

## Senior Managers Pack

Two 90' modules  
with handouts  
and slides

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## Module 1: Refugee Protection: “From Global...”

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### Objectives – Module 1

By the end of this session, senior managers will:

- Agree on what is meant by refugee protection and the link between humanitarian assistance programmes and refugee protection;
- Have an increased knowledge of the global environment that humanitarian workers operate in with its increasing demands for refugee protection activities;
- Be aware of the current debates/issues on refugee protection and the need for ongoing training to enable effective refugee protection programming in changing contexts.

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### Key issues

- The debate about assistance and protection;
- Linking theory and rights to humanitarian action and practice;
- Roles and responsibilities of mandated agencies and governments in relation to protection.

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## Sound familiar?

- Refugee protection is not our role – it is the role of the UNHCR;
- What does delivery of food assistance have to do with protection?
- Protection work compromises our mandate.

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## *Linking theory and rights to humanitarian action and practice*

**Assistance cannot be properly provided without considering protection responsibilities.**

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## Types of protection activities

- **Responsive action**
- **Remedial action**
- **Environment-building action**

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## It is our role and responsibility...

- Governments have primary responsibility;
- The UNHCR has the mandate and responsibility;
- Our challenge is how to incorporate protection activities without endangering our presence or mandate.

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## Refugee protection through...

- Coordination;
- Access;
- Complementarity;
- Advocacy to accompany humanitarian action;
- Institutionalising protection through programming and staffing initiatives.

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## Module 2: “... to Local” Opportunities!

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## Objectives – Module 2

By the end of this module, senior managers will:

- Understand what improvements this training will lead to in the work their staff do in protection and assistance;
- Be aware of the importance of field staff engaging at the local level in identifying the role of other actors in refugee protection;
- Consider how to familiarise their staff with the key messages of the Reach Out training project;
- Consider how to increase their role in relation to refugee protection training in order to improve refugee protection programming.

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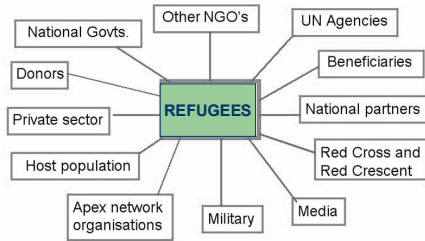
## Institutionalising refugee protection requires...

- A high-level commitment;
- Training of staff in the programme design and delivery phases;
- Policies and procedures to support refugee protection programming;
- Direct link between the training & change at the local level to the global level.

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## Aide memoire

### Actor Map



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## Quote

"As a result of the increased scrutiny of the existing protection regime, NGOs are now discussing new roles in protection at the field level. Possible roles of NGOs in practical protection could include:

- **Presence and advocacy;**
- **Providing education and training as protection tools;**
- **Mobilising vulnerable groups for self-protection;**
- **Participating in direct primary protection activities.**

"Approaches to incorporating protection into NGO activities could include establishing strategic protection partnerships and developing critical training around protection."

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Source: Susan Martin and Elizabeth Moller, "NGOs and Practical Protection in Humanitarian Crises." in Humanitarian Exchange, November 2002.