

Overview

Mass population displacement often occurs during a complex emergency or major natural disaster. While the consequent protection issues vary with each situation and over time, they are always numerous, substantial and interlinked. Each situation requires a unique protection response. Often, there are not enough protection agencies on the ground, progress is difficult and setbacks are frequent. Working together strategically, in a collaborative and creative way, and making best use of available resources and expertise, can help to mitigate some of the challenges facing protection actors, and can maximize the impact of a protection response.

Part III contains three chapters on the different activities required to build a protection response. Chapter 1 provides guidance on the activities required to undertake a situational analysis; Chapter 2 focuses on the actual development of the strategy; and Chapter 3 provides guidance for monitoring and evaluating the activities implemented on the basis of the strategy.

Thinking strategically means...

- To clarify objectives.
- To avoid *ad hoc* approaches, and to always place activities in the “big picture”.
- To be pro-active as opposed to simply reacting to events and information.
- To target existing resources and expertise to meet identified needs.
- To define priorities and shape the overall response according to the different existing capacities.
- To recognize limitations (in terms of staff, resources, context) and, in response, to seize all opportunities, such as dialogue with interlocutors we can count on.
- To remain flexible and ready to adjust a strategy to the evolving situation and to change approaches that are not producing results.

Strategic thinking must guide the whole operation cycle, from the initial assessment to planning, implementation, monitoring and evaluation.

The various steps involved in developing a more strategic inter agency protection response include:

1. **Conducting a Situation Analysis:** Collecting and analyzing relevant baseline data to identify and prioritize protection gaps;
2. **Setting down the strategy,** including agreeing on what kind of activities are necessary to address the identified needs and allocating responsibility for implementation of activities; recording the results in a strategy document;
3. **Implementing the Strategy:** Implementing the activities outlined in the strategy, in a coordinated manner; and
4. **Monitoring and Evaluating its Impact:** Measuring the impact of the strategy, whether activities undertaken were appropriate and useful in the particular context. on the persons of concern.

All humanitarian and development actors need to keep in mind that their activities aim to ensure that IDPs and other affected communities are able to **exercise their rights** in accordance with international human rights law and, where applicable, international humanitarian law and international refugee law. Protection is therefore relevant to all sectors of an intervention; it is the **core of the broader humanitarian response**.