaints. To this end, Action Against Hunger set up appropriate mechanisms in each of its missions and HQ through which the affected populations are protected as well from sexual exploitation and abuse and child abuse and exploitation.¹ The following actions provide the minimum requirements to support Accountability to the Affected Populations.

KEY ACTIONS FOR ACCOUNTABILITY (AAP)

- Ensure all staff, partners and third parties (contractors, suppliers, consultants) understand and sign the AAH Code of Conduct, PSEA, Adult Safeguarding and Child Safeguarding Policy
- Make accountability policies and mechanisms are available to the population in a language and format that can be understood
- Establish safe and confidential procedures for receiving, managing and responding to any feedback or complaints. Ensure to provide clear definition on the difference between a feedback and a complaint
- Ensure that communities receive information on what is appropriate staff behaviour and what is inappropriate staff behaviour (in an appropriate language and format)
- Ensure that complaints mechanisms are accessible to diverse groups (women, pregnant women, older people, children, illiterate people, etc.)
- Ensure that complaints mechanisms are culturally appropriate, safe, easy to use and ensure confidentiality (e.g. help desk, hotline, suggestion box, etc.)
- Ensure that feedback and complaints mechanisms are tailored to the specific context (if it is not appropriate in a context to "complaint" about something, use a different name for the mechanism - suggestion box, etc.)
- Ensure that feedback and complaints mechanisms are adapted to the needs of different groups (consult on their design with those groups once identified)
- Ensure that staff and partners are trained on how to respond or refer cases when they receive sensitive complaints (e.g. exploitation, sexual exploitation, abuse from a staff member, suspicion over a staff member, etc.)
- Ensure that staff receive a translated (if necessary) copy of relevant policies (Code of Conduct, PSEA, anti-fraud/corruption, Adult and Child Safeguarding, etc.)
- Ensure that all staff are trained and understand the PSEA mechanisms in place and how populations can access them and to provide on yearly basis refresher sessions about ACF policies to all staff

¹ For more information please see AAH policy on Gender, AAH Charter and AAH Child Safeguarding policy

IV. PARTICIPATION AND EMPOWERMENT

AAH cultivates an inclusive and active participation approach at all levels of decision-making processes, to and from the communities using a bottom up approach to reinforce the affected communities' capacities in both developing and implementing its programmes in order to foster the autonomy and self-efficacy of individuals through a person-centred approach. The following actions provide the minimum requirements to support efforts of participation and empowerment of affected populations.

KEY ACTIONS FOR PARTICIPATION AND EMPOWERMENT

- Include representatives of diverse groups in participatory processes (ethnic or religious groups and minorities, marginalised groups, Person With Disability (PWD), the elderly, women, adolescents boys and girls, and younger children)
- Define targeting criteria - including diverse groups in the selection of criteria for targeting - with the population and communicate any differences in service provision clearly
- Use a range of techniques (mapping, calendars, problem trees, etc.) to capture the views of those with specific needs and at most risk of being excluded, especially children, older people, and people who can't read or write
- Identify local skills, resources (e.g. physical, financial, environmental) and structures (e.g. women's groups, local government, youth groups, church groups, etc.) before building new ones and build on them to design programmes
- Ensure staff are aware of, and adhere to, AAH policies or procedures for if, when, and how to inform coordination forum on protection risks and issues
- Inform people of their entitlements to humanitarian agency assistance and protection programmes

PROTECTION MAINSTREAMING IN PRACTICE: THE PROJECT CYCLE



THE ASSESSMENT AND ANALYSIS PHASE

AAH intervenes above all in situations where human lives and social and family ties are affected and individuals are in situations of vulnerability. AAH ensures that mainstreaming protection starts from the analysis of who is most exposed to heightened risks of neglect, discrimination, abuse, exploitation and violation of rights among migrants, displaced populations and affected communities. During the assessment phase, programme managers and sector staff conducting rapid and comprehensive situational assessments incorporate protection-mainstreaming questions into general and sector assessments and overall context analyses.

An integrated analysis of the protection situation is necessary to understand i) what is provoking and shaping the crisis dynamics and resultant protection situation; ii) what is triggering or will trigger threats, including potential violations; iii) who is vulnerable vis a vis these threats and why; and iv) how the foregoing impacts the coping mechanisms of all affected persons

An integrated analysis requires engaging multiple actors from multiple disciplines and perspectives within and outside the humanitarian system, including peace operations, where deployed.

Protection risks and violations are influenced by age, gender and other diversity factors, which can be exacerbated by a crisis. As such, to enable a more effective overall response, an in-depth and integrated analysis needs to take into account the specific vulnerabilities that underlie the risks faced by all affected persons, avoiding an exclusive focus on pre-defined categories of persons. In particular, the analysis should consider experiences of men, women, girls and boys, and marginalized persons (e.g., older persons, persons with disabilities, displaced persons or migrants, persons belonging to ethnic and religious minorities or linguistic minorities and/or indigenous peoples).

By analysing risks AAH ensures, in any of its core sectors of expertise, to respond to people's protection needs by analysing the precise nature of the threats and vulnerabilities people are experiencing, and the capacities they have to prevent and cope with them:

$$\text{PROTECTION RISKS} = \frac{\text{THREATS} \times \text{VULNERABILITY}}{\text{CAPACITIES}}$$

This enables the design of interventions to mitigate risks by reducing threats and vulnerabilities and increasing capacities of the targeted population. The risk analysis integrated into needs/context assessments or as a standalone activities determines which mitigating factors are to be integrated in the project to ensure the project outcomes and outputs are safely developed and formulated. This analysis is based on data collection exercises such as desk-reviews, collection of existing baselines, inter-agency assessments, and specific sectorial assessments.

	DEFINITION	EXAMPLE
THREAT	Violence, coercion, deprivation, abuse or neglect against the affected population/ individual.	Armed attacks by an army against an armed non-state actor harm civilian communities; a party to a conflict confines a discriminated population to an isolated area; a group in the community is exploiting people affected by the conflict, such as displaced women or children; the crisis has led to an increase in intimate partner violence, etc.
VULNERABILITY	Life circumstances (e.g. poverty, education) and/or discrimination based on physical or social characteristics (sex, disability, age, ethnicity, religion, sexual orientation, etc.).	Probable exposure to harm is one of the most important vulnerabilities alongside issues such as lack of freedom of movement; lack of access to livelihood/income activities, certain age limitations and gender roles, location, ethnicity, disability, family status, health, negative local regulations, etc.
CAPACITY	Experiences, knowledge and networks of primary stakeholders (e.g. individuals, households, communities) that strengthen their ability to withstand adverse impact from external stressors.	This includes social networks, leadership and advocacy capacity, access to authorities, protection services (including physical protection such as shelters, clinics or safe spaces) or legal system or other key protection stakeholders that can also assist them, etc.

Table 1. Definition and Examples of the risk equation ²

To ensure taking into consideration of protection risks in the context analysis, existing internationally recognised tools and methods that varies from field observations to asking direct questions including asking men, women, girls and boys separately for their contribution.

² DG ECHO, May 2016, Humanitarian Protection, Policy Document n. 8, https://ec.europa.eu/echo/sites/echo-site/files/policy_guidelines_humanitarian_protection_en.pdf



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VULNERABILITIES

In humanitarian crises, life circumstances (e.g. poverty, education) and potential discrimination due to physical, social or other characteristics (sex, age, disability, ethnicity, religion, sexual orientation, legal status, etc.) reduce people's ability to enjoy equal access to rights and services. This might ultimately increase their level of vulnerability and marginalisation. AAH considers that vulnerabilities are not a fixed category but that they are rather dependent on a combination of physical, social, environmental, cultural and political factors. Nonetheless, there are aspects that may make certain individuals or groups more vulnerable to specific identified threats, which include age and/or gender. Categories that might be more vulnerable to threats include children, the elderly, chronically ill people, persons with physical and/or psychosocial disabilities, pregnant lactating or women, women/child head of households, people in extreme poverty, etc.

In order to enable meaningful access of all categories to services, AAH ensures taking into account the protection concerns of individuals and groups by understanding the context and the social dynamics using the risk equation to obtain crucial protection information for different age, sex, social, ethnic, and religious groups, in different locations, at specific points in time, during a given crisis. This includes an analysis of the population based on:

- ✓ The risk of exposure to harm, exploitation, harassment, deprivation and abuse, in relation to identified threats
- ✓ The inability to meet basic needs
- ✓ Availability of basic services through service mapping
- ✓ Limited access to basic services and livelihood/income opportunities
- ✓ The ability of the person/population to cope with the consequences of harm
- ✓ Due consideration for individuals with specific needs
- ✓ Due consideration for individuals with specific needs

PROJECT DESIGN AND IMPLEMENTATION

When mainstreaming protection into programme and project design, AAH ensures that results from the risk analysis are fully incorporated into the designing phase. AAH staff design their programmes, projects and activities using a protection 'lens' to intentionally address safety, dignity, inclusive participation, diversity, rights and vulnerability in the way that activities are designed. This includes the design of advocacy strategies and activities by analysing and mitigating the potential risks that could occur as a result of its advocacy actions. AAH undertakes all efforts to ensure that protection is mainstreamed during the design and implementation of its programmes to guarantee the assigned element of protection mainstreaming be comprised in the project. When in a specific context protection risks cannot be reduced or mitigated by mainstreaming protection alone, AAH's sectors of intervention wherever feasible and appropriate, can develop one or more protection objectives in the design of their activities through Integrated protection actions or standalone protection actions (for more guidance on this, please see [here](#) the dedicated paragraph).

PROJECT MONITORING AND EVALUATION

Monitoring project implementation implies continuously verifying progress on outcomes and outputs based on specified indicators. Monitoring whether protection mainstreaming elements have been effectively integrated during project implementation requires concrete steps that assess the achievements of indicators. AAH ensures that project's outcomes, including protection mainstreaming ones, are regularly monitored throughout the implementation phase and by the end of its programmes. For more guidance on protection mainstreaming specific indicators please refer to the protection mainstreaming action points.

PROTECTION MAINSTREAMING: SECTORS SPECIFIC TIP SHEETS

For the active inclusion of overarching protection mainstreaming elements into all the phases of the project life cycle, each AAH sector of assistance and expertise ensures protection mainstreaming commitments. These standards drawn from inter-agency, clusters, AoR processes allow for the practical application of protection mainstreaming principles into sectorial interventions in the form of checklists. The tip sheets below allow for a compilation of applicable standards, including child protection minimum standards, and technical guidance in relation to the protection mainstreaming principles by sector:

- ✓ Protection Mainstreaming Tip Sheet - FSL Programmes
- ✓ Protection Mainstreaming Tip Sheet - Health & Nutrition Programmes
- ✓ Protection Mainstreaming Tip Sheet - MHCP and Protection Programmes
- ✓ Protection Mainstreaming Tip Sheet - WASH Programmes



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TARGETED ACTIONS: INTEGRATED AND STANDALONE PROTECTION

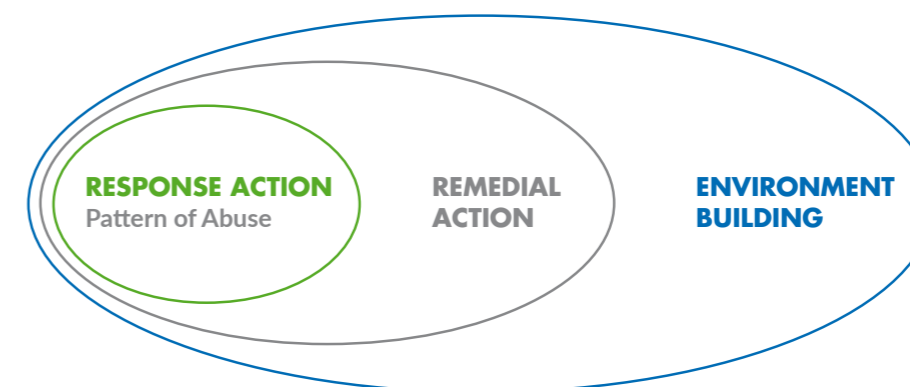
When in a specific context protection risks cannot be reduced or mitigated by mainstreaming protection alone, AAH's sectors of intervention wherever feasible and appropriate, can develop one or more protection objectives in the design of their activities as integrated protection actions or standalone protection actions based on the results of the protection risk analysis conducted as part of the needs or context assessment.

To better highlight the difference between protection mainstreaming and targeted protection actions, the table below shows the type of protection response based on whether AAH missions intends to integrate, programme for or mainstream protection into its work³:

	PROTECTION MAINSTREAMING (‘CROSS CUTTING THEME’)	TARGETED ACTIONS (PROTECTION INTEGRATION AND STANDALONE PROTECTION WORK)
EXPLANATION	Incorporating protection principles and promoting safety in humanitarian, development and advocacy programmes	Preventing and responding to violence, or threat of violence, coercion and exploitation, any deliberate deprivation, neglect or discrimination, and supporting people to enjoy their rights in safety, and with dignity.
LOG FRAME ELEMENTS	Protection mainstreaming indicators (e.g. separate lockable toilets for men and women) included in sector (e.g. WASH) log frames with sector (e.g. WASH) goals and outcomes	Protection integration: protection objectives or outcomes included in an integrated programme (e.g. GBV prevention outcomes in a livelihoods programme). Also includes protection indicators. Standalone protection work: protection included in the goal, outcomes, indicators and activities.
CORE APPROACH	Prioritising safety, promoting dignity, inclusive participation and diversity, assisting people to claim their rights, prioritising those most vulnerable to the effects of disaster, responding safely and ethically to any incidences of human rights abuses.	Rights based, community based, focusing on the most vulnerable and protection issues with the greatest humanitarian consequences, based on localised assessment and analysis of risk, encompassing responsive, remedial and environment-building action, giving equal attention to programming and advocacy, complements and coordinates with other protection actors.
MAIN ELEMENTS	Mainstreaming Protection Principles and promoting people's safety	Context analysis, localised assessment of risk, design and implementation of protection activities, mapping protection service providers, referral, prevention and response to GBV and CP (as part of a multisector integrated programme).
RESPONSIBLE PERSON/S	All field-facing staff including general and sector staff, programming staff, advocacy staff, Design, Monitoring and Evaluation staff and their managers.	Trained and suitably qualified sectors staff and protection staff.

³ Sorcha O’Callaghan and Sara Pantuliano, ‘Protective Action: Incorporating Civilian Protection into Humanitarian Response’, 2007, HPG Report 26, 21 <http://www.odl.org.uk/resources/docs/1640.pdf>.

Protection activities whether integrated into one or more of AAH sectors of intervention or as standalone activities can be categorized in accordance with different levels of intervention, described below. The “Egg Model,” presented below, provides a visual representation of the different levels of intervention for protection work. Interventions appearing in the egg model can be implemented in a sequence or simultaneously.



RESPONSIVE ACTION: includes any activity undertaken in the context of an emerging or established pattern of the violation, resulting from violence, coercion, or forced deprivation, and aimed at prevention or alleviating its immediate effects. These activities are carried out when the violation is threatened or in its immediate aftermath to try to mitigate their effects on civilians. Responsive Action is also intended to pressure the relevant authorities, either through dialogue or public disclosure, into taking measures to stop the abuse and prevent its recurrence. Responsive action is urgent (but continue over substantive period of time if the threat remains) and its impact is immediate.

Examples of responsive action AAH might develop include: Protection by presence, including monitoring, reporting and advocacy on violations; providing people in crisis-affected areas with information and communications; strengthening community networks to prevent child rights violations; establishment of referral mechanisms; reporting a human rights violations to a specialized agency; referring a survivor of violations to medical assistance or psychosocial care or legal assistance.



REMEDIAL ACTION: includes any activity aimed at restoring dignified living condition through rehabilitation, restitution, and reparation. Remedial action focuses on assisting and supporting people while they live with the effects of violence, coercion, and deprivation; such action aims at restoring people’s dignity and ensuring adequate living conditions, subsequent to violence through rehabilitation, restitution, compensation, reparation, and psychosocial support. It can be similar to responsive action but activities are longer term and are concerned with helping people to recover and restore their dignity.

Examples of remedial action AAH might develop include: providing direct services to victims of violence, coercion, and deprivation; advocating and promoting justice for victims and due process for perpetrators; psychoeducation in health centres to prevent stigmatisation of survivors of sexual violence; vocational training and psychosocial support victims of violence (e.g. survivors of GBV, former combatants) as part of a livelihoods programme.



ENVIRONMENT BUILDING: includes any activity aimed at creating or consolidating an environment conducive to the full respect for the rights of individuals. Environment building activity aims to change policy, attitudes, beliefs, and behaviour, seeking structural changes either in law or attitude (or both).

Examples of environment-building action AAH might develop include: promoting knowledge and respect for human rights and humanitarian principles; advocating for the ratification of treaties; positively influence policies towards granting indiscriminate access of affected population to most needed services; capacity building, technical assistance and support for national human rights organizations, civil society organisations, and government institutions.

Protection outcomes and objectives are specific to AAH context of intervention, and are designed based on the context and risk analysis. Some examples of protection outcomes and objectives below:

- ✓ All people in towns in District X will have sufficient and safe access to food aid until free movement is secured again in the surrounding area.
- ✓ Women and girls will have safe access to water and move freely to collect it without intimidation.
- ✓ Families will have sufficient and appropriately designed healthcare facilities in IDP camps that enables them to balance access with freedom of movement.

INTEGRATED PROTECTION AND FSL ACTIONS: A PRACTICAL EXAMPLE		
HUMANITARIAN FOOD ASSISTANCE OBJECTIVES	HUMANITARIAN FOOD ASSISTANCE ACTIVITIES	PROTECTION OUTCOMES
Safeguard the availability of, access to, and consumption of adequate, safe and nutritious food for populations affected by ongoing, firmly forecasted, or recent humanitarian crises to avoid excessive mortality, acute malnutrition, or other life-threatening effects and consequences.	Food assistance (cash, voucher or in-kind) is provided to households who are experiencing significant gaps in their food needs due to lost livelihoods and/or cannot meet household food needs without engaging in risky behaviours.	Vulnerable households and individuals within them do not need to expose themselves to threats, abuses or carry out risky activities to access food.
Protect livelihoods threatened by recent, on-going, or imminent crises, minimise damage to food production and marketing systems, and establish conditions to promote the rehabilitation and restoration of self-reliance.	Training in intensive agricultural techniques to populations who have lost access to large areas of land due to insecurity.	Households and individuals can avoid threats and abuse when carrying out livelihood activities.
Populations safely carry out livelihood activities such as travel to fields, transhumance, collection of cash crops, access to markets for daily labour or collective negotiation of prices for sale of goods, thus minimising damage to food production and marketing systems.	Community-based protection committees that enable communities to better analyse, deconstruct, and manage the risks they face and thus contributes to reducing their fear.	Changes in the daily lives of the threatened/protected population, resulting in reduced vulnerability to threats (such as improved organization, mobilization, and political engagement that enables them to avoid, resist, or challenge the threats against them), and improved levels of health and nutrition.

For sectors specific integrated child protection guidelines, please find here the child protection minimum standards (CPMS): [Link](#)

For sector specific integrated GBV guidelines, please see the IASC guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action: [Link](#)

For standalone protection (e.g. Child Protection, violence & GBV prevention and response) please see the AAH standalone protection guidelines



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ANNEX: PROTECTION MAINSTREAMING ACTION POINTS & RESOURCES

COMPONENT	DEFINITION	RECOMMENDED ACTIVITIES	MISSION LEVEL PROPOSED RESPONSIBLE	HEADQUARTER	HQ PROPOSED RESPONSIBLE (OVERALL TECHNICAL SUPPORT OF THE PROTECTION ADVISOR)	EXISTING RESOURCES
ANALYSIS AND DO NO HARM	<p>All programming is underpinned by an understanding of the protection context throughout the Programme cycle in order to ensure safety, dignity and meaningful access for people and communities affected by crisis. Do no Harm means to understand the context in which we operate:</p> <ul style="list-style-type: none"> ● Understand the interaction between the intervention and the context, and ● Act upon that understanding, in order to avoid negative impacts and maximize positive impacts on the conflict. 	Adapt existing needs and context analysis tools to include questions about safety and dignity issues and barriers to accessing assistance	<p>Programmes HoD, Field Coordinators, Project/Programme Manager</p> <p>For general country context assessments: Country Director Security Advisor Human Resources HoD</p>	Update assessment tools including needs and context analysis tool to include questions over safety, dignity and do no harm	<p>Head of Technical Departments Technical Operational Advisors</p> <p>For general country context assessments: Regional Directors Security Advisor</p>	Protection mainstreaming sector checklists : http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/Protection_Mainstreaming_Training_Package_SECTORGUIDANCE_November_2014.pdf
		Programme/sector teams (Nutrition, Health, WASH, FSL, MHCPGP, etc.) include questions about safety and dignity issues in needs assessments	DCD Programme, Programmes HoD, Programmes Manager	Technical sectors at HQ to update global tools on needs analysis that include questions over safety, dignity and do no harm	Head of Technical Departments Technical Operational Advisors	
		Programme/sector teams include questions about barriers to accessing assistance in needs assessments	Programmes HoD, Programmes Manager	Technical sectors at HQ to update global tools on needs analysis that include questions over barriers to access assistance	Head of Technical Departments Technical Operational Advisors	
		Protection risk analysis questions (including protection threats / vulnerability analysis) are included into needs assessment per location of intervention	DCD Programme, Programmes HoD, Programmes Manager	Update assessment tools including needs and context analysis tool to include questions for protection risk assessment	Head of Technical Departments Technical Operational Advisors	Protection mainstreaming sector checklists : http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/Protection_Mainstreaming_Training_Package_SECTORGUIDANCE_November_2014.pdf
		Ensure initial data collection of disaggregated data (gender/ age/ ethnicity/ disability)	Programmes HoD, Programmes Manager MEAL	Technical sectors to update global targeting guidelines at sector level taking into consideration different needs of different people	Head of Technical Departments Technical Operational Advisors MEAL Advisor	Community-based gender checklist need assessment http://globalprotectioncluster.org/_assets/files/tools_and_guidance/age_gender_diversity/CommunityBased_Gender_Checklist_2012_EN.pdf
		Ensure that disaggregated data (gender/ age/ ethnicity/ disability) inform programmes according to targeted categories	Programmes HoD, Programmes Manager MEAL	Technical guidelines produced reflect the urgency to consider different needs of different groups in activities design	Head of Technical Departments Technical Operational Advisors	
		Add questions on gender analysis in all assessments to inform programming	Programmes HoD, Programmes Manager,	Technical guidelines produced reflect the urgency to consider gender barriers	Head of Technical Departments Technical Operational Advisors MEAL Advisor	<p>ACF Gender Analysis tools on NHF accessible here: Link</p> <p>CARE Rapid Gender Analysis Tool: Link</p>

COMPONENT	DEFINITION	RECOMMENDED ACTIVITIES	MISSION LEVEL PROPOSED RESPONSIBLE	HEADQUARTER	HQ PROPOSED RESPONSIBLE (OVERALL TECHNICAL SUPPORT OF THE PROTECTION ADVISOR)	EXISTING RESOURCES
TARGETING AND DIVERSITY OF NEEDS	The specific needs, vulnerabilities and capacities of communities and people affected by crisis are identified and assistance is targeted accordingly, taking account of the diversity within communities including those who may be marginalized or disadvantaged	Ensure that every sector has written guidelines on targeting processes which explicitly indicate the decision making pathways for the chosen criteria	Programmes HoD, Programmes Manager	Technical sectors at HQ to update global tools on needs analysis that include questions over barriers to access assistance	Head of Technical Departments Technical Operational Advisors	IASC Guidelines on the inclusion of persons with disability in Humanitarian Action: Link
		Include diverse groups participating in the selection of criteria for targeting. Include at least one person for each of the following groups: ethnic or religious groups and minorities, marginalised groups, Person With Disability (PWD), the elderly, women, adolescents boys and girls (and whether applicable, ask younger children)	Programmes HoD, Programmes Manager	Update assessment tools including needs and context analysis tool to includes questions for protection risk assessment	Head of Technical Departments Technical Operational Advisors	Sector Age and gender marker (IASC) : Link
		Ensure that the recruitment of team members, consultants, contractors consider gender and ethnic balance to meet the needs of the population (for instance, not having 50% of male/female staff is ok if the programme justifies this choice)	HR, logistics, finance	HR guidelines explicit gender, ethnic and inclusivity considerations when recruiting new staff members	HR, logistics, finance	
		Ensure that the interventions are adapted to at least older persons, adolescent girls, persons with disabilities to increase their safety, dignity and access to assistance (such as accessible for latrines for persons with disabilities). Please use the checklist to ensure taking into account different needs of different categories in specific sector of intervention.	Programmes HoD, Programmes Manager	Technical guidelines produced reflect the urgency to consider different needs of different groups in activities design	Head of Technical Departments Technical Operational Advisors	Disability inclusion guidance : Link

COMPONENT	DEFINITION	RECOMMENDED ACTIVITIES	MISSION LEVEL PROPOSED RESPONSIBLE	HEADQUARTER	HQ PROPOSED RESPONSIBLE (OVERALL TECHNICAL SUPPORT OF THE PROTECTION ADVISOR)	EXISTING RESOURCES
INFORMATION SHARING	Communities and people affected by the crisis are informed of their rights and entitlements and have access to accurate and timely information	Ensure sharing accurate information about the organisation and projects with communities in an appropriate language and in different formats (visual, oral, aural etc.). Please do not assume that talking with community leaders means the message will pass through to the community.	Programmes HoD, Programmes Manager	Technical sectors at HQ to update global tools on programme implementation include best practices for sharing information on programmes outcomes with communities	Head of Technical Departments Technical Operational Advisors	CDAC network, Collective Communication and Community Engagement in humanitarian action, http://www.cdacnetwork.org/contentAsset/raw-data/cca52f57-4f06-4237-9c18-37b9e8e21a18/attachedFile2
		Ensure that ACF staff understands why they should never make false promises about what the organization can/can't do for communities (power analysis tool through protection mainstreaming training)	Programmes HoD, Programmes Manager			
		Ensure communities receive information on what is appropriate staff behaviour and what is inappropriate staff behaviour (in an appropriate language and format)	Programmes HoD, Programmes Manager			
		Use a range of techniques (mapping, calendars, problem trees, etc.) to capture the views of those with specific needs and at most risk of being excluded, especially children, PWDs, older people, people who can't read or write	Programmes HoD, Programmes Manager			
COMMUNITY ENGAGEMENT AND PARTICIPATION	There is active and inclusive community engagement in all stages of the programme cycle that builds on and strengthens existing community and state structures, resources and capacities	Identify local skills, resources (e.g. physical, financial, environmental) and structures (e.g. women's groups, local government, youth groups, church groups, etc.) before building new ones	Programmes HoD, Programmes Manager	SOPs for targeting criteria that include participative methods of consultation	Head of Technical Departments Technical Operational Advisors	CDAC network, Collective Communication and Community Engagement in humanitarian action, http://www.cdacnetwork.org/contentAsset/raw-data/cca52f57-4f06-4237-9c18-37b9e8e21a18/attachedFile2
		Build on identified local skills, resources (e.g. physical, financial, environmental) and structures (e.g. women's groups, local government, youth groups, church groups, etc.) in communities to design programmes	Programmes HoD, Programmes Manager	Technical department guidelines stress the importance of community engagement and participation techniques for programmes design and implementation	Head of Technical Departments Technical Operational Advisors	

COMPONENT	DEFINITION	RECOMMENDED ACTIVITIES	MISSION LEVEL PROPOSED RESPONSIBLE	HEADQUARTER	HQ PROPOSED RESPONSIBLE (OVERALL TECHNICAL SUPPORT OF THE PROTECTION ADVISOR)	EXISTING RESOURCES
FEEDBACK AND COMPLAINT MECHANISM	Communities and people are able to provide feedback and make complaints in a safe, dignified and confidential manner, and receive an appropriate response when they do so	Ensure that complaints mechanisms are accessible to diverse groups (women, PDWs, older people, children, illiterate people, etc.)	MEAL, Human Resources	MEAL to update F&C mechanisms guidelines to ensure access of all groups to those	MEAL, Human Resources	ACF Guide to develop Feedback and complaint mechanisms: - https://knowledgeagainstthunger.org/wp-content/uploads/2018/11/A-Step-by-Step-Guide-to-Develop-Feedback-and-Complaint-Mechanisms-to-Communities.pdf
		Ensure that complaints mechanisms are culturally appropriate, safe, easy to use and ensure confidentiality (e.g. help desk, hotline, suggestion box, etc.)?	MEAL, Human Resources	MEAL to update F&C mechanisms guidelines to ensure that those are culturally appropriate and ensure confidentiality	MEAL, Human Resources	
		Ensure that feedback and complaints mechanisms are tailored to the specific context (if it is not appropriate in a context to “complaint” about something, use a different name for the mechanism - suggestion box, etc.)	MEAL, Human Resources			
		Ensure that feedback and complaints mechanisms are adapted to the needs of different groups (consult on their design with those groups once identified)	MEAL, Human Resources			
		Ensure that staff and partners are trained on how to respond or refer cases when they receive sensitive complaints (e.g. exploitation, sexual exploitation, abuse from a staff member, suspicion over a staff member, etc.)	Country Director, Deputy Country Director		Regional Director, Deputy Regional Director	

COMPONENT	DEFINITION	RECOMMENDED ACTIVITIES	MISSION LEVEL PROPOSED RESPONSIBLE	HEADQUARTER	HQ PROPOSED RESPONSIBLE (OVERALL TECHNICAL SUPPORT OF THE PROTECTION ADVISOR)	EXISTING RESOURCES
STAFF CONDUCT	Staff and partners have appropriate knowledge and organizational support to conduct themselves and their work in a safe and appropriate way including regarding child safeguarding and PSEA.	Ensure to put in place confidential and safe mechanisms through which staff members can express concerns over other staff behaviours	Human Resources	HR ensure to train expatriate staff during induction on ACF whistleblowing mechanisms	Human Resources	ACF, PSEA policy access on NHF: Link
		After having received the validated child safeguarding policy, ensure that all staff is trained and understand child safeguarding	Human Resources	HR to work on producing a Child Safeguarding Policy to deploy on missions	Human Resources	ACF Child Protection policy access on NHF (the ACF child safeguarding has not been yet validated) Link
		Ensure that information on protection services is written down and regularly updated and shared across the staff (sharing clusters' 3Ws, 4Ws and GBV/MHPSS/ child protection referral mapping where existing)	Country Director, Deputy Country Director, field managers	Production of training and SOPs on how to safely refer cases	Regional Director, Deputy Regional Director	IASC referral form and guidance note: Link
		Ensure that staff members regularly update other sectors information sharing mechanisms (sectorial 3Ws, 4Ws, sector mapping, etc.)	Country Director, Deputy Country Director	Production of training and SOPs on how to safely refer cases	Regional Director, Deputy Regional Director	
MAPPING AND REFERRAL	Staff have necessary knowledge, information and training to support communities in accessing existing services	Ensure staff are trained on who to refer protection cases (survivors and those at-risk of SGBV, unaccompanied and separated children, trafficked persons etc.)	Country Director, Deputy Country Director, MHCPGP department	Production of training and SOPs on how to safely refer cases	Regional Director, Deputy Regional Director, MHCPGP technical department	
		Ensure staff are trained on confidentiality over survivors and those at-risk of SGBV, unaccompanied and separated children, trafficked persons etc.	Country Director, Deputy Country Director, MHCPGP department	Production and endorsement of a protection policy	Regional Director, Deputy Regional Director, MHCPGP technical department	
		Ensure that at least one staff member is appointed to collaborate with existing coordination fora and share information on protection / protection mainstreaming practices	Country Director, Deputy Country Director	Production and endorsement of a protection policy	Regional Director, Deputy Regional Director	
		Ensure that the staff member appointed to collaborate with protection fora regularly update other staff members on it	Country Director, Deputy Country Director		Regional Director, Deputy Regional Director	
ADVOCACY AND COORDINATION	Staff and partners advocate and work with relevant actors to enhance the protective environment, avoid duplication and prevent, mitigate and respond to protection risks	Ensure that all staff understands and uses consent forms before engaging with community members on sensitive topics	Country Director, Deputy Country Director	Production of training and SOPs on how to safely refer cases	Regional Director, Deputy Regional Director	Oxfam, Responsible data management training pack Link
DATA PROTECTION	Data are responsibly used in order to safeguard the rights of the people to be heard and their opinion taken into account. The organization needs to ensure people dignity, to respect their privacy, to enable them to make informed decision and to not put them at risk when collecting and using data.	Ensure that staff understand the data protection mechanisms in place at mission level	Country Director, Deputy Country Director, MEAL	MEAL, Research and Technical departments to work on a shared electronic database	MEAL, Research and Technical departments	ACF data protection policy access on NHF: Link

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FOR COMMUNITIES.
FOR EVERYONE.
FOR GOOD.
FOR ACTION.
AGAINST HUNGER.**

