



Facilitator's Guide

2024

**Optimising Armed
Actor Engagement for
Protection Outcomes**

ACKNOWLEDGEMENTS

InterAction would like to express its sincere appreciation for the generous support it received from the United Nations' Office for the Coordination of Humanitarian Affairs Civil-Military Coordination Service (OCHA CMCS), as well as Brown University, the Global Protection Cluster, the Norwegian Refugee Council (NRC), Save the Children, UNHCR, the United Nations Children Fund

(UNICEF), the World Food Program's Humanitarian Military Interaction (WFP HMI), and World Vision.

A special thank you goes out to all the participants, observers, and facilitators who participated in the pilot training.

This training module was made possible through the financial support of USAID.

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PURPOSE OF THE TRAINING MODULE AND FACILITATOR’S GUIDE

The Inter-Agency Standing Committee (IASC) Principals Statement on Protection (2013) affirmed that all humanitarian actors have a responsibility to place protection at the centre of humanitarian action. The IASC further explained the roles and responsibilities of humanitarian actors in its 2016 Policy on Protection in Humanitarian Action. A key component of the policy was to “*shift protection from solely a sectoral activity to a collective responsibility of the entire humanitarian system*”.

However, the May 2022 Independent Review of the Implementation of the IASC Protection Policy found that this ambition failed.

In response to these findings, efforts are underway to reorient the humanitarian system toward reducing protection risks. An aspect of this aims to strengthen collaboration across organisations and beyond the humanitarian sector. One skill set that is often underused in achieving protection outcomes is that of humanitarian actors with responsibilities for engaging with armed actors.

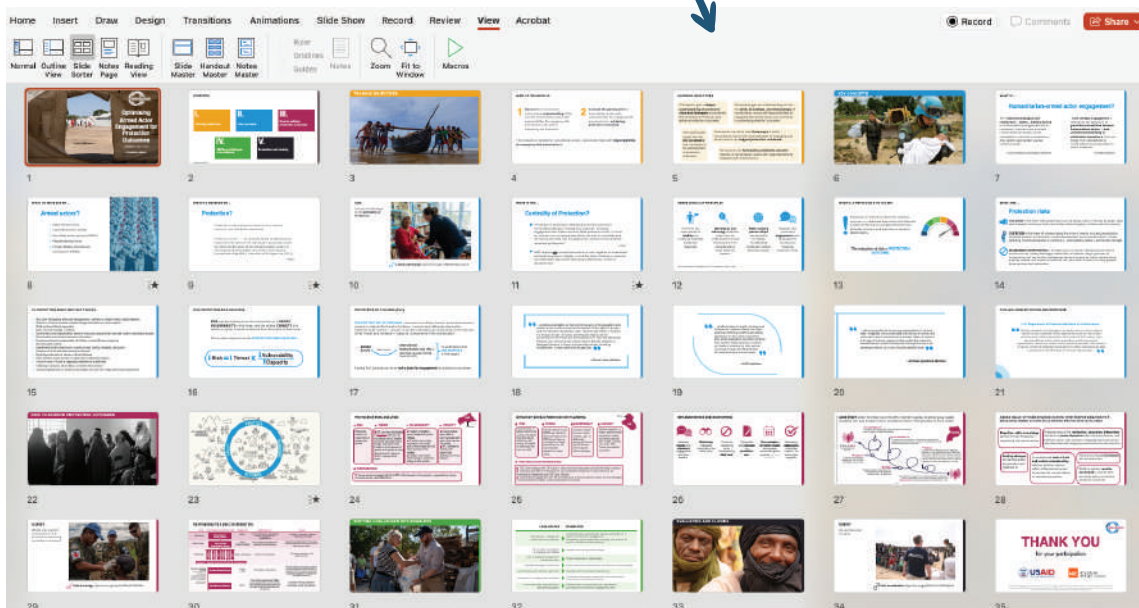
This training module, which includes a PowerPoint presentation and Facilitator’s Guide, has been developed to provide supplemental guidance to United Nations (UN) and non-governmental

organisations (NGO) humanitarian personnel in both conflict and natural disaster contexts. Specifically, it focuses on optimising the role of humanitarian actors with responsibilities for engaging with armed actors in achieving protection outcomes, in keeping with the Inter Agency Standing Committee’s (IASC) Policy on Protection in Humanitarian Action. The content of the module is consistent with the soon-to-be-released Benchmarks for Humanitarian Country Team (HCT) collective implementation of the IASC Policy on Protection in Humanitarian Action (June 2023) and the Aide Memoire.

The Facilitator’s Guide is intended to provide comprehensive guidance for organisers and facilitators to deliver the material according to the process suggested. The facilitator should use their best judgement and their experience to make modifications as necessary according to their audience by including more small group discussions, using polls, etc. The training has been designed according to adult learning practices, to be interactive and to allow for the sharing of personal experiences.

The training can be undertaken in a whole day workshop, or modified to fit within a few hours of a larger training.

PowerPoint Presentation



PLANNING A TRAINING



PARTICIPANTS

Ideally 24, but no more than 30 to ensure maximum interaction. The training will work best when conducted in person at the field/country level with participants drawn from a diverse set of people from the UN and NGOs who are working on protection and humanitarian-armed actor engagement. It can also be conducted within an organisation or online with participants from around the world. In that case it is recommended to time the training to make it easy to attend from different regions.



ORGANISER

If the training takes place at the country level, ideally the Protection Cluster Coordinator and OCHA's Civil-Military Coordinator would co-organise the event. NGO support is encouraged.



FACILITATOR

Facilitators should email [Erin Weir \(eweir@interaction.org\)](mailto:eweir@interaction.org), InterAction's Director of Protection, to inform her when the training will take place and to gain access to the Google Form surveys. Facilitators are asked not to change any of the questions.



RSVP

A draft invitation letter can be found on page 34. Collect the following information when collecting RSVPs and send to InterAction for monitoring purposes: Name, position, organisation, post/base, personal email, and percentage of work that entails engaging with armed actors. This information is useful for dividing people into small groups.



VENUE

The module has been adapted for in-person or online options. If it is an in-person event, be sure that the room has sufficient space for 4-5 tables seating up to 6 participants comfortably, along with whatever space is needed for the facilitators and support staff.



LANGUAGE

The training has been designed in English. It is preferred to conduct the training in the language that participants feel most comfortable in and to translate the PowerPoint and handouts accordingly.



RESOURCES

There is a List of Resources on pages 35 and 36 that should be distributed to all participants. It is also recommended to share the resources for each slide in the chat if the training is conducted online.



MATERIALS

- Download the PowerPoint, ensuring you have the most recent version. It will work best with the most up-to-date version of Microsoft PowerPoint. You will need a laptop, projector, screen, large post-it notes or index cards and masking tape.
- Flipcharts, markers or online whiteboard/Google Slides set up in advance (*refer to instructions related to the slides*).
- If online access to the Google Forms is not available to all participants, printed handouts will be needed (*please refer to instructions related to each slide*).



PREPARING PARTICIPANTS

A week before the training, provide additional information for participants in terms of expectations, a list of materials, agenda, case study if necessary, as well as information related to storytelling and post-training monitoring.



REPORTS

For monitoring purposes, it is requested that workshop reports are shared with InterAction. This should include questions asked, experiences shared, and any comments and feedback provided.

TRAINING TIME ALLOTMENTS

Time allotments are the bare minimum to undertake the training according to the process suggested.

SLIDE	TIME ALLOTMENT	PURPOSE	CONTENT BREAKDOWN
WELCOME			
1	TITLE 30 minutes	To make participants feel comfortable and to set the parameters of the training.	<ol style="list-style-type: none"> Welcome (2 minutes) Participant self-introduction (24 minutes) Logistics (2 minutes) House rules (2 minutes)
2	AGENDA 3 minutes	To familiarise participants with the training agenda.	<ol style="list-style-type: none"> Explanation (3 minutes)
I. TRAINING OBJECTIVES			
4	AIMS OF THE MODULE 3 minutes	To explain the background to and purpose of the training.	<ol style="list-style-type: none"> Explanation (3 minutes)
5	LEARNING OBJECTIVES 3 minutes	To foster a common understanding about what participants will gain from the training.	<ol style="list-style-type: none"> Explanation (3 minutes)
I. KEY CONCEPTS			
7	HUMANITARIAN-ARMED ACTOR ENGAGEMENT 8 minutes	To ensure a common understanding of humanitarian-armed actor engagement.	<ol style="list-style-type: none"> Explanation (3 minutes) Questions and answers (5 minutes)
8	ARMED ACTORS 8 minutes	To ensure a common understanding of what we mean by armed actors.	<ol style="list-style-type: none"> Explanation (3 minutes) Questions and answers (5 minutes)
9	PROTECTION 8 minutes	All participants have the same understanding of protection.	<ol style="list-style-type: none"> Explanation (3 minutes) Questions and answers (5 minutes)
10	QUIZ: TEST YOUR KNOWLEDGE ON THE CENTRALITY OF PROTECTION (CoP) 7 minutes	To test participants' knowledge of the Centrality of Protection.	<ol style="list-style-type: none"> Exercise (7 minutes)
11	CENTRALITY OF PROTECTION 8 minutes	To recall the importance of the Centrality of Protection to all humanitarian actors.	<ol style="list-style-type: none"> Explanation (3 minutes) Questions and answers (5 minutes)

ESTIMATED TIME: 33 MINUTES

ESTIMATED TIME: 6 MINUTES

SLIDE	TIME ALLOTMENT	PURPOSE	CONTENT BREAKDOWN
12	UNDERLYING PRINCIPLES OF CoP 8 minutes	Participants understand the three underlying principles of CoP.	<ol style="list-style-type: none"> 1. Explanation (3 minutes) 2. Questions and answers (5 minutes)
13	WHAT IS A PROTECTION OUTCOME 3 minutes	Participants gain an understanding of what is a protection outcome.	<ol style="list-style-type: none"> 1. Explanation (3 minutes)
14	WHAT ARE PROTECTION RISKS 8 minutes	Participants learn how to identify a protection risk.	<ol style="list-style-type: none"> 1. Explanation (3 minutes) 2. Questions and answers (5 minutes)
15	PROTECTION RISKS TRACKED BY THE GLOBAL PROTECTION CLUSTER 3 minutes	To familiarise participants with the protection risks that GPC tracks.	<ol style="list-style-type: none"> 1. Explanation (3 minutes)
16	THE PROTECTION RISK EQUATION 3 minutes	Introduce participants to the Protection Risk Equation.	<ol style="list-style-type: none"> 1. Explanation (3 minutes)
17	PROTECTION OF CIVILIANS (PoC) 3 minutes	For participants to understand the relationship between the protection outcomes and the protection of civilians.	<ol style="list-style-type: none"> 1. Explanation (3 minutes)
18	AFRICAN UNION'S PoC DEFINITION 3 minutes	To familiarise participants with the African Union's definition of PoC.	<ol style="list-style-type: none"> 1. Explanation (3 minutes)
19	NATO's PoC DEFINITION 3 minutes	To familiarise participants with NATO's definition of PoC.	<ol style="list-style-type: none"> 1. Explanation (3 minutes)
20	UN PEACE OPERATION'S PoC DEFINITION 3 minutes	To familiarise participants with UN's definition of PoC.	<ol style="list-style-type: none"> 1. Explanation (3 minutes)
21	CIVILIAN HARM MITIGATION AND RESPONSE (CHMR) 8 minutes	To inform participants of the U.S. Department of Defense's new CHMR policy and action plan.	<ol style="list-style-type: none"> 1. Explanation (3 minutes) 2. Questions and answers (5 minutes)

SLIDE	TIME ALLOTMENT	PURPOSE	CONTENT BREAKDOWN
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III. HOW TO ACHIEVE PROTECTION OUTCOMES

23	VIDEO 7 minutes	To introduce results-based protection as a means to achieve protection outcomes.	1. Video (<i>7 minutes</i>)
24	THE PROTECTION RISK ANALYSIS 11 minutes	Participants can use the Protection Risk Equation to understand risk.	1. Explanation (<i>3 minutes</i>) 2. Exercise (<i>8 minutes</i>)
25	STRATEGY DEVELOPMENT/ ACTION PLANNING 45-65 minutes	Participants can identify interventions to affect protection outcomes.	1. Explanation (<i>5 minutes</i>) 2. Exercise (<i>40-60 minutes</i>)
26	IMPLEMENTATION AND MONITORING 8 minutes	Participants learn about the uniqueness of implementing and monitoring interventions for protection outcomes.	1. Explanation (<i>3 minutes</i>) 2. Questions and answers (<i>5 minutes</i>)
27	CASE STUDY 8 minutes	For participants to understand that risk reduction is an evolving process with many actors involved.	1. Explanation (<i>3 minutes</i>) 2. Questions and answers (<i>5 minutes</i>)
28	ADDED VALUE OF HUMANITARIAN ACTORS WITH RESPONSIBILITIES FOR ENGAGING ARMED ACTORS IN ACHIEVING PROTECTION OUTCOMES 8 minutes	To develop a collective understanding of the added value that humanitarian actors with responsibilities for engaging with armed actors bring to efforts to achieve protection outcomes.	1. Explanation (<i>3 minutes</i>) 2. Questions and answers (<i>5 minutes</i>)
29	SURVEY: CURRENT CONTRIBUTION IN THE PROCESS FOR ACHIEVING PROTECTION OUTCOMES 30 minutes	To establish a baseline in terms of participants current contribution to the process for achieving protection outcomes.	1. Questions and answers (<i>5 minutes</i>) 2. Exercise (<i>25 minutes</i>)
30	RESPONSIBILITIES AND COORDINATION 15 minutes	To clarify responsibilities, coordination platforms and available outcomes.	1. Exercise (<i>15 minutes</i>)

ESTIMATED TIME: 152 MINUTES

SLIDE	TIME ALLOTMENT	PURPOSE	CONTENT BREAKDOWN
IV. SHIFTING CHALLENGES INTO ENABLERS			
31	STORYTELLING 30 minutes	For participants to share their own experiences using humanitarian-armed actor engagement to achieve protection outcomes.	1. Exercise (30 minutes)
32	CHALLENGES AND ENABLERS 20 minutes	To find solutions to the main challenges when engaging with armed actors on protection.	1. Questions and answers (20 minutes)
V. EVALUATION AND CLOSING			
34	TRAINING EVALUATION 20 minutes	To evaluate the effectiveness of the training.	1. Exercise (15 minutes) 2. Review expectations (5 minutes)
35	CLOSING 7 minutes	To wrap up the training and give an indication of next steps.	1. Final questions (5 minutes) 2. Next steps and thank you (2 minutes)

ESTIMATED TIME: 50 MINUTES

ESTIMATED TIME: 27 MINUTES

**TOTAL ESTIMATED TIME ALLOTMENT: 352 MINUTES
APPROXIMATELY 6 HOURS**



WELCOME

SLIDE 1: TITLE SLIDE

Purpose: To make participants feel comfortable and set training parameters.

Set up:

- Have available a flip chart or online whiteboard/Google Slides.

Process:

- **Welcome and self-introduction.** Facilitator(s) should welcome participants to the training, introduce themselves and reveal their role in the training.
- **Participant self-introductions.** Have participants state their name, what they normally work on, where they work (if necessary), and what they hope to gain from the workshop. If online, ask them to make sure their name and what they normally work on is visible. Expectations should be noted on a flip chart/whiteboard/Google Slides and referred to when closing the workshop (to test whether expectations were met).
- **Logistics explanation.** It is important for participants to know how the session will be run: To know about breaks (how many, when, and for how long); location of bathrooms; and where refreshments and food will be served.
- **House rules.** House rules are important to establish expectations for participants. It is best if the expectations are decided upon collectively. At the very least they should include:

IN PERSON

1. Everyone has a wealth of experience, so we ask all participants to engage in the training.
2. Raise hand when you want to speak, and wait to be called on.
3. Be respectful, do not speak out of turn.
4. All perspectives should be heard, disagreements should be discussed respectfully.
5. Phones should be set to silent mode (the survey and evaluation will be online and accessible via mobile).

ONLINE

1. Keep your camera on during the sessions.
2. Make sure your name is visible and put in parentheses the key focus of your work.
3. Everyone has a wealth of experience, so we ask all participants to engage in the training.
4. If you have questions or wish to add something, please use the “raise hand” function. You can also use the chat function.
5. When not speaking, please turn off your microphone.
6. All perspectives should be heard, disagreements should be discussed respectfully



QUESTION:

Are there any house rules that aren't included that you would like to add?

SLIDE 2: AGENDA

Purpose: To familiarise participants with the training agenda.

Set up: No additional setup required.

Process:

- **Explanation.** The training has been divided into five sections and colour coded for participants' benefit.
- **Storytelling.** If the storytelling session is utilised (exercise on Slide 31), then participants should be asked to inform the facilitator during one of the breaks (or through a private chat) that they are willing to share their story before the session. (Inform what time the session will be).

I. TRAINING OBJECTIVES



SLIDE 4: AIMS OF THE MODULE

Purpose: To explain the background and purpose of the training.

Set up: No additional setup required

Process:

○ Explanation

- A 2022 Review  found that the IASC's ambition  to “*shift protection from solely a sectoral activity to a collective responsibility of the entire humanitarian system*” has failed.
- Efforts are now underway to reorient the whole humanitarian system toward reducing protection risks—including by strengthening collaboration across organisations and beyond the humanitarian sector.
- Humanitarian actors with responsibilities for engaging with armed actors are often underutilised in achieving protection outcomes.
- Following a workshop and roundtable to explore the Civil-Military Coordination (CMCoord) role in achieving protection outcomes organised by InterAction and OCHA CMCS, it was realised that further guidance needed to bridge the humanitarian community's understanding gap on the role that humanitarian actors with responsibilities for engaging with armed actors can play in achieving protection outcomes.

○ **Acknowledgement** The training module was developed with the support of a steering committee composed of OCHA CMCS, WFP HMI, UNICEF, NRC, Save the Children, World Vision, and Brown University.

○ Purpose of the module.

- Improve the humanitarian community's understanding of the role that humanitarian actors with responsibilities for engaging with armed actors can play in supporting risk reduction; and
- Increase the participation of humanitarian actors with responsibilities for engaging with armed actors in achieving protection outcomes.

○ **Intended target.** The intended targets of this module are humanitarian actors, specifically those with responsibilities for engaging with armed actors.

RESOURCES

- ★ IASC (2016) **Policy on Protection in Humanitarian Action**
- ★ IASC (2022) **Independent Review of the Implementation of the IASC Protection Policy**



SLIDE 5: LEARNING OBJECTIVES

Purpose: To foster a common understanding about what participants will gain from the training.

Set up: No additional setup required.

Process:

- **Explanation.** With participants, quickly learn objectives. Clarify where a participant's expectations, identified during self-introductions, diverge.

II. KEY CONCEPTS


SLIDE 7: HUMANITARIAN-ARMED ACTOR ENGAGEMENT

Purpose: To ensure a common understanding of humanitarian-armed actor engagement.

Set up: No additional setup required.

Process:

○ Explanation/key points

- While the UN and military actors may use the UN **definition**  of Civil-Military Coordination, NGOs may use other definitions (as this NGO's definition illustrates here).
- They can be full-time positions, or just a small component of someone's job.
- Job titles are diverse; the most common are CMCoord Officers, Humanitarian Access Advisors, etc.



QUESTIONS

Do all your organisations have a definition for humanitarian-armed actor engagement?

If your organisation's definition is different than the ones used here, can you share?

What are the important tasks undertaken by humanitarian actors with responsibilities for engaging with armed actors?

Responses should include, among others

- ▶ Stakeholder mapping and analysis on armed actors and influencers.
- ▶ Establishing/initiating contact with armed actors.
- ▶ Establishing regular engagement/dialogue/exchange with armed actors.
- ▶ Negotiations on behalf of humanitarian community/objectives (e.g., access and protection negotiations).
- ▶ Assisting with humanitarian messaging directed towards armed actors.

RESOURCES

- ★ OCHA (2017) **Oslo Guidelines: Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief**



SLIDE 8: ARMED ACTORS

Purpose: To ensure a comprehensive understanding of what we mean by armed actors.

Set up: No additional setup required.

Process:



QUESTION

What armed actors have you come across where you work?

- **Definitions.** Click on slide a second time and a list of armed actors will appear (State armed forces, law enforcement entities, non-State armed groups (NSAGs), peacekeeping forces, private military and security contractors (PMSCs)).
 - **State armed forces:** A country's armed forces—i.e., their air force, army, navy, coast guard, etc. These may be from a country in the region, or external to the region.
 - **Law enforcement entities:** State-affiliated entities that may or may not be military entities, such as border police, customs, correctional officers, local police, and national law enforcement.
 - **Non-State armed groups:** Organised armed groups that are not affiliated with or coordinated by state institutions.
 - **Peacekeeping forces:** Civilian and military personnel placed by their national governments at the disposal the international organization under whose mandate the peacekeeping operation is being conducted.
 - **Private military and security contractors (PMSCs):** These are private companies that trade in security and/or military services, mostly outside their home states. Often companies provide both security and military services. Mercenaries fall under this category.
- **Explanation/key points**
 - Armed actors have some level of command control—they aren't mobs—and as such, they are duty bearers. Armed actors can be parties to armed conflict, or not. How you would approach a protection engagement with an armed actor depends not so much on the type of armed actor (although this is important), but on the specific assessment of the armed actor itself.
 - Armed actors are common perpetrators of protection risks.
 - NSAGs may have various wings—e.g., humanitarian, military, political, religious, social—that humanitarians may interact with at various times.
 - What is important here: Who makes decisions and where command/control lies for the actor.



QUESTIONS

Where do groups like militia fall? Border guards? Criminal groups?

How do you determine in which category they reside?

Duty-bearers

Are entities or individuals having a particular obligation or responsibility to respect, promote and realise international humanitarian law (IHL), international human rights law (IHRL), or international refugee law (IRL), and to abstain from violations of these legal norms. It is commonly used to refer to State actors, but non-State actors can also be considered duty-bearers. An obvious example is private armed forces or rebel groups, which under international law have a negative obligation to refrain from human rights violations. Depending on the context, individuals (e.g., parents), local organisations, private companies, aid donors, and international institutions can also be duty-bearers.

SLIDE 9: PROTECTION

Purpose: To ensure a common understanding of protection.

Set up: No additional setup required.


Process:



QUESTION

What is your understanding of protection?


○ **Explanation:** Click on slide and each definition will appear.

- IASC **defines**  protection as, “to save their [people’s] lives, ensure their safety and security, alleviate their suffering and restore their dignity—in accordance with international human rights law and international humanitarian law as well as internationally recognized protection standards, such as the UN Guiding Principles on Internal Displacement,” which in essence is about people’s freedom from violence, coercion, and deliberate deprivation.
- Protection work therefore is “... all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e. IHL, IHRL, and IRL).”


SLIDE 10: QUIZ: TEST YOUR KNOWLEDGE OF THE CENTRALITY OF PROTECTION (CoP)

Purpose: To test participants’ knowledge of the Centrality of Protection.

Set up:

 **If offline:** distribute the quiz as a handout (see page 37).

Process:

○ **Exercise.** The link to the Google Form is here  <https://forms.gle/1zS6HMvSNfzuswjv7>

1. Explain to participants how to access the quiz (*either by distributed handout, accessing the link on the slide, or by clicking on the link in the chat*).
2. Allow three minutes to complete the quiz.
3. If completed using handout, read off the questions with the correct answer:
 - ? Who (individual or body) is primarily responsible for the implementation of the IASC Protection Policy/country-wide protection strategies? → **Correct answer:** both the HC and HCT.
 - ? Is the implementation of a country-wide protection strategy optional? → **Correct answer:** No, the implementation of a country-wide protection strategy is not optional.
 - ? What sector is primarily responsible for proactively reducing protection risks? → **Correct answer:** All sectors are equally responsible.
4. Ask participants to raise their hands if they had all three questions correct.

SLIDE 11: CENTRALITY OF PROTECTION (CoP)

Purpose: To reinforce the importance the Centrality of Protection to the work of all humanitarian actors.

Set up: No additional setup required.

Process:

○ Explanation/key points

- According to IASC **policy** 🌐, all humanitarian actors (with or without a protection mandate) are required to work together to understand, seek to prevent, mitigate or end the risks of violence, coercion, and deliberate deprivation that people affected by conflict or disasters face.
- Includes violations of IHL and IHRL.
- Came about due to persistent failures of the humanitarian community to contribute to the protection of the civilian population which—in some instances—caused harm due to a failure to understand and mitigate protection risks. (See for example in Charles Petrie’s 2012 Report of the Secretary General’s Internal Review Panel on United Nations Action in Sri Lanka 🌐).



Photo by: United Nations

SLIDE 12: UNDERLYING PRINCIPLES OF CoP

Purpose: Participants understand the three underlying principles of the Centrality of Protection (CoP).

Set up: No additional setup required.

Process:

○ Explanation/key points

- Humanitarian coordinators (HCs) and the heads of member organisations of the humanitarian country team (HCT) are responsible for leading the collective strategic protection response.
 - HCTs contribute according to their organisational expertise and/or mandate.
 - Champions (individuals or organisations) or an interagency mechanism may be identified to drive the day-to-day work of the HCT relating to protection.
- Identifying and reducing protection risks must be understood first from the perspective of a broad spectrum of crisis-affected people (i.e. being sensitive to age, gender, and diversity).



QUESTION

Why is this important?

Possible responses from participants

- ▶ Affected people are best placed to identify and prioritise the risks that they are facing.
- ▶ Affected people are best placed to determine what actions to attempt to reduce the risk(s).
- ▶ If affected people are allowed to choose how to respond to risk(s), they will be on board with the methods.



QUESTION

It isn't always easy to access affected populations.

What methods can be used to consult with affected populations in these cases?

- ▶ Using social media and other technology, engaging with local civil-society organisations, etc.

- Wide-ranging partnerships are essential to mitigate multifaceted protection risks.
 - Determined by contextual factors.
 - A combination of local, national, regional, and international actors from civil society and government, peacebuilding, human rights, and other aid actors (as long as they themselves aren't the source of the protection risk).
 - Working in partnership across a range of actors is necessary to maximise all available capacities and leverage the different roles and opportunities available to different entities towards reducing protection risk(s).
 - In practice, this means protection analysis and strategy should be complementary and linked with UN or nationally-led development or peacebuilding strategies.

Slide 12 continues in the next page →



QUESTION

Why is it critical to work with local actors?

Possible responses from participants

- ▶ Bring a nuanced understanding of the context and drivers of protection risks and potential solutions.
- ▶ Are generally adept at working across humanitarian, development, and peace lines.
- ▶ May have greater leverage or influence over the (State and non-State) actors that pose threats to affected people.

- Regular and consistent engagement with duty bearers is critical to reducing protection risks.
 - Engagement should:
 - ▶ Aim to influence duty bearers' behaviour towards affected people, including to secure respect, protect, and fulfil affected peoples' rights.
 - ▶ Be based on relevant national and international law (IHL, IHRL and IRL).
 - ▶ Include a combination of methods, including public advocacy and quiet diplomacy—undertaken directly or indirectly, at different levels of leadership—and in collaboration with human rights, peace, diplomatic, and other actors to maximise influence and mitigate risks.



RESOURCES

- ★ IASC (forthcoming) **Benchmarks**
- ★ IASC (forthcoming) **Aide Memoire**
- ★ IASC (2023) **Collective Accountability to Affected Populations (AAP) Framework**
- ★ IASC **Operational Framework for Accountability to Affected Populations**
- ★ GPC **Checklist on incorporating Protection and Accountability to Affected Populations in the Humanitarian Programme Cycle**
- ★ Global Child Protection Area of Responsibility **Toolkit on Localisation in Humanitarian Coordination**
- ★ IASC (2020) **UN-IASC Light Guidance on Collective Outcomes**
- ★ UN (2023) **Integrated Strategic Framework**
- ★ UN Sustainable Development Group (2019) **UN Sustainable Development Cooperation Framework (UNSDCF)**
- ★ OHCHR (2024) **Agenda for Protection**

SLIDE 13: WHAT IS A PROTECTION OUTCOME?

Purpose: Participants gain an understanding of what is a protection outcome.

Set up: No additional setup required.

Process:

○ Key points

- Protection outcome = reducing or removing the risks that affected people are facing.
- This is done by changing the behaviour, attitudes, policies, and practices of relevant stakeholders.
- We are not talking about reducing the risks that humanitarian actors face in the field.

SLIDE 14: WHAT ARE PROTECTION RISKS?

Purpose: Participants learn how to identify a protection risk.

Set up:

📶 **If online:** Prepare an online whiteboard/Google Slides as shown in on page 38, Applying the Risk Equation (*show only the risk part of the table*).

🖱️ **If offline:** Use a flip chart and markers.

Process:

○ **Explanation/key points**

- Protection risks in humanitarian settings = risks of violence, coercion, and deliberate deprivation faced by the civilian population.
 - **Violence** is the direct risk people face from, for example, killing, torture, maiming, beatings, rape/sexual assault, bombings, raids, and military strikes that target civilians and their property.
 - **Coercion** is the threat of violence along the chain of events and includes exploitation, restricted freedom of movement, forced displacement, prevented return, human trafficking, forced participation in conflict (i.e. child soldiers), slavery, and forced marriage.
 - **Deliberate deprivation** is the destruction or denial of things people need to survive. Examples include military blockades, destruction of markets, humanitarian aid access denial, destruction of/deliberate denial of access to critical infrastructure, property, assets, and means of livelihood, etc.
 - ▶ Overlap between access and protection: When people—or any segment of the population—are deliberately deprived of either humanitarian assistance, or anything else they need to survive by a party to conflict, we consider that a protection risk.
 - It is impractical to engage using collective action for every protection risk, therefore the HCT should prioritise 1-3 risks that require collective action (i.e. beyond action by the protection cluster). Affected people should be directly involved in decision-making on which protection risks to prioritise.
- **Plenary exercise.** Undertake this exercise in plenary.
1. Using the flip chart/whiteboard/Google Slides (looking only at the risk portion), ask participants to give one example each of a risk of violence, coercion, and deliberate deprivation from their work context (if all from the same context) or a hypothetical.

SLIDE 15: PROTECTION RISKS TRACKED BY THE GLOBAL PROTECTION CLUSTER (GPC)

Purpose: To familiarise participants with the protection risks tracked by the GPC.

Set up: No additional setup required.

Process:

○ **Explanation/key points**

- The GPC regularly monitors and tracks 15 protection risks across emergency crises.
- This is not an exhaustive list. For example, GBV is a broad term used to describe hundreds of different types of risks associated with gender. Examples include: Intimate partner violence (IPV), rape by armed actors, female genital mutilation (FGM), revenge rape, etc.
- This does not mean the GPC tracks all of them in every context.
- The GPC has developed monitoring tools to unpack and understand the risks with communities.

RESOURCES

★ GPC Protection Risks



SLIDE 16: THE PROTECTION RISK EQUATION

Purpose: Introduce participants to the Protection Risk Equation.

Set up: No additional setup required.

Process:

○ Explanation/key points

- **RISK** can be understood as the combination of a **THREAT** by a perpetrator, **VULNERABILITY** to that threat, and the relative **CAPACITY** of a person or group to resist or rebound from the effects of that threat.
- This is often referred to as the **Protection Risk Equation**.
- A reduction of risk (e.g., a protection outcome) is therefore a reduction of the threat and vulnerability and an increase in capacity.

SLIDE 17: PROTECTION OF CIVILIANS (PoC)

Purpose: For participants to understand the relationship between protection outcomes and the protection of civilians (PoC).

Set up: No additional setup required.

Process:

○ Explanation/key points

- PoC comprises the efforts of armed actors themselves to prevent or mitigate protection risks—both by addressing the **THREAT** component, but also the **CAPACITY** side as well.
- Most militaries’ conceptualisation of PoC begins from an understanding of “protection” as “physical safety from violence”.
- Militaries often turn to international law, specifically IHL—also known as the Law of Armed Conflict (LOAC)—to understand their obligations here.
- Knowing armed actor policies on PoC can be an entry point for dialogue on protection outcomes.


SLIDE 18: THE AFRICAN UNION’S PoC DEFINITION

Purpose: To inform participants about the AU’s PoC definition.

Set up: No additional setup required.

Process:

○ Key points

- The African Union’s [definition](#)  has a strong reference to international law.

RESOURCES

- ★ African Union’s (2012) **PoC for its peace support operations**




SLIDE 19: NATO's PoC DEFINITION

Purpose: To inform participants about NATO's PoC definition.

Set up: No additional setup required.

Process:

○ Key points

- NATO's **definition**  also includes mitigating harm from actions of others, as well as facilitating access to basic needs and contributing to a safe and secure environment (consider their efforts in security sector reform (SSR), disarmament, demobilisation, and reintegration (DDR), as well as general good governance efforts).

RESOURCES

- ★ NATO (2016) **NATO Policy for the Protection of Civilians**


SLIDE 20: UN PEACE OPERATION'S PoC DEFINITION

Purpose: To inform participants about the UN Peace Operation's PoC definition.

Set up: No additional setup required.

Process:

○ Key points

- UN Peace Operation's **definition**  is understood within a spectrum of imminent risks of violence to creating an enabling environment.

RESOURCES

- ★ UN Department of Peace Operations (2023)
The Protection of Civilians in United Nations Peacekeeping





SLIDE 21: CIVILIAN HARM MITIGATION AND RESPONSE (CHMR)

Purpose: To inform participants of the U.S. Department of Defense's new CHMR policy and action plan.

Set up: No additional setup required.

Process:

○ Key points

- In December 2023, the U.S. Department of Defense (DoD) released its Instructions on Civilian Harm Mitigation and Response  (DoDI) which followed the 2022 Civilian Harm Mitigation and Response Action Plan  (CHMRAP).
- The instructions require the DoD to develop, implement, and maintain doctrine, policies, tactics, and operational processes that support civilian harm mitigation and response (CHMR) objectives.
- NGOs played an important role in shaping discourse during the development of both documents.
- If well-implemented, the DoDI and CHMRAP might be a game changer in how the U.S. DoD and its allies and partners mitigate and respond to civilian harm in all cases of armed conflict.



QUESTIONS

Can anyone share an example of when they have used an armed actor's own policy as a basis for protection dialogue?

Can you think of a hypothetical situation/case where this would be useful?

RESOURCES

- ★ U.S. Department of Defense (2023) **Instructions for Civilian Harm Mitigation and Response**
- ★ U.S. Department of Defense (2022) **Civilian Harm Mitigation and Response Action Plan (CHMRAP)**
- ★ InterAction (2020) **Civil Society Guidance for a Model Policy**
- ★ InterAction (2022) **Civil Society Guidance for the Civilian Harm Mitigation and Response Action Plan (CHMRAP)**



III. HOW TO ACHIEVE PROTECTION OUTCOMES

SLIDE 23: VIDEO

Purpose: To introduce results-based protection as a means to achieve protection outcomes.

Set up: No additional setup required.

Process:

○ **Video** 

- Play the five-minute video.

SLIDE 24: THE PROTECTION RISK ANALYSIS

Purpose: Participants can use the Protection Risk Equation to understand the risk.

Set up:

📶 **If online:** Use the same online whiteboard/Google Slides used for Slide 14.

🚫 **If offline:** Start with the same flip chart and markers used for Slide 14.

Process:


○ **Explanation/key points**

- A **Protection Risk Analysis** fleshes out each component in detail. Specifically:
 - The perpetrator of the **threat**: who/what will crisis-affected people be facing (e.g., the perpetrator's motivations, strategies, tactics, and capabilities).
 - Which people are/will be particularly **vulnerable** to or impacted by the threat and why are they vulnerable (e.g. gender, age, disability, ethnicity, religion, location, status, etc.).
 - What **capacities** exist among crisis-affected people and other local/national actors to respond to these threats?
- The Protection Risk Analysis should:
 - Be undertaken for each risk. As part of this process, a continuous stakeholder mapping and analysis should be undertaken. OCHA CMCoord is in the process of developing an actor-mapping tool, which will help identify who is doing what, who influences who, as well as relationships between parties.
 - Be regularly updated (e.g., monthly, quarterly, bi-annually, as necessary).
 - Involve and be informed by affected people.
 - Use all available data from partners inside and outside the HCT—particularly affected people—as well as local/national civil society and government, UNCT and UN missions, human rights mechanisms, peace, development, and other aid actors as appropriate for the protection risk analysis.
 - Be presented in the public humanitarian needs overview (HNO); and/or where necessary it should be presented as a standalone, more detailed HCT internal document (e.g. in an existing HCT protection strategy or another standalone document) that is complementary to the HNO.

Slide 24 continues in the next page 



○ Case study

- This example comes from Bambari , Central African Republic. The Union of Congolese Patriots (UPC) and the Anti-Balakas positioned themselves in a way that split the city into two religiously homogeneous enclaves separated by a bridge, restricting the freedom of movement of goods and people among other forms of violence, particularly as UPC controlled the side of the river with the main market.
- While there were many risks that communities faced, the most important for them to resolve was to regain freedom of movement to gain access to food and the market (Protection Outcome).
- Unlike in other areas of CAR, traditional leaders did not have influence over the NSAGs.
- It was the young people who were able to engage with the UPC. They were supported by imams and MINUSCA with the UPC, and Christian women from a civil society group with Anti-Balakas.
- For a time, this community-level engagement with the UPC led to “a reduction of UPC violence and an agreement to have fixed hours when the population could circulate safely, and markets could open without the population being threatened.”

○ Plenary exercise. Undertake this exercise in plenary.

1. Returning to the exercise started in Slide 16 (now using the whole table on page 38), ask participants to:
 - Identify one **threat** for each protection risk (real or hypothetical).
 - Identify one **vulnerability** for each protection risk (real or hypothetical).
 - Identify one **capacity** for each protection risk (real or hypothetical).

Example: CMCoord Contribution to Protection Analysis

In Somalia, CMCoord regularly provides updates to the Protection of Civilians Working Group following its meetings with Somali and ATMIS Civil-Military Cooperation (CIMIC) officers on what areas may be affected by military operations and ATMIS drawdowns.

RESOURCES

- ★ GPC **Protection Analytical Framework (PAF)**
- ★ InterAction **Framework for Protection Risk**



SLIDE 25: STRATEGY DEVELOPMENT/ACTION PLANNING

Purpose: Participants can identify interventions to affect protection outcomes.

Set up:

📶 **If online:** Prepare an online whiteboard/Google Slides as shown in on page 39, Strategy Development/Action Planning Exercise for each small group.

✍️ **If offline:** Use a flip chart and markers.

- Case Study 1 on page 40 and/or Case Study 2 on page 41 (if not from the same context).
- Pre-identify moderators for each small group.

Process:

○ Key points

- After the Protection Risk Analysis, one can determine what change needs to occur (the protection outcome) and the pathway necessary (i.e., a context-specific Theory of Change (ToC)) to reduce the risk by influencing the behaviour of perpetrators, decreasing vulnerability, or building on existing community capacities.
- The pathway should be composed of interventions by multiple and diverse actors, whose capacities—and the opportunities available to them—can be leveraged towards reducing protection risk(s) over time.
- The action plan or strategy will detail the steps necessary to disrupt the risks, and the various agencies, organisations and bodies that will contribute to their implementation.
- As part of this process, it is important to articulate and agree on everyone's role and contribution with respect to achieving protection outcomes—including which actors are best placed to engage with duty bearers.
- Interventions should aim at achieving outcomes (i.e. changes in behaviour, attitudes, policies, knowledge, and practices on the part of relevant stakeholders) that reduced the threat (e.g., through engagement with armed actors to influence their behaviour towards civilians), reduce vulnerabilities of people exposed to the threat (i.e. draws down exposure to violence), and/or strengthens the capacity of crisis-affected people and other local/national actors to prevent and respond to the threat (e.g., supporting communities' engagement with duty bearers to claim their rights).
- The action plan on how the HCT will draw on its collective capacities over time, and in complement to non-HCT partners to achieve the protection outcomes, as well as how it will monitor its progress in relation to these outcomes, should be set out in the Humanitarian Response Plan (HRP) and/or in a standalone document.

○ Case study

- This slide presents an incomplete snapshot of a risk, threat, vulnerability, and capacity prevalent in the Battle of Mosul (2016) as well as some interventions undertaken to achieve protection outcomes. It is not a complete analysis, nor does it depict all the interventions undertaken to achieve protection outcomes.
- You will notice that the interventions—including the one that happened before the intervention started—would contribute to the desired protection outcome of a reduction in civilian casualties caused by EWIPA.
- One of the achievements of the CMCoord dialogue was that ISF put in place a civilian-evacuation plan before the Mosul operation. This may have contributed to the protection outcome of reducing civilian casualties from EWIPA. (*Take note: A protection outcome is just a reformulation of the protection risk.*)



RESOURCES

- ★ OCHA **Protection in the Humanitarian Programme Cycle (HPC)**



Slide 25 continues in the next page →

○ Small group exercise

1. Set up: Use flip chart/markers or online whiteboard/Google Slides (prepared for each group to include instructions, the Protection Risk Equation, the table, and instructions for each group). Break participants into small groups of 4-6 people. You should pre-identify moderators for each small group.

2. Instructions for participants:

■ **If participants work in different contexts (duration 40 minutes):**

- ▶ Distribute case study example(s) (see case studies on pages 40-41). The facilitator can choose to use one or both of the case studies.
- ▶ Before starting, each group is to identify:
 - Someone who will report back on their discussion, and
 - Prioritise **one** risk civilians face in the case study **and** the protection outcome they want to achieve. (Note that the protection outcome is often a flip of the protection risk).
- ▶ For the selected risk, each group should complete the table identifying the threat, vulnerability, and capacity associated with that risk.
- ▶ After completing the Protection Risk Equation, they should consider:
 - What actions/steps would help reduce the threat, reduce vulnerability, and strengthen capacity to achieve the protection outcome. This means identifying who has capacities to do what with both direct and indirect contributions.

Participants should pay particular attention to the actions/steps that humanitarian actors with responsibilities for engaging with armed actors can take that would contribute to achieving the protection outcome.

■ **If participants work in the same context (duration 25 minutes):**

- ▶ Assign one risk previously identified collectively in the plenary exercise (Slide 14) to each group.
- ▶ Each group is to identify someone who will report back on their discussion.
- ▶ For the assigned risk, each group should identify the protection outcome they want to achieve **and** complete the table identifying the threats, vulnerability, and capacities associated with that risk.
- ▶ After completing the Protection Risk Equation, they should consider:
 - What actions/steps would help reduce the threats, reduce vulnerabilities, and strengthen capacities to achieve the protection outcome. This means identifying who has competencies to do what with both direct and indirect contributions.

Participants should pay particular attention to the actions/steps that humanitarian actors with responsibilities for engaging with armed actors can take that would contribute towards achieving the protection outcome.

- **Analysis:** Have each group present the results of their discussion in plenary using the flip chart/whiteboard/Google Slides. Allow some time for discussion. (15 min)

Example of the importance of consulting with affected communities:

Around 2011, there was an increase in violence and crime targeting civilians in a particular district in Kandahar. The National Afghan Security Forces requested that the International Security Assistance Force (ISAF) increase joint patrols in the area and provide more resources (e.g., weapons and vehicles) to local police and military units.

When ISAF CIMIC units engaged senior female members of the community, they were informed that most of the perpetrators were unemployed men that had resorted to crime and violence to secure means of economic survival. They urged that the district did not require more people with weapons, instead they need more development projects to help local males create legitimate forms of economic sustenance. (Example provided during the 2013 Gender in Military Operations Course run by the Swedish Armed Forces International Centre (SWEDINT.))

SLIDE 26: IMPLEMENTATION AND MONITORING

Purpose: Participants gain a sense of the uniqueness of implementing and monitoring interventions for protection outcomes.

Set up: No additional setup required.

Process:

○ Explanation/key points

- A set of indicators should be included in the action plan to monitor progress towards the intended outcomes in relation to the following:
 - **Threat** – has the pattern of threatening behaviour changed? (e.g., has the level or type of violence perpetrated by armed actor(s) reduced?)
 - **Vulnerability** – has the vulnerability of specific groups/individuals changed? (e.g., has people's economic security improved, thereby reducing their exposure to violence/their resorting to harmful coping strategies?)
 - **Capacity** – have the community's capacities to respond to threats changed? (e.g., have communities established early warning mechanisms? Have they safely increased engagement with duty bearers?)



QUESTIONS

Looking back on the exercises you just completed, can someone provide me with an indicator that would show that the (threat, vulnerability, or capacity) has changed?

How would you go about collecting this information?

- Outcome monitoring does not employ typical M&E methods (e.g., M&E staff will not go out and do a survey with armed actors to see if their behaviour changed). Therefore, it requires M&E staff and humanitarian actors responsible for engaging with armed actors to work together to measure results.
- Humanitarian actors that engage with armed actors must also know how to track progress on whether their contributions/interventions are working and the tools available for this.
- It is important to document any reduction in the priority risk(s) as a longer-term outcome of these changes (e.g., have any of these changes resulted in reduced risks?) This can be done through a combination of:
 - Perception surveys (i.e. do affected people feel safer/the risk has reduced?);
 - Identifying trends in the number, scope, or scale of rights violations and/or violent incidents over time (i.e. has the number of landmine/UXO related incidents decreased over time?); and
 - Context-specific proxy indicators (e.g. have rates for girls' school attendance increased?)
- Documentation of interim results should take place regularly (e.g., at least twice yearly).
- Collective reviews to determine what results are being achieved and decide. Decisions on any necessary on any necessary adaptations to be made to the protection action plan should also take place regularly.

RESOURCES



- ★ IASC (forthcoming) Measurement Framework
- ★ InterAction (2021) **Gender-Based Violence Prevention: A Results-Based Evaluation Framework**
- ★ InterAction (2021) **Measuring Protection Outcomes: Emerging Efforts and New Opportunities**

Monitoring Change from NSAG Engagement

In one country context, Geneva Call was providing International Humanitarian Law training to a non-State armed group (NSAG) at its request. Program staff responsible for the engagement tracked changes in the perception, attitude, behaviour, actions, activities, and practices of the NSAG from what was shared by interlocutors and participants during successive meetings and trainings. Specific questions were asked when relevant to procure more details. The information was cross-checked through conversations with key stakeholders (donors, NGOs), as well as through monitoring media reports and academic incident tracking. In this way, program staff was able to identify the impact over time of this engagement.

SLIDE 27: CASE STUDY

Purpose: For participants to understand that risk reduction is an evolving process with many actors involved.

Set up: No additional setup required.

Process:

○ Key points

- Iterative process over time.
- Not a straight path. Each loop illustrates when reviews happened and subsequent learnings applied along the way.
- Diversity of actors involved, working to address threats, capacities, and vulnerabilities according to their value added.
- This direct engagement by religious leaders complimented other initiatives aimed at addressing threats, vulnerability, and capacities.



QUESTION

Is there anything else in this example that stands out to you?

SLIDE 28: ADDED VALUE OF HUMANITARIAN ACTORS WITH RESPONSIBILITIES FOR ENGAGING ARMED ACTORS IN ACHIEVING PROTECTION OUTCOMES

Purpose: To develop a collective understanding of the added value that humanitarian actors with responsibilities for engaging with armed actors bring to efforts to achieve protection outcomes

Set up:

- Prepare each “station” in advance using flip charts or an online whiteboard/Google Slides.

The stations are as follows:

- ? What can be the contribution of humanitarian actors responsible for armed actor engagement in...**Protection Risk Analysis?**
- ? What can be the contribution of humanitarian actors responsible for armed actor engagement in...**Strategy/Action Planning?**
- ? What can be the contribution of humanitarian actors responsible for armed actor engagement in...**Implementation?**
- ? What can be the contribution of humanitarian actors responsible for armed actor engagement in...**Monitoring, Evaluation, and Learning?**

- Pre-identify small group moderators.

Process:



QUESTION

The slide identifies some of the skills and resources that humanitarian actors that engage with armed actors can bring to protection. Is there anything you feel is missing?

Slide 28 continues in the next page →

○ Exercise


1. Break participants into 4 groups. If possible, divide participants according to whether they have responsibilities for engaging with armed actors and those who do not.
2. Assign each group to a station. Give them 10 minutes to reflect and add their response to the question.
3. In plenary, ask participants to share their work. Ask if there are other ideas to add and reflections.

Below are some ideas if participants are struggling:

WHAT CAN BE THE CONTRIBUTION OF HUMANITARIAN ACTORS RESPONSIBLE FOR ARMED ACTOR ENGAGEMENT IN...

PROTECTION RISK ANALYSIS	STRATEGY/ACTION PLANNING	IMPLEMENTATION	MONITORING EVALUATION AND LEARNING
<ul style="list-style-type: none"> ● Providing information on the context, security, armed actor movements, potential protection risks and early warning. ● Contributing to conflict sensitivity analysis. ● Contributing to stakeholder mapping & analysis (structures, policies, capacities, protocols and influencers of armed actors). ● Participating in joint field missions. 	<ul style="list-style-type: none"> ● Articulating and agreeing on what role they will have in achieving protection outcomes. ● Participating in protection planning within clusters. ● Aiding in the prioritisation of topics according to their understanding of armed actors' receptivity. ● Identifying potential thematic entry points. 	<ul style="list-style-type: none"> ● Helping to formulate messages directed towards armed actors. ● Identifying interlocutors for protection dialogue with armed actors. ● Facilitating protection meetings with armed actors. ● Establishing a platform for regular exchanges on protection with armed actors. ● Facilitating/undertaking training of armed actors on protection. ● Including as a standing agenda item on protection in humanitarian access meetings. 	<ul style="list-style-type: none"> ● Developing context-specific indicators to measure interim milestones in changes of behaviour, attitudes, policies, etc. ● Monitoring progress towards protection outcomes. ● Participating and sharing monitoring information in appropriate platforms with protection actors. ● Negotiating access to areas where protection outcome monitoring is relevant.

Implementation: UNAMA's Engagement with Parties to Conflict Lead to Protection Outcomes

In Afghanistan, "Regular public reports issued by UNAMA helped garner top-level media coverage locally and internationally, including in troop-contributing countries. Through its regular public reports on the Protection of Civilians in Armed Conflict in Afghanistan, UNAMA was also able to evaluate trends, and progress, as well as facilitate dialogue with parties to the conflict on the importance of upholding their obligations under IHL. Such concerted advocacy efforts resulted in a significant reduction in civilian casualties from pro-government forces during ground engagements, especially those caused by explosive and/or indirect weapons. Similar engagement with anti-government elements led to a reduction in overall non-suicide IED tactic incidents, and in the recent ratification of Protocol V of 1980 Convention on Certain Conventional Weapons (CCW)." (Global Protection Cluster (2016), "Civil-Military Coordination for Protection Outcomes: A Report of a Global Protection Cluster Round-Table" ).

SLIDE 29: SURVEY: CURRENT CONTRIBUTION IN THE PROCESS FOR ACHIEVING PROTECTION OUTCOMES

Purpose: To establish a baseline in terms of participants' current contribution to the process for achieving protection outcomes.

Set up:

📶 **If offline:** Distribute the survey as a handout (see page 42).

Process:

○ **Exercise**

1. The link to the survey is on the PowerPoint 🖱️ (<https://forms.gle/LpcEx3DfwA4FME3WA>) or provide the handout.
2. Provide participants 5 minutes to complete the survey. Please be sure to send InterAction the survey results if they were not completed using Google Forms.
3. You can choose to ask some of the responses in a show of hands.

SLIDE 30: RESPONSIBILITIES AND COORDINATION

Purpose: To clarify responsibilities and coordination platforms available.

Set up:

📶 **If online:** Using a whiteboard/Google Slides or a word cloud application (e.g. Mentimeter) set up in advance with the question: **“In your context, what platforms exist to coordinate armed actor engagement for protection outcomes?”**

📶 **If offline:** Have large post-it notes/index cards, markers, and masking tape on hand.

Process:

○ **Explanation/key points**

- HC/HCT are responsible for leading the entire protection outcome process, but they are supported by the Inter-Cluster Coordination (ICC), Clusters/Protection Cluster, Working Groups, protection mandated agencies, OHCHR, international/local NGO forums, CMCoord, and Access Teams. How this is done specifically is dependent on the context.
- Coordination:
 - It is imperative to coordinate together, specifically in terms of engagement with armed actors/duty bearers. The action or initiative of one organisation may impact, positively or negatively, those of others. Short-term gains may carry long-term consequences and these need to be analysed collectively.
 - The appropriate coordination platform in a specific context for armed actor engagement on protection varies depending on the need and who should be participating.

RESOURCES

- ★ GPC (2016) **Civil-Military Coordination for Protection Outcomes: A Report of a Global Protection Cluster Round-Table**
- ★ OCHA (2019) **Minimum Package of Services on Access**
- ★ OCHA (2018) **Field Handbook v 2.0**



Slide 30 continues in the next page →

■ Exercise

- ▶ **Option 1 (for when participants work in different contexts):** Using an online whiteboard/Google Slides, or large post-it notes/index cards, have participants respond to the question: **“In your context, what platforms exist to coordinate armed actor engagement for protection outcomes?”** Review results in plenary.
- ▶ **Option 2 (for when participants work in the same context):** Ask this series of questions:
 - ? In your context, where does coordination for protection outcomes exist?
 - ? Would they be the same bodies that would coordinate for humanitarian-armed actor engagement for protection outcomes? If not, why?
 - ? What are the strengths and weaknesses of the existing coordination set-up?
 - ? Does a dedicated coordinating platform need to be created?
 - ? Using large post-it notes/index cards put responses to questions on the wall, or in an online whiteboard/google slide to facilitate discussion and reflection.

Below are some ideas if participants are struggling:

COORDINATION PLATFORMS

Humanitarian coordination structures are unique to each crisis. Most international organisations have offices at three levels:

1) Headquarters

2) Regional and country offices

3) Field offices

Coordination platforms reflect these different levels.

○ **At the global level:**

The Emergency Relief Coordinator (ERC) is responsible for the overseeing of all emergencies requiring UN humanitarian assistance and act as a focal point for governmental, intergovernmental, and non-governmental relief activities. The ERC leads the Inter-Agency Standing Committee (IASC) and inter-agency coordination forum involving key UN and non-UN humanitarian partners.

○ **At the country level:**

- **At the strategic level**, the Humanitarian Country Team (HCT) composed of the highest representation level (e.g., country representative) of humanitarian organisations (UN, NGO, ICRC/IFRC) active in the country and led by the humanitarian coordinator (HC) appointed by the ERC is the main humanitarian decision-making body at the country level.
- **At the operational level**, The Inter-Cluster Coordination Group (ICCG) ensures a coherent strategy and operational response across all sectors, and mainstreams cross-cutting issues.
- Lastly, **at the technical level**, the cluster approach is used for sector coordination in humanitarian emergencies among humanitarian UN and non-UN organisations. The 11 clusters may be activated by the Emergency Relief Coordinator at the request of the RC/HC.

Coordination platforms continues in the next page →

- **The Protection Cluster (PC)** falls under the responsibility of the UNHCR. As with other clusters, it is set up to strengthen system-wide preparedness, ensure critical materials and expertise are available, and focus technical capacity. Its **mission** is to “ensure well-coordinated, effective, and principled preparedness actions and responses, and that protection is at the core of all humanitarian actions and recognized as essential in any nexus with development and peace action to achieve solutions.” There are four Areas of Responsibilities (AoRs) that fall under the PC: Gender-Based Violence, Child Protection, Mine Action, and Housing, Land, and Property. Depending on the situation, it may decide to form technical working groups, such as for the Protection of Civilians. The Protection Cluster is often co-led by an NGO and led by other UN entities in some contexts where UNHCR is not present.
- Another technical working group is the **Humanitarian Access Working Group (HAWG)**, co-chaired by OCHA and NGOs, which aims to improve humanitarian negotiations and access by gathering information and providing analysis to inform decision-making, developing response-level access strategies and operating principles, developing advocacy talking points, adapting the ways in which humanitarian assistance is provided, and advising decision makers on when assistance should be limited, suspended, or withdrawn. HAWG should have strong links to the HCT. Membership includes UN agencies, NGOs (national and international), coordination bodies (e.g., ICCGs and NGO forums), among others.
- **UN-CMCoord Coordination** platforms facilitate the dialogue between the humanitarian community and military forces. They can be exclusively composed of humanitarian actors, with the CMCoord Officer acting as an interlocutor, or convene both humanitarian and military actors. They are scalable and based on agreed deliverables depending on the prevailing dynamics in a given context. CMCoord platforms serve as a means to ensure the essential, and continued, dialogue between humanitarians and military actors to ensure humanitarian access and other humanitarian objectives including protection outcomes.
- **The OCHA CMCoord Officer** advises the HC, HCT, ICCG, and Clusters. They are a critical link between the humanitarian, development, and peace and security actors.
- **The International Red Cross and Red Crescent Movement** operates its own coordination mechanism between the ICRC, the IFRC, National Societies, and States. The Movement is commonly represented in IASC and technical coordination forums in an observer capacity.

IV. SHIFTING CHALLENGES INTO ENABLERS

SLIDE 31: STORYTELLING

Purpose: For participants to share their own experiences using humanitarian-armed actor engagement to achieve protection outcomes.

Set up: When setting out the agenda, mention that there will be a storytelling session where participants who are interested can share their own experiences in engaging with armed actors for protection outcomes. Ask participants to let the facilitator know before breaking for lunch whether they would like to share their experience.

Process:

○ **Exercise.**

1. Each participant who has expressed willingness to share their story should be given a maximum of five minutes to do so. Do not discuss the stories until after all stories are shared.
2. This exercise has the tendency to motivate others to share their stories, so allow extra time for this to potentially snowball.
3. After all stories have been shared, highlight commonalities and differences. Ask if there are any lessons learned.
4. Each participant should be thanked for sharing their story. Allow at least 30 minutes for the session.

SLIDE 32: SHIFTING CHALLENGES INTO ENABLERS

Purpose: To identify and find solutions to the main challenges in engaging with armed actors on protection.

Set up: No additional setup required.

Process:



QUESTIONS

Raise your hand (or give a thumb's up) if you have faced one or more of these challenges?

Do you feel the enablers are sufficient in terms of overcoming the challenge? If not, what do you propose?

Is there a challenge that is missing? How would you shift this challenge into an enabler?

Explanation

- Reluctance to engage with armed actors:
 - It is possible to talk with many armed actors about protection.
 - Engagement with all armed actors is important for reasons of neutrality and independence, and because often they are the source of protection threats. So engagement with them is essential to reduce risk.
 - Engagement needs to be supported at the highest leadership levels.
 - Having policies and guidance on armed actor (State and non-State) engagement for protection is useful.
 - Stakeholder mapping and analysis, as well as a conflict-sensitivity analysis is also important.

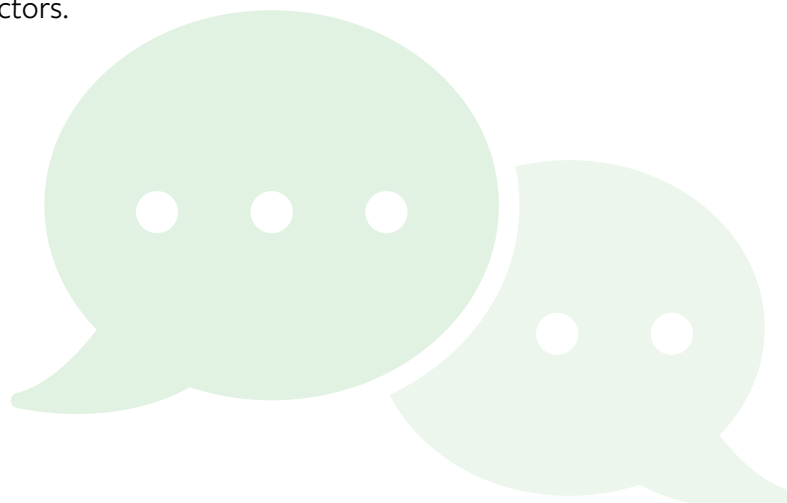


QUESTION

Does your organisation have policies and guidance for engaging with armed actors?

Slide 32 continues in the next page →

- Fear of legal ramifications of engaging with NSAGs.
 - International and national counterterrorism legislation is complex. Understanding how to navigate the rules requires regular and updated trainings and briefings by experts, as well as institutional support for staffers who have been tasked with this type of engagement.
 - For example, the U.S. allows humanitarians to talk to NSAGs—one just can't provide food, drinks, training, or legal (including IHL/IHRL) advice of any type.
- Lack of sustained engagement with armed groups.
 - There is value in the consistency and longevity of a protection engagement.
 - This requires proper management of staff transitions and handovers to maintain institutional knowledge, key relationships, and dialogue after someone departs. It also helps to institutionalise more structured relationship building, rather than a situation that is personality-based or based on one's own personal relationships/channels.
 - Interaction and an engagement matrix can be useful. It includes who is authorised to talk to whom and what level, what are the engagement priorities, as well as the desired goal of the engagement with that actor.
 - Reducing double taps is also important, so coordination with others engaging with the armed actor is key.
- Expertise leveraged insufficiently.
 - It's crucial to break down siloes and match the expertise that's needed for a particular engagement or context, and learn and build on what works in the field.
 - Adequate training and support at all levels to those undertaking protection engagement with both State and non-State armed groups (NSAGs) should be provided.
- Lack of a diverse and collective approach.
 - There is power in presenting a unified front and undertaking a variety of approaches through a number of actors to achieve protection outcomes.
- Perception of not being neutral.
 - Communications with armed actors should not just start when a protection problem is identified.
 - Emphasise humanitarian principles—and live them.
- Lack of presence and proximity to affected populations.
 - Mobilise and work with local organisations that have relationships, access, and community understanding, while not transferring risk.
 - Build on and support existing protection engagements that affected communities have with armed actors.




V. EVALUATION AND CLOSING


SLIDE 34: TRAINING EVALUATION

Purpose: To evaluate the effectiveness of the training.

Set up:

 **If offline:** provide handout on page 43.

Process:

- **Exercise.** The link for the evaluation is on the slide  (<https://forms.gle/8WnGnoVHV856bj5d8>). Alternatively, if not all participants can access the link, provide a written handout with the questions. Give people up to 15 minutes to complete the survey. Move on when everyone has completed it. Please be sure to send InterAction the final survey results if they were not completed using the Google Forms link.
- **Expectation check.** Revert to the personal expectations participants provided at the beginning. For each one, ask participants if they felt they were met.

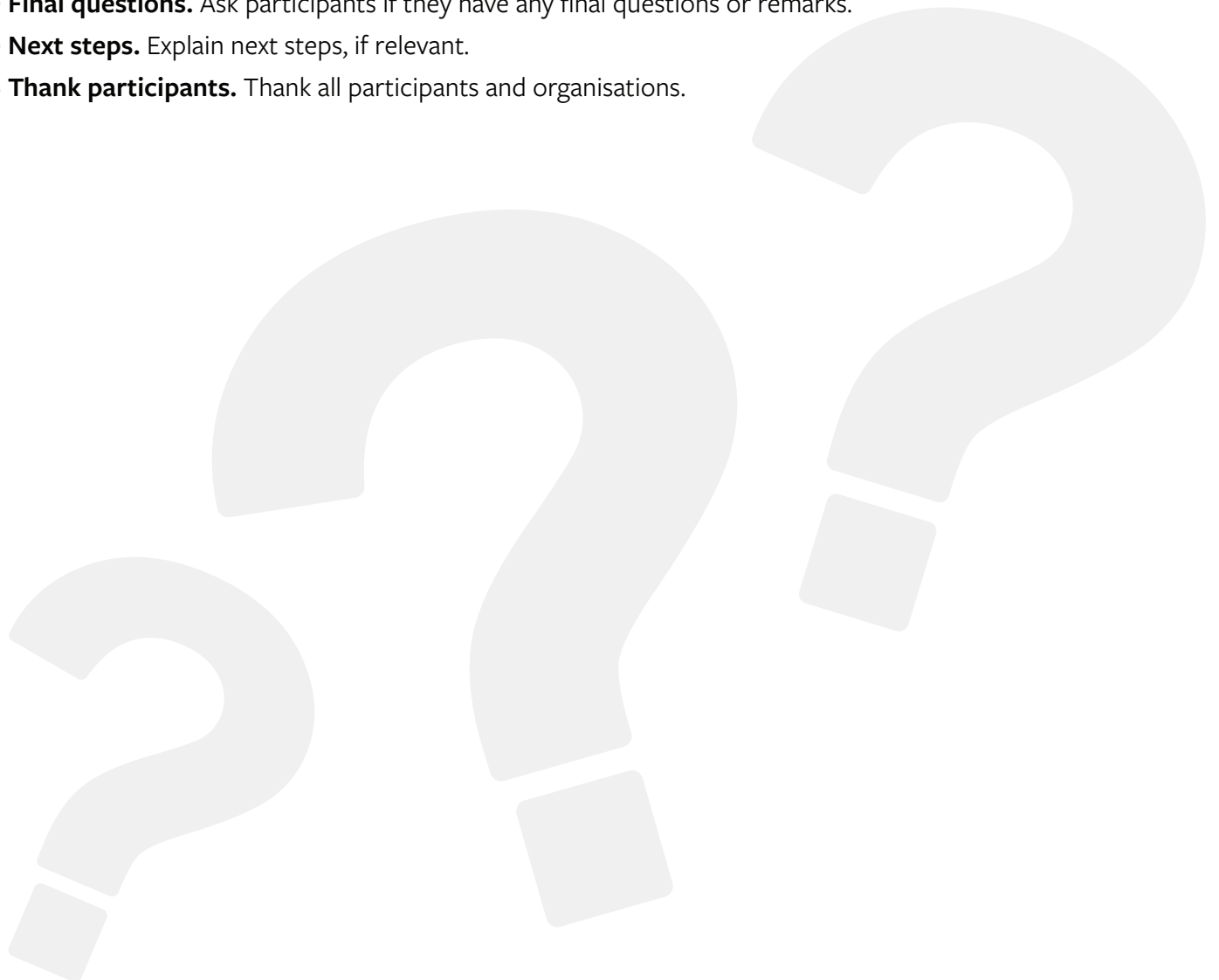
SLIDE 35: CLOSING

Purpose: To wrap up the training and give an idea about of next steps.

Set up: No additional setup required.

Process:

- **Final questions.** Ask participants if they have any final questions or remarks.
- **Next steps.** Explain next steps, if relevant.
- **Thank participants.** Thank all participants and organisations.



TRAINING MONITORING PROCESS

Desired Impact of the Training: Increased participation of humanitarian actors with responsibilities for engaging with armed actors in achieving protection outcomes, in keeping with the **IASC Policy on Protection in Humanitarian Action**.

Process:


- **Responsibility.** InterAction is responsible for monitoring the impact of the training in the medium-term. For this reason, all training results, including from the quiz and surveys, should be shared with Erin Weir (eweir@interaction.org).
- **Online surveys.** The monitoring process is principally carried out through four online surveys hosted by InterAction.
 - **The Baseline Survey**, completed during the training (Slide 29: Survey: What’s your current contribution in the process for achieving protection outcomes?)
 - **Training Evaluation**, completed during the training (Slide 34: Survey: Let us know your thoughts.)
 - **Three-Month Survey**, sent to participants three months after the training. Questions are the same as those asked in the Baseline Survey.
 - **Nine-Month Survey**, sent nine months after the training. Questions are the same as the Baseline Survey.
- **Tracking over time.** With the personal information provided in the surveys (participant’s personal email), all the surveys are connected and InterAction will be able to track the impact of the training over time for that participant, organisation, and post/base.
- **Follow up.** Depending on available resources, InterAction may choose to supplement the online surveys with key informant interviews of participants as well as other stakeholders in the countries where they work. Suggested questions to include are as follows:
 - ? Please explain your perceptions on how effectively humanitarian actors with responsibilities for engaging with armed actors have participated in processes towards achieving protection outcomes and what you think contributes to this?
 - ? What are the main challenges towards achieving protection outcomes in this context?
 - ? What are the main challenges in engaging armed actors towards protection outcomes in this context?
 - ? Have any protection outcomes been achieved? If so, what was the outcome? Who contributed to achieving it? What factors contributed to the achievement?
 - ? What more could be done in this context to support engaging with armed actors towards protection outcomes?
- **Participant buy-in.** Participants are asked whether they are willing to participate in the impact assessment in the training evaluation.



DRAFT INVITATION LETTER

Dear colleague,

It is a pleasure to invite you to a training on “**Optimising the Role of Humanitarian-Armed Actor Engagement in Achieving Protection Outcomes,**” which will take place [*online | in-person*] on [*date | time*].

The training is part of a concerted effort to implement the Inter-Agency Standing Committee’s (IASC) 2016 **Policy on Protection in Humanitarian Action**  by strengthening collaboration across organisations and sectors to reduce the risks of violence, coercion, and deprivation that people face in humanitarian settings. One resource that is often underutilised is that of humanitarian actors with responsibilities for engaging with armed actors. This workshop aims to address this gap by raising awareness of the role that these actors play in supporting risk reduction.

The training will enable participants to:

- Gain a deeper understanding of protection risks and strategies to implement the centrality of protection and achieve protection outcomes.
- Gain an understanding how the skills, knowledge, and relationships of humanitarian actors with responsibilities for engaging with armed actors can contribute to achieving protection outcomes.
- Gain insight into the key processes that contribute to the achievement of protection outcomes.
- List at least three ways in which humanitarian actors with responsibilities for engaging with armed actors can support protection outcomes.
- Formulate a protection outcome relevant to humanitarian actors with responsibilities for engaging with armed actors.

Participants are encouraged to participate in the **post-training surveys** as well as potential **key informant interviews** (KIIs) over a 12-month period.

In addition, we encourage you to share your **personal experiences** during the training.

Space is limited, so if you wish to participate in this training, please RSVP [*provide link/email*] no later than [*date*].

Sincerely,

LIST OF RESOURCES

THE CENTRALITY OF PROTECTION

- IASC (2013) **Statement on the Centrality of Protection in Humanitarian Action**
https://interagencystandingcommittee.org/sites/default/files/migrated/2019-02/the_centrality_of_protection_in_humanitarian_action_english.pdf
- ASC (2016) **Policy on Protection in Humanitarian Action**
<https://interagencystandingcommittee.org/iasc-protection-priority-global-protection-cluster/iasc-policy-protection-humanitarian-action-2016>
- IASC (2022) **Independent Review of the Implementation of the IASC Protection Policy**
<https://interagencystandingcommittee.org/sites/default/files/migrated/2022-05/Independent%20review%20of%20the%20implementation%20of%20the%20IASC%20Protection%20Policy.pdf>
- GPC (2017) **The centrality of protection: what it means in practice**
www.youtube.com/watch?v=Rucc_1N9cio&feature=youtu.be
- OHCHR (2024) **Agenda for Protection**
www.ohchr.org/sites/default/files/documents/issues/protection/Agenda-Protection-Pledge-Policy-Brief.pdf
- IASC (forthcoming) **Benchmarks**
- IASC (forthcoming) **Aide Memoire**

ACHIEVING PROTECTION OUTCOMES

- GPC **Protection Analytical Framework (PAF)**
www.globalprotectioncluster.org/field-support/Protection-Analytical-Framework
- InterAction **Framework for Protection Risk Analysis**
<https://protection.interaction.org/resources/interactions-framework-for-protection-risk-analysis-2/>
- OCHA **Protection in the Humanitarian Programme Cycle (HPC)**
<https://kmp.hpc.tools/cross-cutting-themes/protection-in-the-humanitarian-programme-cycle-hpc/>
- InterAction (2021) **Gender-Based Violence Prevention: A Results-Based Evaluation Framework**
<https://protection.interaction.org/wp-content/uploads/2021/09/GBV-Prevention-Evaluation-Framework-05-26-21-1.pdf>
- InterAction (2021) **Measuring Protection Outcomes: Emerging Efforts and New Opportunities**
<https://protection.interaction.org/resources/2021-annual-rbp-briefing-paper-measuring-protection-outcomes-emerging-efforts-and-new-opportunities/>
- GPC **Protection Risks**
www.globalprotectioncluster.org/protection-issues
- IASC (forthcoming) **Measurement Framework**

PROTECTION OF CIVILIANS

- African Union's (2012) **PoC for its peace support operations**
<https://peaceau.org/uploads/draft-au-poc-guidelines-english.pdf>
- NATO (2016) **NATO Policy for the Protection of Civilians**
www.nato.int/cps/en/natohq/official_texts_133945.htm?selectedLocale=en
- UN Department of Peace Operations (2023) **The Protection of Civilians in United Nations Peacekeeping**
https://peacekeeping.un.org/sites/default/files/2023_protection_of_civilians_policy.pdf
- U.S. Department of Defense (2023) **Instructions for Civilian Harm Mitigation and Response**
www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/300017p.pdf
- U.S. Department of Defense (2022) **Civilian Harm Mitigation and Response Action Plan (CHMRAP)**
www.interaction.org/blog/the-u-s-takes-decisive-action-to-protect-civilians-in-conflict/
- InterAction (2020) **Civil Society Guidance for a Model Policy**
www.interaction.org/blog/civil-society-guidance-for-a-model-policy-dod-policy-on-civilian-harm/
- InterAction (2022) **Civil Society Guidance for the Civilian Harm Mitigation and Response Action Plan (CHMRAP)**
www.interaction.org/wp-content/uploads/2022/07/CHMRAP-Recs-Final-PDF.pdf

HUMANITARIAN CIVIL-MILITARY COORDINATION (UN-CMCOORD)



- OCHA (2018) **Field Handbook v 2.0**
<https://reliefweb.int/report/world/un-cmcoord-field-handbook-version-20-2018-enarfres>
- OCHA (2020) **Guidance Note on UN-CMCoord Support to Protection Outcomes**
<https://reliefweb.int/report/world/guidance-note-ocha-cmcoord-support-protection-outcomes-october-2020>
- General information hub on UN-CMCoord - **Dialoguing.org** <https://www.dialoguing.org/>
- OCHA (2017) **Oslo Guidelines: Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief** www.unocha.org/publications/report/world/oslo-guidelines-guidelines-use-foreign-military-and-civil-defence-assets-disaster-relief-revision-11-november-2007
- GPC (2016) **Civil-Military Coordination for Protection Outcomes: A Report of a Global Protection Cluster Round-Table**
www.globalprotectioncluster.org/sites/default/files/2022-05/gpc-civil-military_coordination-protection-outcomes.pdf
- OCHA (2019) **Minimum package of services on Access**
www.unocha.org/publications/report/world/ocha-minimum-package-services-access

HUMANITARIAN ACCESS

- OCHA (2019) **OCHA Minimum package of services on access - World | ReliefWeb**
<https://reliefweb.int/report/world/ocha-minimum-package-services-access>

OTHER

- ICRC (2018) **Professional Standards for Protection Work**
www.icrc.org/en/document/professional-standards-protection-work
- IASC (2023) **Collective Accountability to Affected Populations (AAP) Framework**
<https://interagencystandingcommittee.org/iasc-task-force-2-accountability-affected-people/iasc-collective-aap-framework>
- IASC **Operational Framework for Accountability to Affected Populations**
<https://interagencystandingcommittee.org/sites/default/files/migrated/2014-10/AAP%20Operational%20Framework%20Final%20Revision.pdf>
- GPC **Checklist on Incorporating Protection and Accountability to Affected Populations in the Humanitarian Programme Cycle**
www.globalprotectioncluster.org/sites/default/files/2023-03/checklist_on_incorporating_en.pdf
- Global Child Protection Area of Responsibility **Toolkit on Localisation in Humanitarian Coordination**
www.globalprotectioncluster.org/sites/default/files/2022-12/localization-humanitarian-action-toolkit-pilot-version.pdf
- IASC (2020) **UN-IASC Light Guidance on Collective Outcomes**
<https://interagencystandingcommittee.org/inter-agency-standing-committee/un-iasc-light-guidance-collective-outcomes-o>
- UN (2023) **Integrated Strategic Framework**
https://unsdg.un.org/sites/default/files/2023-03/IAP%20Policy%20-%2020230210%20-%20FINAL_.pdf
- UN Sustainable Development Group (2019) **UN Sustainable Development Cooperation Framework (UNSDCF)**
<https://unsdg.un.org/sites/default/files/2022-06/UN%20Cooperation%20Framework%20Internal%20Guidance%20-%20201%20June%202022.pdf>
- NATO (2016) **NATO Policy for the Protection of Civilians**
www.nato.int/cps/en/natohq/official_texts_133945.htm?selectedLocale=en
- UN Department of Peace Operations (2023) **The Protection of Civilians in United Nations Peacekeeping**
https://peacekeeping.un.org/sites/default/files/2023_protection_of_civilians_policy.pdf
- U.S. Department of Defense (2023) **Instructions for Civilian Harm Mitigation and Response**
www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/300017p.pdf
- U.S. Department of Defense (2022) **Civilian Harm Mitigation and Response Action Plan (CHMRAP)**
www.interaction.org/blog/the-u-s-takes-decisive-action-to-protect-civilians-in-conflict/
- InterAction (2020) **Civil Society Guidance for a Model Policy**
[/www.interaction.org/blog/civil-society-guidance-for-a-model-policy-dod-policy-on-civilian-harm/](http://www.interaction.org/blog/civil-society-guidance-for-a-model-policy-dod-policy-on-civilian-harm/)
- InterAction (2022) **Civil Society Guidance for the Civilian Harm Mitigation and Response Action Plan (CHMRAP)** <https://www.interaction.org/wp-content/uploads/2022/07/CHMRAP-Recs-Final-PDF.pdf>

QUIZ: TEST YOUR KNOWLEDGE OF THE CENTRALITY OF PROTECTION (CoP)

1. Who (what individual or body) is primarily responsible for the implementation of the IASC protection policy/country-wide protection strategy?

- The Humanitarian Coordinator (HC)
- The Humanitarian Country Team (HCT)
- Both the HC and the HCT

2. Is the implementation of a country-wide protection strategy optional?

- Yes
- No

3. What sector is primarily responsible for proactively reducing protection risks? (Please select one)

- Education
- Livelihoods
- Food security
- Water, sanitation, and hygiene
- Health
- Nutrition
- Shelter
- Protection
- All sectors are equally responsible.

APPLYING THE RISK EQUATION

RISK The risks of violence, coercion, and deliberate deprivation.	THREAT The perpetrator of the threat people are facing (e.g., their motivations, strategies, tactics, and capabilities).	VULNERABILITY Which people will be impacted by these threats and why (e.g., gender, age, disability, ethnicity, religion, location, status, etc.)	CAPACITY The ability of crisis-affected people and other local/national actors to respond to these threats.
VIOLENCE The direct risk people face (e.g., killing, torture, maiming, beatings, rape/sexual assault, bombings, raids, etc.)			
COERCION The threat of violence and includes exploitation (e.g., restricted freedom of movement, forced displacement, or prevented return, human trafficking, forced participation in conflict, etc.)			
DELIBERATE DEPRIVATION The destruction or denial of things people need to survive (e.g., destruction of markets, denying access to humanitarian aid, destruction of/deliberate denial of access to critical infrastructure, property, assets, and means of livelihood, etc.)			

STRATEGY DEVELOPMENT/ACTION PLANNING EXERCISE

INSTRUCTIONS:

1. Identify a rapporteur for the group. **2.** Select one risk and corresponding protection outcome according to your context or from the case study. **3.** Identify the threat, vulnerability and capacity for that risk. **4.** Identify the possible interventions needed to achieve the protection outcome, paying specific attention to the contribution of humanitarian actors responsible for engaging with armed actors.

RISK	THREAT	VULNERABILITY	CAPACITY
PLANNED INTERVENTIONS			
PROTECTION OUTCOME			

CASE STUDY 1

PROTECTION ISSUE: VIOLENCE AND EXPLOITATION USED BY SECURITY FORCES AND CRIMINAL GROUPS TO IMPOSE COVID-19 MOVEMENT RESTRICTIONS

In March 2020, in an effort to curb the COVID-19 outbreak, a country imposed a nationwide lockdown that included restriction of movement, closing of schools and businesses, and security-enforced curfews. Criminal groups also strengthened their control over local communities, imposing additional restrictions on movement.

Ahead of the lockdown, the National Human Rights Commission issued an advisory, urging security forces to respect human rights while implementing COVID-19 lockdowns. Despite these calls for respect, within weeks following the lockdown measures, the Human Rights Commission called out the country as one of 15 world-wide for violating human rights. It stated that “police and other security forces are using excessive and sometimes deadly force to enforce lockdowns and curfews.”

Despite these repeated calls, there continued to be reports of misconduct, suggesting the use of violence and harassment by security forces and criminal groups while enforcing movement restrictions.

Examples of some of these incidents include:

- **Use of excessive force to enforce COVID-19 lockdown measures:** Beatings, death threats, killings, use of gender-based violence.
- **Ill treatment, degrading and humiliating punishment** for violating lockdown.
- **Security forces and criminal gangs entered homes without warrants and held detainees for more than 24 hours without charge:** Incidents of extortion, forced disappearance, and death threats.
- **Use of detention as a means for mandatory quarantine or as punishment:** Detention being used as first resort rather than last, detention centres crowded, lack of social distancing measures, and limited healthcare facilities.
- **Restrictions on civil liberties including freedom of speech on the media to cover the government’s handling of COVID-19:** Arrests, threats, and beatings of journalists; shutting down radio stations.
- **The use of tear gas and firearms on peaceful protests:** People who peacefully protested for the need for food, water, and medical services were violently targeted with tear gas and other uses of force, injuring 120 people.

peaceful protests
COVID-19 arrests, beatings
detention centres
nationwide lockdown
punishment restriction of liberties
killings forced disappearances
limited healthcare
MEDIA

CASE STUDY 2

PROTECTION ISSUE: VIOLENCE AS A RESULT OF ARMED CONFLICT

The Kalari Freedom Movement (KFM), a political organisation representing the indigenous Kalari people of Kallista province, launched an armed independence struggle against the country of Nissa, a democracy.

Kalari men, women, boys, and girls have joined the KFM in large numbers. Half of the KFM fighters are embedded within communities, carrying out their normal lives during the daytime and participating in the armed conflict at night. The KFM carries out attacks against the military, non-Kalari settlers as well as the education system, which is perceived as propagating the government's assimilation program. Some 10,000 Nissans have been displaced, a quarter of the province's school buildings have been damaged and destroyed, and a large number of teachers were assassinated.

The Nissan government has dispatched non-Kalari members of its military to the region to restore law and order. The military has established a presence in non-Kalari settlements and in schools to protect them from attack. It has established checkpoints on roads and in schools and regularly conducts house-to-house searches. There have been numerous reports of enforced disappearances, sexual violence, destruction of property, and summary executions by Nissan forces. Kalari human rights defenders and journalists have specifically been targeted.

Nissa has passed an Armed Forces Special Powers Act, giving the military sweeping authority to carry out operations in Kallista with impunity. Nissa is party to the Geneva Conventions and its Additional Protocols as well as the Convention on the Rights of the Child and the Optional Protocols. It has not endorsed the Safe Schools Declaration and was one of the countries that abstained from voting in favor of the UN Declaration on the Rights of Indigenous Peoples.

The KFM has a strong international lobbying effort to gain support for its cause. Kandora, which has a large Kalari population, sympathises with the KFM and has brought complaints about abuses by Nissa's government to the Human Rights Council. In response, the government has taken an aggressive stance to halt and discredit the flow of information. It has publicly accused INGOs, the UN, and European diplomatic missions of supporting the Kalari cause and of providing misinformation on Nissa's military actions. It views journalists and NGO workers—both local and international—as Kalari sympathisers who are responsible for the leaked information.

armed conflict
political organisation DEMOCRACY
independence LOBBYING
freedom movement
displacement of people
forced disappearances
ARMED FORCES
human rights
schools destroyed
sexual violence
law and order

SURVEY: CURRENT CONTRIBUTION IN THE PROCESS FOR ACHIEVING PROTECTION OUTCOMES

PERSONAL EMAIL: _____

1. To date, I have contributed to achieving protection outcomes in the following ways within my organisation (choose all that apply):

- I provide information that feeds into the protection risk analysis.
- I participate in the development of action plans/strategic approaches to achieve protection outcomes.
- I facilitate contact between humanitarians and armed actors.
- I help develop protection messages for armed actors.
- I engage with armed actors on protection issues.
- I help monitor armed actor behavior for protection outcomes.
- I have not contributed to achieving protection outcomes.
- Other: _____

2. To date, I have contributed to achieving protection outcomes in the HCT country strategy (choose all that apply):

- I provide information that feeds into the protection risk analysis.
- I participate in the development of action plans/strategic approaches to achieve protection outcomes.
- I facilitate contact between humanitarians and armed actors.
- I help develop protection messages for armed actors.
- I engage with armed actors on protection issues.
- I help monitor armed actor behavior for protection outcomes.
- I have not contributed to achieving protection outcomes.
- Other: _____

3. I have faced the following challenges in engaging with armed actors on protection outcomes (choose all that apply):

- Lack of leadership support.
- Lack of clear policy/guidance.
- Missing skillset.
- It is illegal where I work/fear of counterterrorism policies.
- It is not in my job description.
- No time.
- I have not faced any challenges.
- Other: _____

4. I have helped to achieve (or made progress towards) protection outcomes:

- Never
- On a few occasions (< 5)
- On many occasions (> 5)

TRAINING EVALUATION

PERSONAL EMAIL: _____

POST/BASE: _____

ORGANISATION: _____

1. How much of your work entails engaging with armed actors (on a scale of 0-100%)? _____

2. The training content is useful to my work.

Agree Undecided Disagree

3. The training improved my understanding of what is needed to achieve protection outcomes.

Agree Undecided Disagree

4. The training improved my understanding of how humanitarian actors with responsibilities for engaging with armed actors can contribute to achieving protection outcomes.

Agree Undecided Disagree

5. I felt the training was missing _____

6. I will contribute to optimising the role of humanitarian actors with responsibilities for engaging with armed actors in achieving protection outcomes:

Definitely Very probably Probably Possibly Probably not Definitely not

7. Overall, I would evaluate the training as:

Very good Good Acceptable Poor Very Poor

8. Suggestions for improvement: _____

9. I'm willing to participate in an impact assessment of the training over the next 12 months, which includes two additional surveys and a potential interview.

Yes No

THANK YOU FOR YOUR PARTICIPATION



Optimising Armed Actor Engagement For Protection Outcomes

Facilitator's Guide



USAID
FROM THE AMERICAN PEOPLE



**NORWEGIAN
REFUGEE COUNCIL**

The "Optimising Armed Actor Engagement for Protection Outcomes" Facilitator's Guide is made possible by the generous support of the American people through USAID's Bureau of Humanitarian Assistance (BHA). The content of this guide is the responsibility of InterAction and does not necessarily reflect the views of USAID or the United States government.