

Roadmap for Protection in the Movement

Goal: Increasing and improving protection work throughout the Movement

Timeline: January 2026 – December 2028 (3 years)

Scope of the roadmap:

Firmly based on the provisions of the resolution, and the subsequent consultation with Movement components, the roadmap:

- **Sets out key objectives and collective/individual actions** needed to increase the overall capacity of the Movement to protect people at risk
- **Because of the very broad nature of the PIM resolution, the roadmap does not aim to cover in detail all the aspects and activities contained within it** - many of the activities are covered in existing strategies and plans (e.g. the Movement Strategies on Migration and RFL, ICRC & IFRC's and National Societies' strategic & operational plans on key protection areas.
- **Therefore – it will outline main activities where there is the greatest need for collective improvement** – this means that **core activities which already exist will not be included** as they are fully covered by existing strategic and operational planning. For example, Protection risk analysis for ICRC, general support to NS for IFRC, community-based action for NS, are not covered in detail in this Roadmap.

Accountability for the Roadmap

- Based on the framework and guidance that this Roadmap provides, each Movement component (ICRC / IFRC and each National Society) is responsible for integrating the provision of the resolution in their own strategic and operational plan and related existing monitoring & reporting systems.
- **This means that there will be no global monitoring of each of the actions in the roadmap, except for where that data is already being collected.**
- In addition, an “oversight” function will be maintained by the Office of the IFRC USG for National Society Development and Coordination (NSDC) and the office of the ICRC Director of Operations, to ensure the Roadmap is supporting each component to bring the most impact to people in need of protection, and to facilitate reporting to the Council of Delegates, supported by the units supporting Protection in the Movement in each institution.

A note on terminology: the term “protection” is defined in the [resolution](#), and includes the three types of protection action defined there. This includes activities carried out within the scope of the IFRC PGI policy. In this roadmap, in all instances when the word “protection” is used (e.g. “protection focal points”) it refers to the definition from the Framework, which encompasses the PGI approach.

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Focus area 1. Commitment to better Protection outcomes

Objectives	Specific actions	Timeline	Outcomes
1.1. Disseminate the MPF and ensure all the Movement protection work is aligned with its provisions.	ICRC/IFRC/NS: 1.1.1 Provide standard tools and guidance for protection risk/context analysis (MPF, toolkits).	June 2026	<ul style="list-style-type: none"> Staff and volunteers demonstrate increased awareness of the MPF. All protection-related programmes and activities (including new training, guidelines, tools, advocacy etc.) of the Movement reflect the MPF.
	1.1.2 Provide joint training modules (online/classroom) explaining the MPF	June 2026	
1.1 Employ one or more of the three types of protection action outlined in the MPF	NS, IFRC, ICRC 1.2.1 Maintain their own existing protection strategies where they exist and scale up where possible.	2027	<ul style="list-style-type: none"> NSs have sustainable internal protection capacity through trained and retained staff.
	NS¹ 1.2.2 Designate a protection focal point within the NS or recruit a protection position where relevant/possible		
	1.2.3 Embed protection work as a core organizational function ² - as and where appropriate - by integrating protection in institutional objectives which are translated into functional and individual's objectives		
1.3 Conduct a thorough analysis of risks and context including new and emerging protection risks	NS, IFRC, ICRC 1.3.1 Ensure that addressing protection issues are included as part of risk management frameworks, to ensure the organization addressing protection appropriately. NS & IFRC 1.3.2 Integrate protection risk analysis in all programmes and operations.	Ongoing	<ul style="list-style-type: none"> Protection risks are systematically identified and addressed by specific actions in line with MPF in operations.

¹ These actions are already completed for IFRC and ICRC.

² The resolution calls for **protection mainstreaming and do no harm as a mandatory requirement** for all components. Therefore, all NS, IFRC and ICRC offices should aim to include protection mainstreaming. Embedding further specialised and influencing protection work should be based on organisational assessment and readiness (as well as respective mandates, roles and responsibilities).

Focus area 2. Leadership engagement, support and ownership

Objectives	Specific actions	Timeline	Outcomes
2.1 Strengthen leadership commitment to support and allocate resources	NS, ICRC and IFRC: 2.1.1 Ensure PiM related issues to be included in the agenda of relevant Movement leadership groups, regional and global statutory meetings.	2026	<ul style="list-style-type: none"> • NS leaders have improved understanding of their role in protection. • A standardized Leadership Engagement Guide is developed, disseminated, and adapted by National Societies across different contexts. • All new and current NS, IFRC, and ICRC leaders receive systematic training on protection responsibilities through induction and professional development. • Protection is included in NS' strategic plans and resourced.
	2.1.2 Develop a short Leadership Engagement briefing pack for National Societies, tailored to different contexts. <i>See also actions – 1.2.3 & 1.3.1</i>	2026	
2.2 Ensure understanding and support at leadership level	ICRC and IFRC: 2.2.1 Integrate MPF into Movement Induction Course (MIC) at global and regional levels.	2026	

Focus area 3. Sustainable resource mobilization and investment

Objectives	Specific actions	Timeline	Outcomes
3.1 Allocate sufficient financial resources for protection	NS 3.1.1 Include protection as part of overall and operation-specific resource mobilization plans.	2027	<ul style="list-style-type: none"> • NSs have sustained internal capacity to systematically mainstream protection, comply with protection principles, and conduct protection analysis. • Protection commitments are institutionally resourced, less dependent on ad hoc or project-based funding. • Donors and partners increasingly recognize and fund NS protection-related actions as integral to humanitarian impact.
	IFRC 3.1.2 Ensure that DREFs and emergency appeals operational strategies & budgets systematically include protection-related components as core elements of the response.	2026	
	IFRC & ICRC 3.1.3 Support NSs to ensure protection needs are integrated into resource mobilization efforts.	2027	
3.2 Mobilize human resources for effective implementation	NS, ICRC and IFRC 3.2.1 Support NS to designate protection focal points, or recruiting qualified staff where relevant and possible	Ongoing	<ul style="list-style-type: none"> • All Movement components have sufficient number of appropriately trained human resources.
	3.2.2 Ensure volunteer mobilization includes consideration of protection concerns.	2027	

Focus area 4. Enhancing technical knowledge and operational capacity

Objectives	Specific actions	Timeline	Outcomes
4.1 (a) Ensure each component invests in strengthening its own technical knowledge and capacity, promoting operational standards, guidance and toolkits 4.1 (b) All components support the strengthening of NS capacities for protection as and where needed	NS, IFRC, ICRC: 4.1.1 Map out existing protection-related online and classroom training modules; create a learning catalog for field practitioners covering overall protection approaches ³ and thematic/technical areas ⁴ .	February 2026	<ul style="list-style-type: none"> • Staff and volunteers in all Movement components have a better understanding of how to implement the three types of protection work <ul style="list-style-type: none"> ○ All staff receive basic training in protection principles and approaches, including mainstreaming ○ Specialized staff receive appropriate technical training in their area • NS who request assistance to strengthen their capacity for protection work receive appropriate support.
	4.1.2 Elaborate further the Online Coaching workshop for NSs so that interested NSs can work on their Plans of Action for protection response	March 2026	
	4.1.3 Run digital platforms (Community of Practice) to facilitate knowledge management, discussion and sharing experiences among practitioners	Ongoing	
	4.1.4 Operational standards, toolkits and guidelines are reviewed and revised as necessary	Ongoing	
4.2 Develop innovative methods to address protection risks, including digital risks	4.2.1 Guidelines to ensure new tools and digital technologies uphold humanitarian principles and legal obligations	2027	

³ (e.g. mainstreaming, specialized, PGI, MPA etc.)

⁴ (e.g. SGBV, child protection, detention, RFL, confidential dialogue, humanitarian diplomacy etc.)

Focus area 5. Strengthening cooperation, coordination, and partnership

Objectives	Specific actions	Timeline	Outcomes
5.1 Increase cooperation, coordination, and partnership in protection among components	NS, IFRC, ICRC 5.1.1 Develop internal training / dissemination materials that explain the protection mandates and approach of each Movement component (<i>linked to action 1.1a</i>)	2026	<ul style="list-style-type: none"> Improved mutual understanding of staff in each component of the protection mandate, approaches and programmes of the other components⁵ Better coordination between Movement components related to protection action Enhanced capacity of Movement components to implement protection responses in a multidisciplinary and transversal manner. Better information sharing and coordination amongst different Movement protection-focused workstreams and platforms (IHL, SGBV, Migration, RFL, etc.)
	5.1.2 Better integrate Movement coordination into protection-related technical training	2026	
	5.1.3 Oversee the functioning of existing/new protection-related coordination bodies at regional and global levels (Detention, PGI, SGBV, RFL, and Migration) to ensure effective and relevant support where needed, and avoid unnecessary duplication.	2026	
	IFRC & NS 5.1.4 Better integrate protection into the coordination aspects of operational management training ⁶	2026	
5.2 Promote cooperation, coordination, and complementarity with external actors	5.2.1 Guidance on Movement engagement in country/regional protection bodies	2026	<ul style="list-style-type: none"> Better coordination with external components related to protection action

⁵ The aim here is that ICRC staff have increased understanding of PGI approach, and the protection work of National Societies, IFRC staff have increased understanding of ICRCs protection mandate, & the protection work of NS, NS have increased understanding of the protection approaches and action of all components

⁶ Already substantially and sufficiently integrated in ICRC's operational training.

Focus area 6. Principled Protection action

Objectives	Specific actions	Timeline	Outcomes
6.1 Incorporate people-centered considerations of gender, diversity, and inclusion	<p>IFRC & NS</p> <p>6.1.1 Incorporate people-centered considerations of gender, diversity, and inclusion through further roll-out and integration of the PGI approach, including the minimum standards for PGI in emergencies</p> <p>6.1.2 Further promote the “Better Programming Initiative” training & integration</p>	2026	<ul style="list-style-type: none"> • Reduction in harm to people affected by disasters, crisis and conflict, through any Movement action, whether intentional or unintentional • Enhanced resilience and reduced vulnerability to protection risks of people assisted by Movement components. • Movement components apply Movement guidance on Data Protection and on Principled Use of Digital Technology.
6.2 Ensure a victim/survivor-centered approach	<p>NS, IFRC, ICRC</p> <p>6.2.1 Integration of the guidance on victim/survivor centered approaches in the PSPW and/or PGI standards (<i>safety, confidentiality, non-discrimination and respect</i>) into actions described in this roadmap</p>	2026	
6.3 Ensure “Do No Harm” (including safeguarding) is understood and implemented as mandatory in all Movement actions	<p>ICRC & IFRC</p> <p>6.3.1 Develop practical guidance for the Movement on how to operationalize the “Do No Harm” principle.</p> <p>This guidance should clarify what the principle entails, why it is mandatory, and how it can be applied in practice, including concrete examples for all Movement actors.</p>	2026	