

# Report on the Workshop on Internalization of the Centrality of Protection

18 -19 November 2024 | Rome, Italy

## Background

In 2021-22, the IASC commissioned an independent review of its implementation of the 2016 IASC Policy on Protection in Humanitarian Action, often referred to as the Centrality of Protection. The Review found that most international humanitarian actors had not yet embraced a protection-oriented approach, and an IASC Action Plan was put in place in 2023. The Action Plan included a commitment for IASC organizations work to internalize the Centrality of Protection; this workshop was conceived as a support to these efforts.

## Introduction

The workshop, co-hosted by InterAction, the Food and Agriculture Organization (FAO), and the World Food Programme (WFP), brought together 17 IASC member organizations – international NGOs, UN agencies, and Red Cross Red Crescent Movement (see [Annex A](#) for a list) – that have taken steps to internalize the Centrality of Protection. Representatives from the Protection Donor Group joined online on the second day, sharing their own efforts on internalization and discussing collaboration opportunities.

It aimed to identify and share lessons, common enablers, and barriers that support or hinder internalization; develop recommendations on how enablers could be catalysed and barriers overcome; facilitate discussion and collaboration between donors and IASC organizations on internalization in policy, strategy, and operations; and discuss and shape interagency initiatives aimed at strengthening system-wide uptake.

## Key discussion and next steps

Key common points across the themes discussed during the workshop included:

- There is still confusion regarding the definition of the Centrality of Protection and what is required to implement it.
- It is important for an organization seeking to internalize the Centrality of Protection to understand why they are doing so, how this relates to their mandate or activities, and to identify what they aim to achieve. Finding the right ‘hook’ and (non-technical) language internally can help buy-in.
- Senior leadership treating the Centrality of Protection as a priority is critical to internalization, to give direction, generate buy-in, and secure any necessary policy, operational, and budgetary changes.
- The best sequencing of policy and practical efforts to embed the Centrality of Protection, and where responsibility for internalization best sits, depend on the individual organization and its institutional culture and structure. But sharing expertise, knowledge, lessons, and capacities between organizations is an important way of helping to drive change.
- Accountability and learning – sharing practical learning and finding ways to incentivise staff and senior management internally and externally – are key to helping all staff understand and contribute to the organization’s Centrality of Protection goals.
- For donors, the enablers and challenges encountered in their efforts on internalization are similar to those faced by humanitarian organizations. There are multiple opportunities for collaboration and mutual learning between donors and humanitarian organizations that can be better utilised.

Joint action points were agreed:

- 1) The workshop organizers will brief the Centrality of Protection Community of Practice on outcomes.
- 2) To use the Community of Practice to share learning and resources and plan joint actions to support internalization processes.
- 3) A practical tipsheet on internalization, based on the learning identified during the workshop, will be drafted and shared with the Community of Practice.

Individual action points were also identified, and are detailed in [Action Points](#) below.

**This report** captures discussions during the workshop. It is structured in five parts, summarising key points from presentations and discussions. It ends with an outline of the action steps agreed by participants toward working collectively on internalization and to build on the learning from the workshop.

## Moving from policy to practice

This first session framed the workshop discussion, with examples, challenges, and learnings shared from organizations' practical efforts on internalization. It opened with a reflection on operational realities and evolving conflict contexts. Participants discussed how violations of International Humanitarian Law, Human Rights Law, and Refugee Law by duty-bearers, in the context of the modalities of modern warfare, drive suffering, escalate needs, and heighten the protection risks communities face – and therefore affect how the Centrality of Protection in humanitarian action can be achieved.

Three differing organizational experiences of working toward internalization were shared:

**The first** described how organizational policies supported country-level rollout. Existing internal commitments on protection were utilized to relate the Centrality of Protection to the organization's goals, and to set it as an internal strategic priority. Specific organizational commitments were set and tracked, and toolkits developed to support their implementation. At country-level, initial workshops were held to identify what teams were already doing, agree priorities, and develop Action Plans for each country office.

**The second** described a multi-track approach, embedding Centrality of Protection thinking into the organization's existing areas of work. This included integration into country strategies starting with sub-national conversations with communities on their priorities, strengthening specialist protection and safe and inclusive programming, and integrating protection with advocacy work.

**The third** shared experiences of adopting a protection policy. Including protection in the organization's strategic plan has made it a non-negotiable priority, with a high-level internal policy taskforce formed to build shared ownership. Policies and country strategic plans were reviewed, internal trainings developed, and protection topics were included in senior staff onboarding. Some dedicated protection staff were recruited, and focal points appointed. Benchmarks on protection and accountability were set and are measured in all country offices.

Participants discussed these examples and shared their own experiences, identifying common challenges and learning points. The main themes of discussion were:

- **Importance of senior leadership recognizing the Centrality of Protection as a strategic priority**, making space within their respective organization for necessary investment and adaptation, (including difficult and sensitive institutional discussions), and taking ownership of the follow-through necessary to prioritize and drive changes (rather than delegation to junior or protection technical staff).
- **Optimal sequencing of policy and practical internalization efforts** (e.g., taking a top-down approach, starting with policy, or a bottom-up approach, targeting practitioners first) differs between organizations, linked to existing institutional culture and structure. The importance and timing of developing an organizational policy on the Centrality of Protection depends on the organization. For some, having a policy without practical tools may risk the issue being 'stuck in theory', especially in a 'policy-dense' environment with competing cross-sectoral efforts. For others, a policy is critical to clarify the organization's role in protection and to ensure actions are taken.
- **Internalization can require finding the right 'hook' and language.** Some participants described non-protection programme staff organically understanding 'protection' and 'rights' issues in situations they encountered. Others described having to persuade staff that protection outcomes were not only relevant to the organization's mandate but should be a priority in their work. Some recounted having to overcome hesitation that "protection issues" are too sensitive to discuss.

Related to this, discussions highlighted the importance of describing the Centrality of Protection in language that resonates with target audiences, especially senior leadership and non-protection staff. Examples shared included avoiding overly technical language (e.g., 'risks for people' rather than 'Centrality of Protection') or using relevant language already established and understood within a given organization (e.g., mention of 'rights' in charters, policies, or mission statements).

## Leadership and organizational culture

This session focused on the importance of leadership and organizational culture in effecting change. Participants shared individual organizational experiences, followed by open discussion. Highlights included:

**Perceptions and mindset of leadership and individual staff are critical to helping drive change**, especially when an organization's main work is not in protection (or humanitarian response). Staff being curious or enthusiastic about the potential for protection risk reduction was seen as a critical enabler. If leadership or staff don't see their responsibilities as relevant to 'protection', staff feel over-stretched, or a protection focus is perceived to create obstacles (e.g., with government relations), mindset was described as an obstacle.

- Tangible ideas and examples, especially from field staff, can catalyse interest and action.
- Inconsistent prioritization by leadership in the face of competing priorities can slow internalization.
- Catalysts to change mindsets and generate action included senior leadership clearly stating the Centrality of Protection to be an institutional priority, and its 'championing' by non-protection staff.

**There is still confusion regarding the definition of the Centrality of Protection.** Explaining its meaning and the role of an organization (especially non-protection-mandated organizations) can be challenging. This included:

- A perception that only specialist protection staff or teams are responsible, making a whole-of-organization approach more difficult, even within protection-specialist organizations.
- Misunderstanding of the distinctions between protection services, integration of protection in programming, and protection mainstreaming across all interventions.<sup>1</sup>

Related, participants discussed the long-standing misunderstanding that protection is not 'lifesaving' and as such is less important than material assistance (e.g., food, shelter) as exacerbating the challenge of achieving organization-wide prioritization, particularly in non-specialist organizations. This includes lack of recognition of 1) the role of humanitarian assistance in reducing protection risks; 2) how protection risks drive humanitarian needs; or 3) the consequent lifesaving potential of efforts to reduce protection risks.

**Risk tolerance related to achieving protection outcomes** was discussed throughout the workshop. Participants reflected on 1) organizational hesitancy to engage authorities on protection risks, in case a backlash jeopardizes operational access; 2) unwillingness to adhere to protection 'redlines'<sup>2</sup> if this may compromise assistance delivery, and the importance of RC/HC leadership in navigating redline situations. They noted that different organizations face different risks (e.g., reputational, organizational) and have different levels of risk tolerance related to mandate and organizational culture, and that embedding the Centrality of Protection in organizations and country-level inter-agency work may support common positions.

*Participants discussed an operational example of where a conflict and resultant protection crisis had fuelled humanitarian need. A protection analysis identified risks to people in crossing frontlines, and a redline of simultaneous response was agreed to mitigate these. Participants discussed tension between redlines and pressure to respond, and how the Centrality of Protection can be used to support collective decision-making.*

**Influential factors in effecting change** were discussed, including:

- **Bottom-up pressure from field can be both a block and enabler.** In some organizations, field staff asking for clarity on their remit on protection-related initiatives has helped to root these in the organization. Others reflected that if field teams do not perceive themselves to be responsible for contributing to protection outcomes or capacitated on protection, they can become an active block.

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<sup>1</sup> See: IASC Policy on Protection in Humanitarian Action: An Aide-Memoire, 24 April 2024 for the distinction

<sup>2</sup> Redlines are often associated with the principles of humanitarian action, including humanity, impartiality, neutrality, and independence. While these principles can be challenged at various levels, redlines are frequently experienced during humanitarian negotiations with parties to the conflict. For example, humanitarians may feel forced to choose between uncomfortable compromises or nonaction when delivering food assistance or other services. Humanitarian organizations may also face being persona non grata (PNGed) and demanded to leave the country.

- **Importance of headquarters 'backup'** to country-level efforts was emphasised, for moving country-level efforts forward, setting expectations of how protection should be addressed (in relation to institutional mandate and technical capacity), helping ensure it remains a focus across contexts and projects, and supporting confidence of country leadership if they have a low risk tolerance.
- **Pressure from donors** can play an important role in incentivising senior leadership to take action and incentivizing programmatic focus on the Centrality of Protection.

## Resources to support internalization and programme shifts to support protection outcomes

Two organizations shared their experiences:

**The first**, a non-protection actor, described their efforts to internalize protection without drafting new policies or with additional funding, recognizing that protection was a 'new language' for many staff. This included identifying existing technical capacities in protection-related topics (e.g., development capacities that could support humanitarian teams), setting up an internal working group to connect focal points, upskilling senior staff with programmes oversight remits, and exploring options for mutual skills and knowledge-sharing with other organizations.

**The second** discussed a joint project on integrating protection in a specific sector, with a focus on protection analysis as the starting point. Key aspects for success and learning points included: having protection experts available to support analysis and drive inclusion in programme goals, preference of teams to have guidance tailored to their needs and to use endorsed tools for analysis, and importance of senior leadership commitment given many competing priorities.

Participants explored strategies to maximise resources while minimizing costs for efforts to internalize the Centrality of Protection (and questioned if this was possible).

### Internal to organizations:

- **Where responsibility for internalization best sits depends on an organization's structure**, especially when additional resources are not available. For some participant organizations, this is with a protection unit. For others, in a unit already seen as under-pinning or used as a common technical resource. Examples shared included:
  - For one organization, buy-in to 'protection mainstreaming' has been stronger when it was placed in a programme quality unit rather than under protection – where it had been seen only as a protection responsibility.
  - Two others discussed creation of focal points by expanding ToRs, noting the importance of ensuring staff have the right background to ensure sufficient technical capacities and avoid bias toward a focal point's existing specialism (e.g., a gender focal point taking on diversity and inclusion; a specialist on rights violations looking at all protection issues).
- **Establishment of internal networks** was discussed. These are being rolled out or considered by several organizations, to link focal points in country and sometimes regional offices.
- **Using moments of organizational change** were highlighted as an opportunity to integrate a focus on the Centrality of Protection, e.g., integrating protection in efforts to improve programme quality.

**External to organizations**, the following opportunities were reflected on:

- **For dual-mandated organizations to bring together existing development or peacebuilding efforts** with Centrality of Protection goals – e.g., *identifying work that might already be aiming to prevent or stabilize drivers of conflict*. This was identified as an internal option for some actors, and of considerable benefit to collective efforts.
- **For all organizations to efficiently 'tap into' inter-agency work and conversations**, to minimise resource-use in constrained environments. E.g., non-protection organizations using existing

protection analysis (from a Protection Cluster or HCT) to avoid having to replicate this. This was observed as an opportunity for organizations to benefit from and contribute to collective efforts.

*Participants discussed how identifying examples of work that are ‘already the Centrality of Protection’ can support internal acceptance and efficiency in resources needed for internalization. One example shared was on work with different local communities and authorities to negotiate access to specific resources, aiming to reduce risk of local armed violence: a peacebuilding activity, with protection outcomes. Another example was of work on mitigating local impacts of climate change: projects were designed with communities, and included ways to improve access to water that would not then expose women to risks of violence.*

## Identifying enablers and opportunities for action

Participants were invited to consider how shared learning can contribute to collective progress, and to explore potential opportunities to work together, to advance collective action. Discussion brought together threads from the previous sessions, coalescing on enabling factors.

### Clarity of purpose

“Once you know the *why*, the *how* is easier”. Participants agreed on the importance of an organization seeking to internalize the Centrality of Protection understanding *why* they were doing so, how this related to their mandate or activities, and what they were aiming to achieve. Organizational differences were reflected on, noting that different organizations would be able to achieve different things, and that the best starting points for internalization differ (e.g., starting at country level, or necessitating a policy to first be developed).

This was related to clarity of language and communication: finding language that resonates in the organization (not always ‘technical protection language’), any ‘hooks’ into existing policies or commitments, and clear communication from leadership. In turn, these were described as underpinning for a shared strategy and vision that can be cascaded through an organization.

The different roles organizations play in collective efforts were recognised: of UN agencies (depending on their mandates), INGOs, and L/NNGOs. The cascading effects of partnerships were noted, including that UN agency policies can be important in influencing partners to start to ‘use the same language’. Opportunities for sharing learning through partnerships were discussed, relating to localization goals (raising questions on whether it is expected that all organizations understand the Centrality of Protection in the same way).

### Measurement

The importance of monitoring and the challenge of measurement of protection outcomes were reflected on. This was connected to the ability to share practical learning to further incentivize buy-in and understand what achieving protection outcomes looks like in practice.

Assessments and protection analysis, as well as use of data for programme adaptation, were discussed extensively. This included how to make greater use of what already exists to avoid duplication of effort, and the need for a stronger, more explicit effort to use protection analysis to inform the wider multisectoral humanitarian response. E.g., how analysis informs an HCT Protection Strategy or organizational decisions, and how Protection Cluster analysis can be used as a ‘conversation starter’ with cluster members to (re)align programming. Participants also discussed joint analysis and opportunities for collaboration to strengthen analysis and make use of expertise, e.g., collaboration between Food Security and Livelihoods and Protection Clusters, and specialised actors contributing knowledge and analysis into protection analysis.

### Accountability and learning

The importance of sharing practical learning was highlighted, with participants recognizing the value in being able to show concrete examples of what has been achieved, to explain concepts and drive buy-in. Several participants expressed interest in sharing tools and resources, and in finding opportunities to partner for integrated programming (see action points below). Participants also emphasised a need to better use existing resources internally (the *aide memoire* and benchmarks) and the capacities in the Community of Practice, avoiding duplication of effort.

Accountability was discussed in relation to incentives toward internalization. Two key incentivization measures were felt to be external pressures (e.g., peer pressure on senior leaders) and donor requirements. Some participants noted that incentives are currently primarily focused on assistance delivery rather than protection outcomes. Participants reflected both on the necessity of external accountability for leadership and on how to establish internal accountability within organizations (e.g., through monitoring frameworks). Some suggested using the proposed high-level IASC meeting in 2025 as a ‘goalpost’ – for individual organizations and as a collective – to work toward commitments in the Action Plan.

## Donor discussion

Representatives from seven members of the Protection Donor Group joined the workshop online with the intention of sharing lessons and challenges, and identifying ways to collaborate. Representatives joined from: the European Commission’s Civil Protection and Humanitarian Aid Operations (DG-ECHO), Belgian Federal Public Service- Foreign Affairs Foreign Trade and Development Cooperation, German International Cooperation Society (GIZ), Swedish International Development Cooperation Agency (SIDA), Swiss Agency for Development and Cooperation (SDC), and USAID’s Bureau for Humanitarian Assistance (BHA).

A summary of enablers from the workshop discussion so far was presented. Key points of interest were:

- *What does a role beyond funding look like, for donors to contribute to protection outcomes in a context? What’s helpful for donors to do, and what do donors need, to be able to do this?*
- *What success looks like for the Centrality of Protection internal to donors, organizations, and across the whole system, and how do we hold different actors to account for the commitment?*
- *Quality (flexible and long-term) funding.*
- *How can we collaborate in a productive way, and continue the conversation?*

### **Donor representatives shared insights into their progress and efforts toward internalization:**

Protection was reiterated as a high priority within their own institutions by participating donors, in relation to funding frameworks and wider institutional goals. Specific examples of support being given by donors toward advancing the Centrality of Protection and a focus on protection outcomes were shared.

Donors shared enablers and challenges in their own efforts on internalization – similar to those described by humanitarian organizations. Enablers included: a strong commitment from senior leadership and a strong institutional narrative on protection; framing of the Centrality of Protection as a link between the three Nexus pillars; establishment of donor coordination forums as a resource and enabling an internal push on protection; having a ‘critical mass’ of staff who are (trained and) comfortable engaging on the topics; and having internal tools and guidance. Challenges included: competing agendas and priorities within donor institutions; limited staff capacity and resources; and the challenge of balancing humanitarian and political space as a state that is also a humanitarian donor. Within the humanitarian system, challenges perceived by donors included need for strong leadership, accountability, and interface with donors, and at times limited uptake of tools and frameworks designed (and funded) to support action and accountability on protection.

Tensions between principled humanitarian assistance and political engagement were discussed, and humanitarian diplomacy as an avenue for engagement on protection issues. Participants reflected on encountering difficulties in establishing protection outcomes, and mitigation of protection risks, as a core focus in responses (and associated issues of IHL, humanitarian diplomacy, and protection of civilians). The importance of having the ‘right people and capacities around the table’ was emphasised – in HCTs and similar forums – and in collective efforts to finding pressure points to encourage this.

### **Opportunities identified for collaboration included:**

- Continuing frank discussions and collaboration, at global and country level – especially when things aren’t working. Donors emphasized the importance of this also at country level – noting that receiving information on challenges helps them to provide more support, including through internal advocacy and donor decision-making.
- An interest to engage more on what can be done to *prevent* protection risks.

- Inviting donor support to incentivize work on the Centrality of Protection – for Humanitarian Coordinators and UN agencies, especially, to take advantage of a ‘trickle-down’ effect.
- Identifying opportunities to collaborate on how to encourage prioritization of protection outcomes, not just delivery of assistance.
- Taking forward a country focus: humanitarian organizations expressed interest in supporting donors in their intention to select focus countries in which to enhance support.

## Action points

*Participants were invited to identify action points they would individually take. These included:*

- The Global Protection Cluster offered a discussion on the Protection Analytical Framework, and how support can be given to better operationalize it at country level.
- Making further efforts to document and share what individual organizations are doing on internalization. Ideally this would be online, where the Community of Practice can share resources and document examples on the Centrality of Protection.<sup>3</sup>
- Bilateral sharing of tools and resources between organizations, including on monitoring of internalization efforts.
- Pursuit of alliances with donors on the Centrality of Protection, including through the donor group on protection.
- Internally to organizations, individual action points included:
  - To revise or draft internal strategies or ensure inclusion of Centrality of Protection in an organization’s strategic plan, to ensure it is treated as a strategic priority.
  - To integrate the Centrality of Protection in existing tools, policies, and guidance.
  - To disseminate and use existing resources, including the *aide memoire*, benchmarks, and measurement framework.
- To meet or discuss regularly, to continue to share learnings and contribute to joint actions. A first point of interest was on how to monitor efforts to internalize the Centrality of Protection.

*Participants reflected on their learnings from the workshop, which included:*

- Relief that organizations are facing similar challenges in internalization.
- Interest in engaging further with donors as ‘protection allies’, and on advocacy.
- Importance of better coordination and collective action on operationalization of the Centrality of Protection – across different actors (UN, NGOs, and donors).
- A realistic view of (limited) resources available, and the need to ‘think differently’ about how internalization can be achieved.

### **Joint action points from the workshop were agreed:**

- **The organizers of the workshop will brief the Centrality of Protection Community of Practice on its outcomes.**
- **To utilize the Community of Practice to share learning and resources and plan joint actions to support internalization processes.**
- **A practical tipsheet on internalization of the Centrality of Protection will be drafted, from the recommendations shared, and made widely available.**

<sup>3</sup> In interim, InterAction offered to house a page within its own website <https://protection.interaction.org/>. A suitable location will be discussed with the Community of Practice / Co-Chairs.

## Annex A – Participants, opening, and survey results

### Participant organizations

Action Contre la Faim (ACF), Concern Worldwide, Danish Refugee Council (DRC), FAO, Global Protection Cluster, International Committee of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent Societies (IFRC), InterAction, International Organization for Migration (IOM), International Rescue Committee (IRC), Norwegian Refugee Council (NRC), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Office of the United Nations High Commissioner for Human Rights (OHCHR), Save the Children, UN Refugee Agency (UNHCR), United Nations Children’s Fund (UNICEF), WFP.

### Opening

**Welcoming remarks** were provided by Fleur Wouterse, Deputy Director of Office of Emergencies and Resilience (FAO), Brenda Behan, Director of Gender, Protection, Inclusion Service (WFP), and Erin Weir, Director of Protection (InterAction).

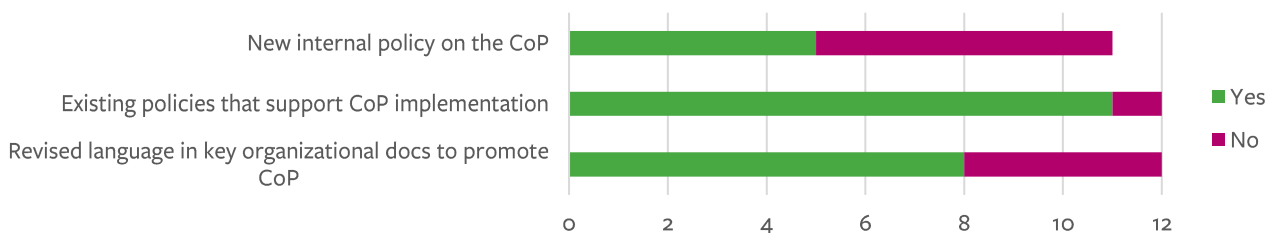
As an introduction, **participants shared their own objectives** for the workshop. These focused on open exchange and networking, learning from others’ experiences and exploring ideas to apply internally, and identifying opportunities to work more together collectively. A short outcome document was requested, for use by participants and able to be presented to the IASC Principals as part of reporting on the Action Plan.

### Pre-workshop survey results

As a prelude to the workshop sessions, InterAction shared the **results of a survey of participants**, conducted prior to the workshop. This was shared with participants to capture information on the types of work being done so far toward internalization, challenges and enablers, and priorities for discussion in the workshop. It was completed by 12 participant organizations. Main findings of the survey were as follows:

Of the 12 organizations that responded, *83% have asserted the Centrality of Protection as a strategic priority, and 75% have started an organization-wide process on its internalization.*

#### Organizational policies. *The organization has...*



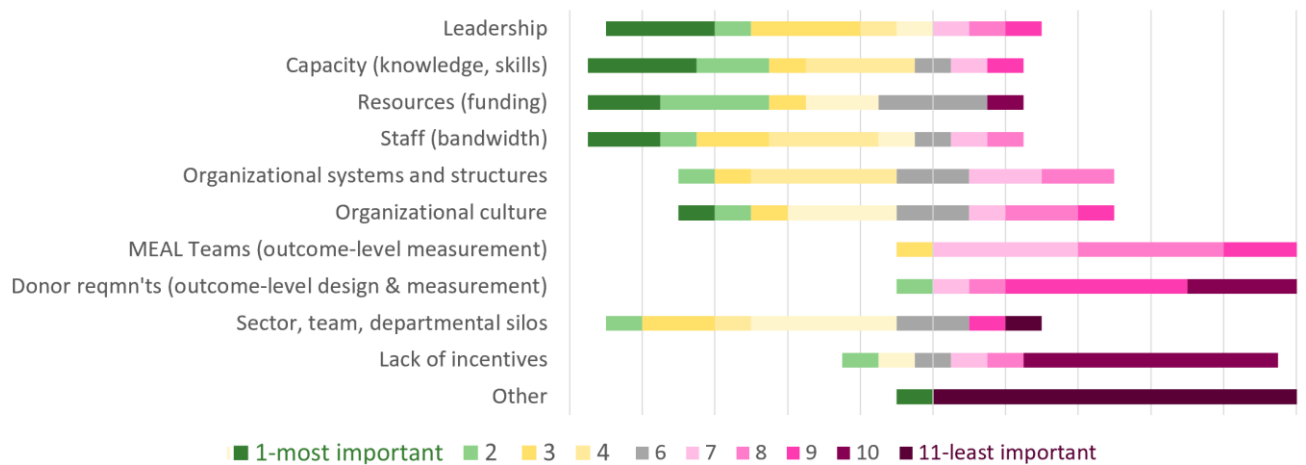
Examples shared included: **New policies** on the Centrality of Protection: agency-wide protection policies; establishing and internal approach to protection; briefing notes, roadmaps, guidance, and frameworks. **Existing policies** supporting the Centrality of Protection: existing or forthcoming strategies; reinforced in Gender, Equity, Inclusivity, Safeguarding, Conflict-Sensitivity, AAP Policies; integrated in sectoral policies and guidance. **Language in key documents**, e.g., sectoral documents; HR guidelines; global Theory of Change; program quality framework.



Steps taken to date on internal, organization-wide work to internalize the Centrality of Protection include:

	organisation	1	2	3	4	5	6	7	8	9	10	11
Strategic	CoP policy/ guidance developed or being developed											
	Integration in strategic plans or discussions											
Operational	Sectoral integration (specific projects, in reviews)											
	Specific CoP advocacy / funding guidance											
Institutional	Communication from senior leadership											
	Review of institutional capacities on protection											
	Organization management planning											
	Clauses in partner contracts											
Capacities	Staff / consultant hiring											
	Focal point / task team designated											
	Trainings / 'brown bag' sessions											
	Webinars / online learning events											
	Workshops / retreats											
	New staff onboarding											
	Internal webpage											

Ranking of obstacles in adopting and implementing the Centrality of Protection, ranked 1-11 most-least important



Support described as most useful to the organization, for internalizing the Centrality of Protection



## Annex B – Reflections on ‘what change looks like’

During the introduction to the workshop, participants were invited to reflect on *what change looks like* and *how to effect organizational change*, and how this might inform planning for a process of internalizing the Centrality of Protection. A matrix for a Maturity Assessment<sup>4</sup> was shared as an example tool that supports organizational pathways to change, and participants were invited to use this to reflect on the status of efforts toward internalization in their own organizations.

**CHART 1.2: SAMPLE FOR THE MATURITY ASSESSMENT**

	01 WEAK	02 MODERATE	03 STRONG	04 EXCELLENT
MOVEMENT	<ul style="list-style-type: none"> <li>› No agreement that change is necessary</li> <li>› No awareness of negative impact of current state of play</li> <li>› No or limited senior level commitments to change current situation</li> </ul>	<ul style="list-style-type: none"> <li>› Partial agreement that change is necessary</li> <li>› Limited awareness of negative impact of current state of play</li> <li>› Some senior level commitments to change current situation</li> </ul>	<ul style="list-style-type: none"> <li>› Most stakeholders believe change is necessary</li> <li>› Significant evidence of negative impact of current state of play</li> <li>› Significant senior level commitments to change current situation</li> </ul>	<ul style="list-style-type: none"> <li>› All stakeholders believe change is necessary</li> <li>› Strong evidence of negative impact of current state of play</li> <li>› Consensus at senior level on necessity to change current situation</li> </ul>
DIRECTION	<ul style="list-style-type: none"> <li>› Commitments to actions are vague</li> <li>› Absence of common language, definitions and ability to measure</li> <li>› No examples of successful change</li> <li>› Not clear what success looks like</li> </ul>	<ul style="list-style-type: none"> <li>› Commitments to actions are vague</li> <li>› Language broadly adopted, but definitions differ, measurement lacking</li> <li>› Anecdotal examples of successful change</li> <li>› Only vague what success looks like</li> </ul>	<ul style="list-style-type: none"> <li>› Commitments to actions are specific</li> <li>› Language and definitions are common. Some ability to measure progress</li> <li>› Several examples of successful change</li> <li>› Clarity on what success looks like</li> </ul>	<ul style="list-style-type: none"> <li>› Commitments to actions are SMART</li> <li>› Language, definitions and actions needed are all clear</li> <li>› There are many examples of successful change and broad understanding of what success looks like.</li> </ul>
ENVIRONMENT	<ul style="list-style-type: none"> <li>› Processes &amp; systems not conducive to change (culture, systems)</li> <li>› No leadership for action</li> <li>› No requirements to demonstrate progress or rewards for doing so</li> </ul>	<ul style="list-style-type: none"> <li>› Some processes &amp; systems not conducive to change (culture, systems)</li> <li>› Limited leadership, issue seen as separate file</li> <li>› Marginal requirements to demonstrate progress or rewards for doing so</li> </ul>	<ul style="list-style-type: none"> <li>› Processes &amp; systems not preventing change (culture, systems)</li> <li>› Senior leadership on issue, seen as part of strategy</li> <li>› Requirements to demonstrate progress, limited accountability for results</li> </ul>	<ul style="list-style-type: none"> <li>› Processes &amp; systems support change (culture, systems)</li> <li>› Action on issue part of organisational culture</li> <li>› Requirements to demonstrate progress and accountability for results</li> </ul>

<sup>4</sup> CHS Alliance, *How Change Happens in the Humanitarian Sector – Humanitarian Accountability Report Edition 2018*, 2018, p.31, adapted from Heath C., Heath D., *Switch: How to change things when change is hard*, 2010.

## Annex C – Workshop Terms of Reference



Food and Agriculture Organization  
of the United Nations



### Terms of Reference

#### Workshop on Internalization of the Centrality of Protection

November 18-19, 2024

Location: Rome, Italy (Venue: Offices of FAO)

#### BACKGROUND

In 2021-22, the IASC commissioned an independent review of its implementation of the 2016 IASC Policy on Protection in Humanitarian Action, often referred to as the Centrality of Protection. This Review sought to assess the extent to which the policy had been implemented to date and to increase understanding of the key enablers of and barriers to progress in implementation. While the Review found significant investment had been made in several areas, ultimately, it concluded that the goal of the Policy – to ensure protection is embedded at the core of humanitarian action – had not been achieved.

Evidently, most international humanitarian actors – donors and operational organizations - have not yet embraced a protection-orientated approach. However, some are or have taken steps to internalize protection within their core organizational policies, strategies, and processes. These efforts are not without challenges, but these forerunners already offer some key lessons on what it takes to ensure protection is at the heart of decision-making and operations within a humanitarian organization. Furthermore, this organizational learning can inform understanding of what is needed to ensure protection is at the core of the *collective* humanitarian system's response in crises.

In this regard, the objectives of the workshops are:

- **To identify and share lessons, including good practice, from IASC member organizations that have taken steps to internalize the Centrality of Protection**
- **To identify common factors, enablers, and barriers that support or hinder internalization of the Centrality of Protection within organizations**
- **To identify how enablers could be augmented and barriers navigated or overcome and develop key recommendations for how to address these**
- **To facilitate discussion and collaboration between donors and IASC organizations on how to internalize the Centrality of Protection in policy, strategy and operations**
- **To discuss and shape interagency initiatives aimed at strengthening system-wide uptake of the Centrality of Protection**

### **WORKSHOP OUTPUT:**

- Workshop Summary Report – to be shared across the IASC membership
- Case examples of organizational efforts to internalize the Centrality of Protection – to be shared across the IASC membership
- Recommendations/Actions for key stakeholders including former IASC TF1 members, OPAG, donors, etc. on how to internalize the Centrality of Protection

### **CORE THEMES TO BE EXPLORED**

The workshop aims to identify both positive practices and the common barriers to institutional efforts to internalize the Centrality of Protection. Specific topics will be identified through a pre-workshop survey completed by participants, but they are expected to relate to the following themes that have already been identified in the independent review and in IASC TF1 discussions:

- Leadership (e.g. institutional vision, prioritization, policy relating to protection)
- Resources (e.g. financial, human, material, information, time)
  - Systems and structures
  - Capacity (i.e., knowledge, skills, guidance materials, tools)
- Organizational culture
- Incentives required to change policy and operational practices (i.e., using outcome-oriented approaches in support of protection outcomes)

This workshop is by **invitation-only** to ensure those that have taken steps to embed the Centrality of Protection have the space to discuss and share their challenges and successes in support of internalization. In the spirit of enhancing the collective work on the Centrality of Protection, the workshop outputs will be shared widely across the IASC.

# INTERNALIZATION OF THE CENTRALITY OF PROTECTION

Location: Food and Agriculture Organization of the United Nations (FAO)  
Viale delle Terme di Caracalla,  
00153, Rome

Date: November 18-19, 2024

Time: 9:00 – 5:30 pm

Co-Host: FAO, InterAction, WFP



Food and Agriculture Organization  
of the United Nations



World Food  
Programme

## Agenda

### Day One

8:15 am	<b>Check-in: Security and Badge</b>	<i>See Logistics Note</i>
9:00 – 9:45 am	<b>Welcome and Opening Remarks</b> <ul style="list-style-type: none"><li>Fleur Wouterse, Deputy Director of Office of Emergencies and Resilience (FAO)</li><li>Brenda Behan, Gender, Protection, Inclusion Service Director (WFP)</li><li>Erin Weir, Director of Protection (InterAction)</li></ul>	
9:45 – 10:00 am	<b>Session 1: Where are we starting from?</b> Pre-Workshop Survey Analysis and Overarching Questions	<i>Presentation</i>
10:00 – 10:15 am	<b>Session 2: What are we aiming to achieve:</b> ~ through internalization of the Centrality of Protection ~ through this workshop	<i>Participatory Exercise</i>

10:15 – 11:15 am	<b>Session 3: Moving from Policy to Practice</b> <ul style="list-style-type: none"> <li>• Introduction by ICRC on the evolving external context and Movement Resolution on Protection</li> <li>• Presentations on Experience, Successes, and Challenges from <ul style="list-style-type: none"> <li>○ Save the Children</li> <li>○ Norwegian Refugee Council (NRC)</li> <li>○ World Food Programme (WFP)</li> </ul> </li> </ul>	<i>Presentations and Participatory Discussions</i>
11:15 – 11:30 am	<b>BREAK</b>	
11:30 – 12:30 pm	<b>Cont. Session 3: Moving from Policy to Practice</b>	<i>Participatory &amp; Plenary Discussions</i>
12:30 – 1:00 pm	<b>Session 4: Leadership and Organizational Culture</b> <ul style="list-style-type: none"> <li>• Presentations on Experience, Success, and Challenges from <ul style="list-style-type: none"> <li>○ Office of the High Commission for Human Rights (OHCHR)</li> <li>○ Danish Refugee Council (DRC)</li> <li>○ International Organization for Migration (IOM)</li> </ul> </li> </ul>	<i>Presentations</i>
1:00 – 2:00 pm	<b>LUNCH</b>	
2:00 – 3:30 pm	<b>Cont. Session 4: Leadership and Organizational Culture</b> <ul style="list-style-type: none"> <li>• Global Protection Cluster (GPC)</li> <li>• International Federation of Red Cross and Crescent Societies (IFRC)</li> </ul>	<i>Presentations and participatory &amp; Plenary Discussions</i>
3:30 – 3:45 pm	<b>BREAK</b>	
3:45 – 5:00 pm	<b>Session 5: Resources to Support Internalization and Shifts in Programming to Support Protection Outcomes</b> <ul style="list-style-type: none"> <li>• Presentations sharing experiences, successes, and challenges from: <ul style="list-style-type: none"> <li>○ Action Contre la Faim (ACF) &amp; International Rescue Committee (IRC)</li> <li>○ FAO</li> </ul> </li> </ul>	<i>Presentations and Plenary Discussions</i>
5:00 – 5:30 pm	<b>Reflections from Day One</b> <ul style="list-style-type: none"> <li>• What are the emerging enablers, barriers, and opportunities?</li> </ul>	<i>Participatory</i>
6:00 pm	<b>Aperitif hosted by WFP</b>	<i>Ristorante a Roma Rossa</i>

## Day Two

9:00 – 9:30 am	Recap Day One and Objectives for Day Two	<i>Plenary Discussion</i>
9:30 – 10:30 am	<b>Session 6: Internal Accountability Measures to Support the Prioritization and Implementation of the Centrality of Protection</b> <ul style="list-style-type: none"><li>• Presentations sharing experiences, successes, and challenges from<ul style="list-style-type: none"><li>○ ICRC</li><li>○ DRC</li></ul></li></ul>	<i>Presentations and World Café</i>
10:30 – 11:15 am	<b>Session 7: How can our shared learning contribute to collective progress toward the Centrality of Protection</b> <ul style="list-style-type: none"><li>• Exploring enabling factors, learning opportunities, and barriers</li></ul>	<i>Participatory Exercise</i>
11:15 – 11:30 am	BREAK	
11:30 – 12:30 pm	<b>Session 8: Interagency Efforts</b> How institutional efforts advance collective action on the Centrality of Protection	<i>Plenary Participatory Discussion</i>
12:30 – 1:30 pm	LUNCH	
1:30 – 2:30 pm	<b>Donor Engagement</b> <ul style="list-style-type: none"><li>• <b>Welcome Message</b> Dunja Dujanoic, Head of OER Policy and Programme Team, FAO</li><li>• <b>Summary Discussion from InterAction</b></li></ul>	<i>Plenary Discussions</i>
2:30 – 3:00 pm	<b>Session 9: Progress and Efforts by Donors</b> <ul style="list-style-type: none"><li>• Joint Presentation by Sida and SDC</li></ul>	<i>Presentations and Plenary Discussions</i>
3:00 – 4:00 pm	<b>Session 10: Finding Opportunities for Collaboration</b>	<i>Plenary Discussion</i>
4:00 – 4:15 pm	BREAK	
4:15 – 5:00 pm	Action Steps and Close	<i>Participatory Plenary Exercise</i>