

## CHAPTER 3

# THE DANISH REFUGEE COUNCIL STAND-BY ROSTER

This chapter presents the DRC Stand-by Roster – its history, the objectives, the strategy, activities and the profiles of our members. In addition, the chapter touches upon the context of today’s humanitarian emergencies, including security, and UN’s involvement.

### 3.1 Background

The DRC Stand-by Roster is funded by the Danish Ministry of Foreign Affairs, DANIDA. It was first established in 1991 to support the emergency response of the UN by rapidly deploying personnel to relief operations targeting the Kurdish population of Iraq. Since then, the DRC Stand-by Roster has seconded hundreds of specialists to UN operations worldwide within the sectors of protection; logistics and transportation; emergency and camp management; reconstruction, water and sanitation; repatriation, reintegration and recovery; information management and coordination; as well as mine awareness.

Since 1991 the DRC Stand-by Roster has expanded both by the number of members, the geographical area of operations and the number of UN partners. The demand for deployments to the UN organisations has increased over the past years and the development is foreseen to continue in the future.

The DRC Stand-by Roster is an in-kind deployment scheme providing specialised experts to the UN within a short timeframe. The overall objective of the DRC Stand-by Roster is to assist the UN organisations in emergency operations through rapid provision of professional personnel.

Today the DRC Stand-by Roster has around 250 members ready for deployments worldwide within 72 hours. Currently, the DRC Stand-by Roster has Standby Agreements with UNHCR, WFP, OCHA, UNICEF, UNFPA, UNDP, UNRWA and IOM, with the majority of secondments going to UNHCR, UNICEF and WFP.

### 3.2 The Context

*“In an environment of predictable unpredictability, flexibility and availability are in high demand”<sup>1</sup>.*

This statement was put forward by a DRC Stand-by Roster member in 2001. The statement is valid today and is likely to remain valid in the future.

Due to the last decade’s significant increase in intrastate wars as well as the more frequent occurrence of natural disasters, the number of displaced people con-

tinues to rise worldwide. Disasters, whether triggered by natural or man-made causes, pose one of the greatest threats to human life and dignity. Unfortunately, these tendencies are likely to gain strength in the future. As a natural consequence hereof, the demand for effective and rapid humanitarian response increases and so does the UN's demand for services offered by DRC's Stand-by Roster.

### **3.2.1 The Nature of Present Day Conflicts**

According to estimates, there have been 211 conflicts in 81 locations since the end of the Cold War<sup>2</sup>. The past few decades have witnessed a marked decline in the number of interstate conflicts. In contrast, internal conflicts have increased significantly. Of the 118 conflicts recorded between 1990 and 1999, only ten were classified as interstate conflicts. Internal conflicts, therefore, pose the gravest threat to peace and stability. They are the cause of massive internal and international displacement and numerous humanitarian crises worldwide.

Civil wars and alike are, however, not confined to one national territory. Rather, internal conflicts may easily deteriorate into interstate conflicts as neighbouring countries contest over e.g. natural resources. Sub-Saharan Africa, the Caucasus, Central Asia, parts of South and Southeast Asia, Central America and the Andean region are the areas of greatest concern in this respect. This is likely to worsen as the effects of the global climate changes set in.

Present day conflicts are markedly different in nature to the previous ones. A number of key observations can be made, based on an analysis of contemporary conflicts:

- Breakdown in governance systems increase the risk of internal conflicts: A main contributory factor to conflict includes the breakdown of governance systems. Driving forces of governmental collapse are often linked to unequal access to political power, economic crisis, struggles over resources, and the continuing climate of impunity for war criminals that prevail in many conflict-affected areas.
- Violent conflicts may not affect an entire national territory but their consequences often transcend borders: Conflicts do not always affect an entire country. Rather, conflicts are often highly localised, yet spill across national borders. They are frequently protracted and have serious national, as well as regional consequences on the economic, political and security environment.
- Civilians are increasingly direct targets of violence: Reports of deaths in combat have significantly declined since the end of the cold war. In contrast, civilian casualties have increased dramatically. Civilians are becoming not only indirect victims, but are increasingly also direct targets of violence.

Moreover, various individuals and groups may be affected by conflict in widely different ways – for reasons related to ethnicity, religion, political allegiances, social status, and proximity to conflict zones.

- Non-State actors have gained increased prominence: Conflicts are typically associated with a breakdown in governance, which often leads to the increased prominence of non-state actors and gross human rights violations. This phenomenon poses grave challenges to the capability of the international community to hold such violators accountable for their actions.
- Situations of “no-war no-peace” often prevail: Conflicts have a tendency to fluctuate over time between periods of relative tranquillity and open hostilities. Fluctuations are often completely unpredictable. Thus, there is often no linear progression from open conflict to post-conflict situations and onwards to normality. In many situations, instability and insecurity may persist although conflict has subsided. In many fragile post-conflict situations, a relapse into violence is never far off. The World Bank estimates that in 44% of cases, there is a return to violence and open conflict. Such situations have been described as “transitional”<sup>3</sup>.

### 3.2.2 Displacement Trends and Patterns

#### Refugees

In recent years, large groups of refugees have returned to their countries of origin. The global refugee population declined from 18 million in 1992 to just over 9 million in 2004. In spite of these positive developments, entire populations continue to be caught up in situations of extreme poverty and violence wherein displacement and mobility are part of complex coping and survival mechanisms<sup>4</sup>. Furthermore, reintegration processes are in many cases not sustainable. Returnees are often forced to flee again due to new outbreaks of conflicts or may chose to move to other areas because of poor economic prospects in areas of return.

Whereas the global number of refugees declines, new refugee movements are now generated from lower-profile conflicts in Cote d’Ivoire, Central African Republic, Myanmar, etc<sup>5</sup>. Moreover, many refugees still live in protracted situations; in 2004 there were some 33 protracted refugee situations involving 5.7 million refugees<sup>6</sup>.

A protracted refugee situation can be described as:

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#### Protracted Refugee Situations

UNHCR defines a protracted refugee situation as “one in which refugees find themselves in a long-lasting and intractable state of limbo. Their lives may not be at risk, but their basic rights and essential economic, social and psychological needs

remain unfulfilled after years in exile. A refugee in this situation is often unable to break free from an enforced reliance on external assistance.”

To determine protracted refugee situations, UNHCR uses a rough measure of refugee populations numbering 25,000 or more and who have been in exile for five years or more in developing countries. Based on this measure, the following facts can be noted:

- There are at least 33 so-called protracted refugee situations world wide which altogether account for 5.7 million of the world’s 9.2 million refugees;
- East and West Africa, South Asia, Southeast Asia, the Caucasus, Central Asia and the Middle East are all plagued by protracted refugee situations. Sub-Saharan Africa has the largest number of situations (17), involving 1.9 million refugees. The countries hosting the biggest groups are Guinea, Kenya, Tanzania, Uganda and Zambia;
- In Asia (China, Thailand, India, Nepal), there are five protracted refugee situations, involving some 676,000 refugees;
- Europe has three major cases involving 510,000 refugees, primarily in the Balkans and Armenia.

Although there are fewer refugees in protracted situations today, the number of such situations has increased greatly, and they are spending longer periods in exile. UNHCR estimates that in 2003 major refugee situations (protracted or not), averaged 17 years, which is nearly twice as long as compared to 1993<sup>7</sup>.

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In some instances, some refugees and groups continue to experience displacement and/or human rights violations well beyond the actual cessation of hostilities, while others return to a normal life either through local integration or repatriation. The former are displaced for extended periods most often due to lack of a political solution to the conflict and therefore, no immediate prospect for a durable solution in sight.

The pressure on asylum laws and institutions is closely linked to the marked increase in complex migratory flows with both legal and illegal immigrants, asylum seekers, refugees and others moving not only within their regions of origin, but also across continents.

The tendency also shows that asylum laws and institutions globally are becoming increasingly restrictive, making it more difficult for refugees and asylum seekers to obtain the protection to which they are entitled. For example, a substantial decline in asylum claims has been noted in industrialised countries. EU member states received nearly 20% fewer claims in 2004 compared to 2003, and 36% fewer than 2001.

## Internally Displaced Persons

Intrastate conflicts have increased the number of IDPs worldwide. IDPs currently constitute the largest of groups displaced by conflict. The estimated IDP population worldwide is 25 million individuals; figures for those returning home (approximately three million in 2004) roughly match the numbers of new IDPs<sup>8</sup>.

### Key observations regarding IDPs include the following<sup>9</sup>:

- At least 52 countries worldwide are affected. Most affected by IDP displacement are populations in Myanmar, Central African Republic, Chad, Columbia, Cote d'Ivoire, Democratic Republic of Congo, Iraq, Somalia, Sri Lanka, Sudan and Uganda.
- According to estimates, women and children constitute 70-80% of IDPs worldwide;
- Although IDPs outnumber refugees by 2:1, their plight receives far less attention<sup>10</sup>. In many situations, conflict-related IDPs receive no or limited assistance from national authorities. Examples can be found in e.g. Bangladesh, Myanmar, Central African Republic, Chad, Democratic Republic of the Congo, Indonesia, Pakistan, Palestinian Territories, Somalia, Sudan (Darfur) and Turkmenistan
- Although the level of international attention with respect to IDPs has improved, it has not yet translated into tangible improvements in their situation. The number of IDPs exposed to threats of physical security stands at 15 million worldwide.

Improving the protection and the delivery of assistance to IDPs (and other conflict affected populations) poses an immense and important challenge to national governments and the international community at large.

## Evolution of International Response to Internal Displacements <sup>11</sup>

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**Late 1980s:** Internal displacement emerges as an issue on the international agenda

**1992:** UN Secretary General appoints Francis Deng as his representative on IDPs

**1997:** UN-SG appoints the Emergency Relief Coordinator as focal point for IDPs in the UN-System

**1998:** Guiding Principles on Internal Displacement Published

**1999:** NRC launches IDP data base at the request of the UN – known as the Internal Displacement Monitoring Centre (IDMC).



**2000:** Inter-Agency Standing Committee adopts IDP policy

ERC establishes senior Inter-Agency Network on internal displacement

**2001:** Global number of IDPs reaches 25 million and remains largely unchanged for subsequent years

**2002:** Internal Displacement Unit (now Division) established in UN OCHA

**2004:** UN-SG appoints Walter Kälin as his representative on the human rights of IDPs

IASC adopts revised IDP Policy Package to strengthen “Collaborative Response”

**2005:** Introduction of the “Cluster” Approach

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As with refugees, IDPs may continue to experience displacement and/or human rights violations well beyond the actual cessation of hostilities while others integrate locally, return/repatriate or resettle. An example of the former is the Balkans where many refugees and IDPs despite very few armed clashes between the conflicting parties still have not found a durable solution. The response of the international community to IDP protection is often inadequate. However, the Cluster Approach described in Chapter 4.3 is meant to ensure greater efficiency, accountability and predictability in humanitarian responses to internal displacement.

### **Displacement Patterns**

The term “displacement axis” describes the pattern of population movements triggered by conflict. It refers to the geographic spread of refugees and IDPs from a given area resulting from a particular conflict(s). For example, the displacement axis for the Somali conflict encompasses Somalia itself, neighbouring countries (Kenya, Yemen, Ethiopia), as well as certain European countries (including Denmark). 95% of the persons displaced by conflict stay in areas near their place of origin as either refugees or IDPs. Hence, the burden of hosting those fleeing from conflict falls on governments and/or communities that are poor and not well equipped to handle it.

A comprehensive analysis and mapping of regional/global refugee displacement patterns is necessary when designing protection and assistance. Comprehensive analysis is complicated by the fact that patterns of mobility and displacement are complex. Whereas many individuals cross international boundaries or move long distances, the predominant tendency is a situation of “short-term, short-distance, repetitive dislocation rather than large-scale displacement into camps”. This makes it difficult to distinguish the displaced from non-displaced populations or to differentiate movement as a coping mechanism from a movement that is forced. Communities and individuals caught up in these situations have different levels of

vulnerability and needs, and those displaced are not necessarily the most vulnerable<sup>12</sup>. In any given context, understanding the trends and patterns of displacement and how this affects different groups, is critical when providing assistance.

### 3.2.3 Security

Main contemporary obstacles to effective humanitarian assistance are security risks facing humanitarian aid workers and the lack of access to beneficiaries. The two tendencies are interlinked and do in combination lead to a shrinking “humanitarian space”.

Two UN Secretary General reports from 2007 and 2008 outline the major constraints for humanitarian assistance and explain the driving forces of a smaller humanitarian space. Among these are threats of crime, banditry, hostage-taking and terrorism that are deliberately targeting humanitarian aid workers<sup>13</sup>. Moreover, social, economic and political tensions tend to deteriorate the security situation even in areas without armed conflict<sup>14</sup>. As the UN is longer and more intensely present in conflict and post-conflict areas, these threats become increasingly difficult to manage.

The UN operates with five security phases. Each phase denotes a different level of insecurity and requires different security measures.

» Refer to annex 5J10 UN Field Security Handbook.

In brief, the security phases are the following:

#### **Phase One: Precautionary**

- Exercise caution
- All travel into the area requires advance clearance by the Designated Official (DO)

#### **Phase Two: Restricted Movement**

- Staff and families remain at home
- No travel into or within the country unless authorised by the DO

#### **Phase Three: Relocation**

- Internationally recruited staff and their families are temporarily concentrated or relocated to specified locations
- Eligible dependants are relocated outside the country
- Locally recruited staff may leave the duty station on special leave with pay, or be relocated to a safe area within the country with up to 20 days

#### **Phase Four: Programme suspension**

- All internationally recruited staff, who are not directly concerned with emergency or humanitarian relief operations or security matters, are relocated outside the country
- Locally recruited staff: as for Phase Three

#### **Phase Five: Evacuation**

- This requires the approval of the UN Secretary General
- All remaining internationally recruited staff leave
- Locally recruited staff: as for Phase Three

DRC Stand-by Roster deployees are strictly obliged to comply with all UN security rules and regulations while on mission. Failure to comply may seriously endanger the lives of staff members and affect negatively the liability of the UN organisation. Any failure to comply with UN security rules leads to immediate dismissal and exclusion from the DRC Stand-by Roster.

Furthermore, DRC Stand-by Roster deployees must be sufficiently prepared to act in an insecure environment. Therefore, following steps are mandatory for all deployees

- To complete and pass the UN Basic and Advanced Security in the Field Test (refer to section 6.3)
- To receive a security briefing within 48 hours of arrival at the duty station. The security briefing must include an outline of the security situation, special security regulations as well as a presentation of the evacuation plan. If a security briefing is not given automatically, the deployee must insist to receive one.

### **3.3 The Objective of the DRC Stand-by Roster**

The overall objective of the DRC Stand-by Roster is:

*To strengthen the UN organisations' humanitarian operations related to refugees, internally displaced persons and other groups affected by displacement caused by man made crisis or natural disasters.*

The impact of the overall objective is foreseen to be an enhanced and improved UN emergency response to humanitarian displacements crisis and as such a faster and more effective support to the people in need. The immediate objectives to be achieved are:

1. The UN organisations have key human resource gaps filled with specialist staff from the DRC Standby Roster

2. The level of qualifications of the DRC Stand-by Roster member group has improved to accommodate new requirements from the UN

The Stand-by Roster is a tool to supply and boost the UN organisations with specialised professionals to their humanitarian operations for a limited period of time, providing time for the UN organisations to upgrade their own staff capacity. The Roster is not a substitute for regular staffing arrangements within the UN, but rather a short-term means to support and augment existing resources when considered absolutely necessary.

### **3.4 Programme Strategy of the DRC Stand-by Roster**

The DRC Stand-by Roster is part of DRC International and hence guided by the strategies and approaches that lay the ground for DRC's work. The DRC Assistance Framework, introduced in chapter 2 illustrating the three strategic objectives of DRC's work, also guides the visions and strategy development of the Stand-by Roster.

The strategy for the DRC Stand-by Roster project is in its core to develop and maintain a roster of highly skilled members with relevant profiles with availability within 72 hours – the right person, the right place and time. Accordingly, the DRC Stand-by Roster pursues two strategic objectives. First, is to recruit and develop a human resource pool that enables the Roster to respond effectively to the changing demands of UN partners. Second, is to maintain a high level of engagement in the UN Humanitarian Reform process.

#### **3.4.1 Recent Challenges and Opportunities for the DRC Stand-by Roster**

The DRC Stand-by Roster experiences a continuous rise in requests for deployments of experts from its UN partners. Simultaneously, the UN organisations' expectations to the qualifications and experience of Roster members are steadily increasing. This tendency can be explained by a number of factors such as the implications of the Humanitarian Reform Process, the complexity of emergencies, as well as the competition between ever more numerous secondment agencies. The DRC Stand-by Roster meets this challenge by allocating ever more resources to train and develop the capacity of its members. However, it remains a key challenge for the DRC Stand-by Roster to recruit, train and maintain profiles that match UN requests.

Another important development that has changed the operational environment and strategic priorities of the DRC Stand-by Roster is the Humanitarian Reform Process. This process creates windows of opportunity for DRC and the DRC Stand-by Roster to become an active participant in the strategic development processes within the UN. In other words, the strategic objectives of the DRC Stand-by Roster have expanded from primarily service provision to the UN, to becoming a strategic

partner and player in the UN Humanitarian Reform Process.

### **3.4.2 Recruitment and Staff Capacity Development**

Recruitment of new members and capacity development in the form of workshops are the DRC Stand-by Roster's strategy to meet the changing and increasing demands of UN organisations to deployees. The DRC Stand-by Roster training programme consists of five workshops of which two will be facilitated for the first time in 2009. Furthermore, the DRC Stand-by Roster appoints and sends members to participate in UN training modules.

» Refer to section 6.1 for a description of the DRC training courses and to section 6.2 for a list of the most common UN trainings

Every year the DRC Stand-by Roster selects a development initiative to engage in. An example of such an initiative is the 2006 development initiative called the Mentor Programme. The aim of the initiative was to enhance skills and experiences for persons with little or no field experience in humanitarian crisis. This initiative has now become a proactive measure to facilitate a generational shift and secure the future capacity of the DRC Stand-by Roster.

Another example development initiative is this Handbook which serves to optimise the effectiveness of the DRC Stand-by Roster deployments by supporting the members' capacity to take up field assignments with the DRC Stand-by Roster in a straightforward manner.

### **3.4.3 Participation in the UN Humanitarian Reform Process**

In addition to prioritising the maintenance and development of the human resource pool, the DRC Stand-by Roster engages actively in the UN Humanitarian Reform Process. It is an important strategic objective of the DRC Stand-by Roster to contribute constructively to the development of the Cluster Approach (refer to section 4.3 for the Cluster Approach and the UN Humanitarian Reform). The DRC Stand-by Roster does so by a) participating in Cluster working groups, b) deploying DRC Stand-by Roster members to positions in the UN organisations' Cluster lead sections; and c) by strengthening the capacities of the DRC Stand-by Roster members to engage in the Cluster coordination in the field.

DRC as an organisation is intensively involved in the OCHA ProCap initiative and the Protection Cluster Working Group. DRC staff has contributed to the development of IDP profiling guidelines and a handbook on IDP protection. Besides training and deploying protection officers to especially UNHCR and UNICEF, the DRC Stand-by Roster will in future continue to engage in protection cluster coordination training by nominating candidates for ProCap trainings.

Furthermore, DRC is engaged in the Camp Coordination and Camp Management

(CCCM) Cluster chaired by IOM and UNHCR. The DRC Emergency Coordinator has had an editorial role in the Camp Management Toolkit of NRC and UNHCR. The DRC Stand-by Roster has contributed to strengthening this Cluster by deploying a CCCM expert to UNHCR Geneva from 2007-2009.

Last but not least, DRC became a member of the Early Recovery Cluster working group (CWGER) in 2008. The stand-by partnership with UNDP (Cluster lead on Early Recovery) will be renewed in 2009 together with a new strategy to extend the cooperation. The DRC Stand-by Roster has engaged in this work by establishing an internal pool of pre-approved members for deployment as Early Recovery specialists. Thereby, the DRC Stand-by Roster aims to contribute to improving the implementation of the Cluster initiatives for Early Recovery.

### **3.5 The DRC Stand-by Roster Member Base**

Initially, only Danes or persons living in Denmark could become members of the DRC Stand-by Roster. However, as it became more difficult to recruit qualified Danes as well as DRC's wish to comply with the UN diversity policy, it was decided to commence recruiting non-Danes as well. Hence, today the DRC Stand-by Roster is open for all qualified candidates. The majority of the deployees are still Danes, but by including non-Danes, the DRC Stand-by Roster has widened its human resource pool to contain more technically specialised profiles with a wide range of different language skills. The DRC Stand-by Roster is now in a better position to meet the requests of the UN.

Today the DRC Stand-by Roster has around 250 members. The members are specialised in one or more of the following areas:

- Protection
- Emergency Management and Camp Management
- Logistics and Transportation
- Reconstruction and Water and Sanitation
- Information Management and Coordination
- Repatriation, Reintegration and Recovery
- Mine Awareness

The largest number of members have a protection profile, but the DRC Stand-by Roster is also very strong in the profiles of emergency management and camp management; logistics and transportation as well as reconstruction and water and sanitation. For more information regarding the recruitment process, requirements for members along with the procedures for deployment please refer to chapter 5.

» Refer to annexes 5A1-5A36 for ToRs from the UN organisations

## **3.6 The Organisation and Main Activities of the DRC Stand-by Roster**

The DRC Stand-by Roster Unit consists of a Program Coordinator and an Assistant. The DRC Stand-by Roster Unit is under direct supervision of the Deputy Head of the DRC International Department.

The Unit undertakes recruitment, administration of deployments, organisation of training, implementation of the DRC Stand-by Roster development projects and coordination with stakeholders.

### **3.6.1 Deployments**

Deployment of experts is the core activity of the DRC Stand-by Roster. Presently, the Stand-by Roster implements three different kinds of deployments:

#### **General deployments**

DRC Stand-by Roster members are deployed to positions that match their professional background following a standard request from a UN partner organisation

#### **Cluster deployments**

As the DRC Stand-by Roster focuses more specifically on contributing to the Cluster Approach, a specific number of deployments are allocated within the fields of camp management, protection and early recovery. Cluster deployments more specifically help to achieve the strategic objectives outlined above vis-à-vis the UN Humanitarian Reform process.

#### **Mentor programme deployments**

The mentor programme aims to develop skills and provide experience to young and motivated candidates with little or no field experience. A mentor deployment requires that the UN organisations identify a duty station with a mentor to supervise and to guide the trainee through all stages of working in the humanitarian field. Upon a successful mentoring programme the trainee becomes an ordinary member of the DRC Stand-by Roster.

» Refer to section 5.3 The Mentor Programme for additional information.

### **3.6.2 Staff Capacity Development – Training and Recruitment**

The DRC training programme consists of five different trainings namely; 1) the Basic Emergency Management Training; 2) the Protection training; 3) the Durable Solutions and Early Recovery training; 4) the “Mini” Workshop for Emergency Managers, and 5) the Camp Coordination and Camp Management (CCCM) training. Below is a short description of the DRC training programme, however, please also refer to chapter 6 Training and Capacity Development for more information.

### **Basic Emergency Management (BEM)**

The purpose of this 3-day mandatory training is to introduce the new DRC Stand-by Roster members to DRC and the DRC Stand-by Roster, to be presented to key UN partner organisations and to prepare members for the work as a DRC-deployee to the UN. Furthermore, the BEM forms the last step of the recruitment process which serves to assess the new members' individual capacity and skills.

### **Protection Training**

The purpose of the 3-day Protection training is to introduce DRC Stand-by Roster members to protection in different scenarios like acute emergencies, protracted emergencies, post conflicts and longer-term rehabilitation in both refugee and IDP settings. The training is mainly for members with previous protection experience and the aim is to develop and discuss hands-on approaches when working with protection in emergencies.

### **Durable Solutions and Early Recovery training**

The purpose of the Durable Solutions and Early Recovery training is to introduce DRC Stand-by Roster members to concepts and tools in the work with durable solutions in situations of forced displacement.

### **Mini Workshop for Emergency Managers (Mini WEM)**

The idea originates from the UNHCR facilitated WEM training. The aim of the Mini WEM is to better prepare DRC Stand-by Roster members and DRC programme staff to the stressful working conditions in emergency or repatriation operations. The Mini WEM training is the 2009 development initiative of the DRC Stand-by Roster.

### **Camp Management and Camp Coordination training (CCCM)**

The objective is to strengthen the camp management profiles of the DRC Stand-by Roster and to extend the cluster cooperation with UNHCR.

## Notes

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- 1) Report on the evaluation of the DRC Stand-by Roster, 2001
- 2) 2006 ODI Source book on Development-related Trends.
- 3) The term Transition is used in a post-conflict context to refer to “the period immediately after a disaster or conflict when pre-existing plans and programmes no longer reflect the most pressing priorities”. Early Recovery Guidance Note, Cluster Working Group on Early Recovery, July 2007.
- 4) UNCHR 2006, State of the World’s Refugees
- 5) UNHCR 2006, State of the World’s Refugees
- 6) UNHCR 2006, State of the World’s Refugees
- 7) The DRC Programme Handbook 2008, chapter 3
- 8) The DRC Programme Handbook 2008, chapter 3
- 9) Internal Displacements: Global overview of Trends and Developments in 2006
- 10) Refugees have the 1951 Convention and its 1967 Protocol while in the case of IDPs the only existing instruments is the Guiding Principles on internal Displacement. Few countries have developed legal frameworks on the basis of these principles.
- 11) DRC Programme Handbook 2008, chapter 3
- 12) UNHCR 2006, State of the World’s Refugees
- 13) UNSG: Safety and security of humanitarian personnel and protection of United Nations personnel, 2007
- 14) UNSG: Safety and security of humanitarian personnel and protection of United Nations personnel, 2008