

CHAPTER 4

THE RIGHTS-BASED APPROACH

4.1. Introduction – Why a Rights-Based Approach?

One of the main conclusions from the contextual analysis presented in Chapter 3 was that an increased focus on rights is necessary as a basis for DRC assistance activities. The chapter further discusses the concept of a rights-based approach (RBA) and provides guidance on how to take it into account in DRC's assistance work. The chapter also brings to light a number of possible dilemmas of RBA programming and explains how RBA relates to protection.

The adherence of the Danish Refugee Council to a right-based approach is underpinned by its vision and the mandate for its international activities. The latter inter alia states:

"...Protection and promotion of durable solutions...., on the basis of humanitarian principles and human rights..."

"..To provide refugees, IDPs, displaced and other affected groups....with assistance according to their rights..."

There are a number of reasons why DRC is committed to defining its international assistance activities within the framework of a rights-based approach:

- » ***It is relevant to the reality DRC works in:*** As outlined in chapter 3, the nature of conflicts today is such that they often transcend national borders and may involve both state and non-state actors. A common international legal regulative framework within which actors can be held accountable for their actions is very useful in such a context. A rights-based approach is relevant to the reality of conflict and humanitarian work precisely because it is based on, and makes explicit reference to, international legal standards and frameworks.
- » ***It adds legitimacy:*** The RBA is a coherent, normative approach increasingly accepted and used by both humanitarian and development organisations. The majority of States have ratified the various relevant conventions and legal instruments and their actions are therefore bound by these. By linking problems and solutions to internationally agreed laws and standards, RBA adds an element of legitimacy.
- » ***Civilians are targets of violence and human rights abuses:*** The key observation that civilians have become targets and not only victims of violence is one of the reasons why humanitarian response is no longer simply a question of providing humanitarian assistance. Instead, it is imperative to increasingly focus on and respond to the violation of rights that in turn results in vulnerabilities.

- » *It adds value:* For DRC, adopting a rights-based approach does not fundamentally change the way the organisation programmes its assistance. In many ways, RBA serves to confirm and underline already existing principles and good programme practices. A focus on rights, however, brings additional value to DRC's work if systematically applied. The most obvious added values include that:
- it provides structure and focus in the analysis of a given rights situation and clarifies DRC's role in comprehensive displacement situations. It further underlines the conclusion from the contextual analysis in Chapter 3 on the need to undertake thorough analysis of the more fundamental root causes of conflict and displacement in designing assistance activities;
 - it anchors DRC programmes in a wider context and as such, it complements the conclusions and observations of the contextual analysis presented in Chapter 3;
 - it improves needs assessments by defining needs within a human rights context;
 - it encourages a more comprehensive stakeholder analysis with a focus on accountability and responsibility, and generally strengthens the causal analysis;
 - it provides authoritative arguments for advocacy purposes;
 - it highlights new/greater variety of modes of action;
 - it adds an element of accountability – not only for duty-bearers but also for DRC itself; and
 - it facilitates a stronger focus on sustainability.

However, obviously the application of RBA also entails a number of potential challenges, including the following issues:

- » Whether the required human rights/legal capacity is present and at what stage it should be used;
- » Addressing human rights is often highly sensitive and may therefore generate unwanted side-effects;
- » As RBA focuses on the accountability and responsibility of the state, it might underline the need for political change, thereby challenging power holders;
- » RBA has a tendency to focus almost exclusively on States as being responsible for protection of people's rights, thereby neglecting the role and importance of other stakeholders; and
- » RBA does not help in addressing dilemmas of prioritisation and hard choices in the context of conflicting or competing rights.

- » Annex B17 presents some frequently asked questions and challenges with regard to applying RBA and provides suggestions on how DRC may respond.

4.2. Key Concepts and Principles in RBA

4.2.1. The Roles and Responsibilities of Stakeholders, including DRC

As described above, DRC is self-mandated as far as the rights-based approach is concerned. Its particular role and responsibility with regard to the protection of people's rights and hence their ability to claim or enjoy their rights is defined by that. The best way to explain this is by clarifying the roles and responsibilities of various stakeholders with respect to protecting, respecting and fulfilling rights.

Definition

A stakeholder is “any person, group or institution with an interest in and/or who can significantly influence a particular problem”.

Within a rights-based approach, stakeholders can be categorised into the following four groups:

- » Primary stakeholders/Rights-Holders are the intended beneficiaries of an action (Internally Displaced Persons; Refugees; human rights defenders - either the population or the organisation they may form). Generally, it is fundamental to the rights-based approach that every human being is a rights-holder and that every human right has a corresponding duty-bearer
- » Duty-bearer stakeholders are those who are responsible for the respect, the protection and the fulfilment of the rights of primary stakeholders. They are state and government bodies; certain UN bodies (for instance, UNHCR in the case of refugees); non-state actors/opposition armed groups in certain situations; and ICRC, which has a specific role in relation to International Humanitarian Law (IHL).
- » Key stakeholders are those who can significantly influence the protection of primary stakeholders. They include other UN bodies; other governments and multilateral institutions (both as donors and as policy makers); armed opposition groups; NGOs (national and international); churches; religious institutions; local leaders etc.
- » Other possible stakeholders: Corporations; mass media etc.

The matrix below sums up the roles and responsibilities of the different stakeholders:

Table 4.1: The Roles and Responsibilities of Stakeholders

Stakeholder Category	Roles & Responsibilities	Who they are
<i>Primary Stakeholders / Rights-Holders</i>	<p>They are the intended beneficiaries whose rights are being violated. RBA recognises that a rights-holder:</p> <ul style="list-style-type: none"> • is entitled to rights • is entitled to claim rights • is entitled to hold the duty-bearers accountable • has a responsibility to respect the rights of others • has a responsibility to communicate their needs, prioritise and work with others to realise their rights 	<ul style="list-style-type: none"> • Internally displaced persons (IDPs), • Refugees, • Returnees • Host communities • Human rights defenders
<i>Duty-bearer stakeholders</i>	<p>They have responsibility to respect, protect, fulfil and promote rights of rights-holders. This would involve taking measures to stop third parties from infringing on rights, take measures to realise rights and to abstain from violations and non-interference</p>	<ul style="list-style-type: none"> • State and government bodies (e.g. government, parliament, police, the legal system, local authorities) • Opposition armed actors/ non-state actors in certain situations, e.g. when they hold control of a territory • Mandated UN bodies • ICRC
<i>Key stakeholders / Other possible stakeholders</i>	<p>Those who can significantly influence the issue at stake by facilitating and supporting duty-bearers, primarily states, in taking up their responsibilities to protect, respect and fulfil the rights of people, and fill in for them when they will not or cannot</p>	<ul style="list-style-type: none"> • Other UN Bodies • NGO (national and international) • Other governments and multilateral institutions (both as donors and as policy-makers) • Armed opposition groups • Churches, religious institutions • Mass media

From the above categorisation, it should be evident that Stakeholder analysis is a very important element in applying a rights-based approach, especially in identifying rights- and duty-bearers. Stakeholder analysis facilitates the identification of roles and responsibilities in case of breach of rights, with a particular focus on the “responsibilisation” of the duty-bearers, as well as the capacities and limitations of all stakeholders.

» Please refer to Annex B35 for the DRC Stakeholder Analysis Tool

Moreover, the relation between rights- and duty-holders is crucial to the rights-based approach. This includes the ability of rights-holders to claim their rights from the duty-bearers and the ability of duty-bearers', on their part, to respect, protect and fulfil the rights of the rights-holders.

As a self-mandated key stakeholder in any given situation, the particular role and responsibility of DRC in promoting the protection of rights is to:

- » focus on the challenges of making duty-bearer stakeholders take up their responsibilities to protect people affected by war, conflict, during displacement and after;
- » fill-in as much as possible when the duty-bearers are unwilling or unable to do so;
- » encourage and support “rights-holders” to claim and enjoy their rights.

The case example on Sri Lanka presented in the box below serves to illustrate how DRC, in applying a rights-based approach, builds the capacities of both rights-holders and duty-bearer stakeholders.


Capacity Development of Duty-Bearers and Rights Holders in Sri Lanka

DRC's IDP/Refugee Integrated Livelihood Rehabilitation and Protection Programme in Northeast Sri Lanka is an example of DRC applying a rights-based approach to programme analysis, design and implementation. Active in Sri Lanka since 1998, the overall programme goal has been to promote durable solutions for internally displaced people and refugees in the wake of the war. The protection, capacity development and advocacy elements of this programme very explicitly illustrate how DRC works with the five RBA Core Principles.

DRC's programme in Sri Lanka pursues a dual strategy of working with the empowerment of IDP and/or returnee right-holders on the one hand and the accountability of state and non-state (LTTE) duty-bearers on the other. The protection issues currently faced by communities in Northeast Sri Lanka include documentation problems, land/property related problems, child-related problems (including recruitment, underage labour, violence and non-attendance at school); violence against women; intimidation; freedom of movement; alcohol and drug abuse, problems accessing health and education of services and officials who neglect their duty.

Using the framework of International Human Rights law and the Guiding Principles on Internal Displacement, DRC seeks to empower and provide support to IDPs and returnees through awareness raising, training, information campaigns and support for community-led advocacy activities. Through this, it seeks to help beneficiaries understand their rights, build confidence and to develop and implement strategies towards realising those rights.





Applying a rights-based approach also entails a focus on the responsibilities and accountability of the duty-bearers. Consequently, as a parallel, corollary output, the programme promotes the development of an environment where the rights of IDPs and returnees are respected. It does through targeting the responsive capacity and willingness of the duty-bearers to respect and protect basic rights and thus to fulfil their obligations. Activities include training and advocacy. Furthermore, DRC facilitates the link between the governing structures (state and non-state), the communities and other organisations by organising round table discussions; workshops etc., thereby creating space for discussions on some of the more systemic rights issues that emerge.

For DRC, this type of work with duty bearers is what particularly distinguishes the rights-based approach from other, more traditional approaches.

4.2.2. The Overarching Principles of RBA

“...A rights-based approach.... is a conceptual framework...that is normative-ly based on international human rights standards and operationally directed to promoting and protecting human rights..” (OHCHR)

The commitment of DRC to a rights-based approach implies integrating the following five principles in its assistance programmes:

- » **Expressly apply international legal principles/framework:** this obliges DRC to take into account and make explicit reference to, and design assistance within a framework of, the relevant international and national legal standards and conventions applicable to the situation in question.
- » **Empowerment:** this obliges DRC to factor in strategies and approaches that build the capacity of people (rights-holders) to claim or enjoy their rights.
- » **Participation:** this obliges DRC to support and ensure that rights-holders are given a voice on matters that concern them. Participation should be free, active, and meaningful.
- » **Non-discrimination and vulnerable groups:** this obliges DRC to avoid any biases or discriminatory practices when delivering assistance, and to pay special attention to vulnerable groups.
- » **Accountability:** this obliges DRC, on the one hand, to promote accountability towards those for whom we work and, on the other hand, facilitate/support to ensure that duty-bearers are also held to account.

» See Annex B19: The five core principles of (H)RBA for further elaboration of these principles

The above principles are interconnected and widely recognized as the core principles of a rights-based approach to programming, and are by no means new to DRC. With the exception of a few additional elements, they serve to confirm and complement existing DRC programming principles. This is particularly so with regard to the principles of participation, empowerment and accountability as they correspond to DRC's operational principles of participation, partnership and capacity building, including the additional accountability requirements under the Humanitarian Accountability Framework (communication; complaint mechanisms). These are further discussed in Chapter 6.

The principles that require a stronger emphasis by DRC are those relating expressly to applying international legal standards and frameworks, and the focus on accountability. These are addressed through a more explicit requirement in the programme design phase as discussed in Chapter 7.

4.3. Implications for Programming

A number of key elements are to be considered in programme design and implementation when using a rights-based approach, including the five principles outlined above. These are detailed in section 4.3.1 and 4.3.2 below and should ideally be followed when designing programmes from a rights-based perspective. They also form the basis for the guidelines found in Chapters 5, 6 and 7, regarding the use of RBA.

4.3.1. Situational Analysis within the RBA Framework

RBA-oriented situation analysis stresses the importance of focusing on the (violation of) rights and identification of the responsible parties as the major feature of a humanitarian rights-based framework. Seven critical steps that ensure a rights-based orientation in situational analysis and programme planning are outlined below:

1. Structure the situation analysis as per relevant rights and norms.
2. Since needs arise from a violation of rights, understand the type of violations, their impact, and who is responsible – the perpetrator.
3. Determine which specific standards within national, regional and international law that are relevant to the situation in question.
4. Identify the stakeholders (specific individuals, authorities, and agencies) that have particular responsibilities or mandates to put an end to or remedy the effects of the violations and describe their responsibilities, roles and functions, including what people themselves can do.

5. Examine the “compliance aptitude / protective capability” of the duty-bearers. This aims at examining the actual and potential scope of protection capacity among relevant duty-bearer stakeholders. The ability of a duty-bearer to respect, protect and fulfil rights is determined by a mixture of capabilities and practical resources, political attitude/intent and personal attributes. These need to be understood as they are critical to the context in which DRC provides assistance. These various resources and characteristics are encapsulated in the phrase “compliance aptitude”¹.
6. Consider primary stakeholders/rights-holders as subjects with their own protective capabilities and not just as objects of violations. Thus, while duty-bearers (states/UNHCR) have an obligation to protect, it is also about working directly with primary stakeholders to identify and develop ways in which they can assist themselves and realise their rights.
7. Assess how key stakeholders (national and international donor agencies, NGOs etc.) can ensure complementarity among their actions. This involves looking at practices among the different key stakeholders present, their mandates, capabilities and intent and the degree to which they share common objectives.

» **Annex B20 elaborates further on the above seven critical steps and the associated tools that are useful in applying a RBA in situational analysis and programme design**

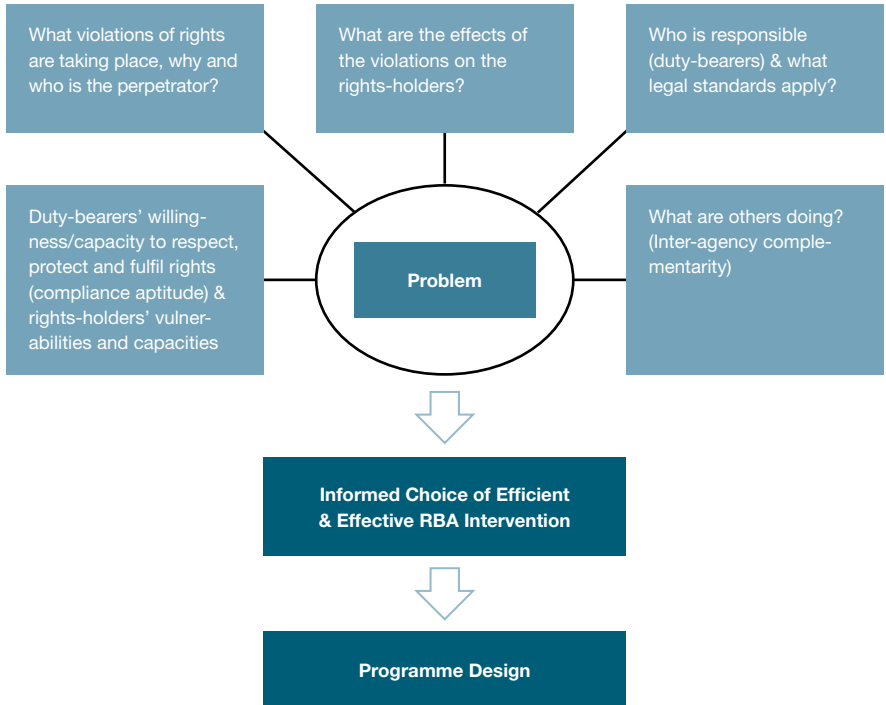
As indicated above, these steps represent what can ideally be done. The steps actually utilised will depend on the prevailing situation on the ground and resources available, as well as what other partners are doing.

It is worth noting that a RBA situation analysis/assessment as outlined above is not a legal analysis per se. While the linking of problems to rights and standards requires some knowledge of the relevant national and international legal standards, mandates and mechanisms, it is equally important that the assessment and analysis uses known tools and skills such as stakeholder analysis, organisational and political assessments, capacity and vulnerability analysis, threat and risk analysis etc.

Obviously the context in question, DRC specific objectives, DRC sectors of intervention and general expertise determine where particular field programmes will concentrate most of the analysis and assessment. Nevertheless, the process as outlined above has proven to be very useful as it places humanitarian needs in the wider context of the rights of and capacities of conflict-affected people, root causes, the responsibilities of duty bearers (in particular states) and key stakeholders, including DRC, etc. Such analysis provides a useful guide to designing the actual assistance strategies and the types of activities to include.

The following diagram is a visual outline of the above-mentioned critical steps in the RBA analysis process:

Figure 4.1: Rights-Based Analysis



4.3.2. Programme Design within the RBA Framework²

When formulating the objectives and outlining the activities for a particular project or programme, the focus should be maintained on the following:

- » Why certain people/groups' rights are being violated/the root causes?
- » Who is responsible for addressing the rights violations?
- » What are they doing to address their responsibilities?
- » What can we do to support, facilitate and/or fill in?

Further to that, the following list is a very useful guide to check that a rights-based approach has been fully applied as intended:

- » Do the objectives relate to human rights laws and/or principles?
- » Are the objectives clear on the particular rights-holders to be addressed?

- » Do the objectives focus on both rights-holders and duty-bearers and the promotion of their awareness, capacities and interrelation?
- » Do the objectives point towards changes for both rights-holders and duty-bearers?
- » Do the objectives reflect the problems raised in the context/situation analysis as the most relevant for the targeted rights-holders? Do the objectives reflect the priorities as voiced by the vulnerable groups themselves?
- » Do the objectives relate to the prioritised root causes?
- » Is there a focus on the synergies within sectors and the linkages between the micro and macro levels?
- » Is ownership and meaningful participation ensured?
- » Are there special mechanisms to ensure focus on and inclusion of the poorest and most vulnerable?
- » Are mechanisms for complaint, resolution and redress included?

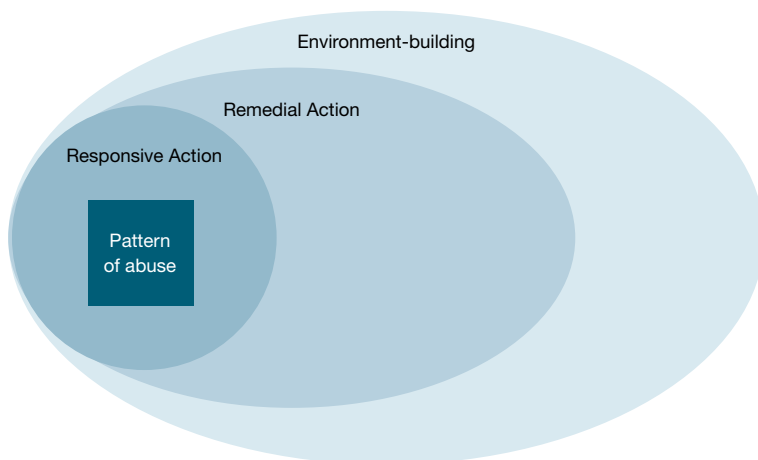
A RBA designed programme or project will often, in addition to addressing the identified problems by more traditional service delivery, include elements of:

- » Capacity building (of both rights-holders, duty-bearers and other key stakeholders);
- » Strengthening of structures, mechanisms and dialogues for rights-holder and duty-bearer interaction; and
- » Advocacy on violations.

4.3.3. Different Types of Programmes Resulting from a Rights-Based Approach

When it comes to implementation, a focus on rights and responsibilities can result in a number of different activities targeting different stakeholders in various ways. The widely recognised “Egg Model” below is the result of an inter-agency process to develop a framework to illustrate and describe the great diversity of agencies’ rights-based humanitarian work. The model uses the shape of an egg to facilitate strategic reflection on the different spheres of action in which protection of people’s rights needs to be addressed and the different types of activities/modes of action required to protect and/or re-establish access to peoples’ rights. The “Egg” serves to convey the non-hierarchical and the interdependent nature of RBA work and the possibility of carrying out several activities with rights-based outcomes either independently or in collaboration and coordination with others, thus underlining the importance of inter-agency complementarity.

Figure 4.2: The Protection Egg



Source: Annex H4: Protection - An ALNAP Guide for Humanitarian Agencies, Hugo Slim & Andrew Bonwick, 2005

The abuse or right violation is at the centre of the “Egg”. The three spheres or levels of protective action float from here:

» **Responsive Action** is “any activity undertaken in connection with an emerging or established pattern of violation and aimed at preventing its recurrence, putting a stop to it, and/or alleviating its immediate effects”³.

The use of the term responsive action is meant to convey a sense of real urgency (but can last for many years) for a particular group of civilians suffering the immediate horrors of a violation. It is primarily focused on stopping (by, for example, putting pressure on the authorities and/or perpetrators or convincing them to stop or preventing recurrence of violations), preventing or mitigating a pattern of violation through provision of direct services aimed at alleviating immediate suffering. This might require drawing on one or a mixture of the five modes of protective action: substitution, support to services, persuasion, mobilisation or denunciation (see below).

» **Remedial Action** is “any activity aimed at restoring the dignity of people and ensuring adequate living conditions subsequent to a pattern of violation, in particular through putting pressure on/convincing authorities into taking the required measures and/or provision of rehabilitation, restitution, compensation and repair.”

Remedial action is a longer-term process that aims to assist people living with the effects of a particular pattern of violation. This might include the recovery

of their health, tracing of their families, livelihood support, housing, education, judicial investigation and redress. This too is likely to involve all five modes of protective action.

» *Environment-building* is “any activity aimed at fostering a social, cultural, political, institutional, economic and legal environment conducive to respect for the rights of the individual, in accordance with the letter and the spirit of the relevant bodies of law”.

Environment-building is a deeper, more structured and society-wide process aiming to change laws, policies, attitudes, beliefs and behaviours. It is likely to involve the development of more humane political values, improvements in laws and legal practices, the training of security forces, establishing and developing governmental and non-governmental organisations capable of enhancing the respect for human rights and humanitarian law, and the development of an increasingly non-violent public culture.

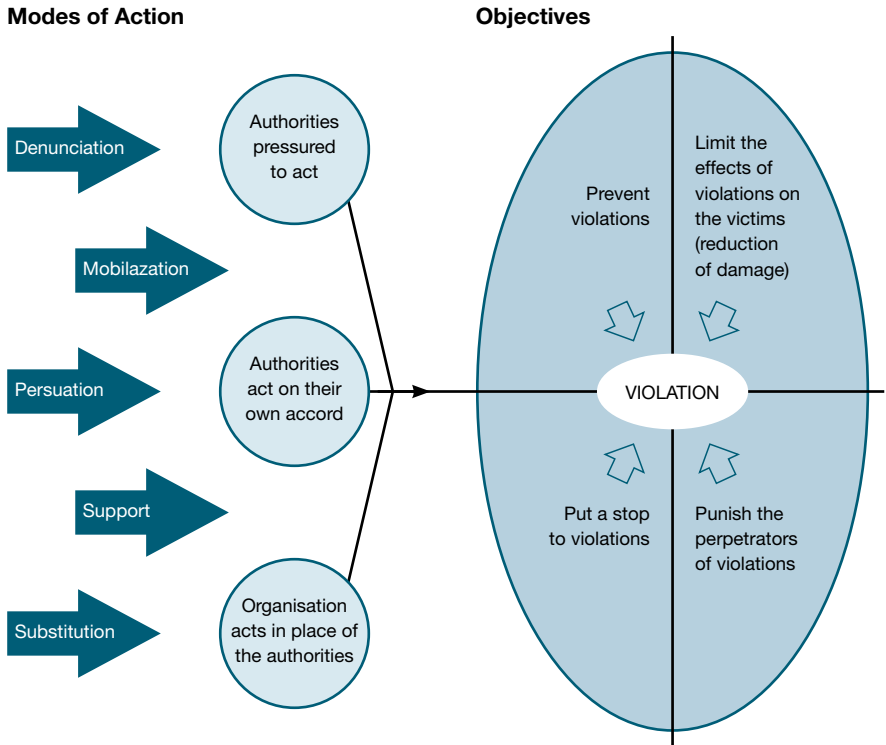
Furthermore, there are five main modes of action that can be used by humanitarian agencies in the attempt to secure protection of rights:

- » Denunciation
- » Mobilization
- » Persuasion
- » Support to structures
- » Substitution

The first three modes of action do not involve direct assistance but are differing means of pressure that aim to secure the compliance of the relevant authorities with international laws of civilian protection so as to prevent further violations. The fourth and fifth modes are ways of providing direct assistance to those surviving and recovering from violations.

The differences between the five modes are graphically illustrated by the figure below.

Figure 4.3: The Modes of Action and Objectives in RBA



Source: Humanitarian Protection - A Guidance Booklet, Pilot Version, Hugo Slim & Luis Enrique Eguren, ALNAP, March 2004

» Annex B14 presents these five modes of action in greater detail.

4.4. Links between DRC RBA and Protection

An important question to ask is: How is a rights-based approach different from traditional protection activities? For DRC, there is a close link between a rights-based approach and protection, but the organisation, however, recognizes the following differences/nuances.

RBA is a conceptual and normative framework for DRC's assistance activities. A focus on rights essentially implies that DRC's intervention and activities are designed to promote and ensure the full respect for the rights of the individual – that is, all rights. Thus, the RBA does not discriminate between different rights or rights

violations – all are equally important. That is why RBA is used in both the humanitarian sphere and the development sphere.

Protection, on the other hand, is a terminology primarily used in the humanitarian sphere and by humanitarian actors. It is all about the safety, security, dignity and integrity of people – and as such, it is a key aim of DRC's work.

In general, one can recognize a narrow and a much broader interpretation and use of the concept of protection. The salient characteristics of the two are as follows:

The Narrow Use of “Protection”

The narrow use of protection can be found in DRC programmes where specific activities or components of a programme are categorized as protection activities or protection components. This is often the case when these activities are done in close collaboration with and/or funded by “protection-mandated” agencies as UNHCR and UNICEF.

These protection activities can take a number of forms, including:

- » physical protection by presence;
- » material protection by targeted food and non-food distribution to particular vulnerable groups;
- » facilitating and supporting affected people in obtaining or replacing civil documents;
- » protection monitoring and reporting activities (information management);
- » legal aid/counselling services;
- » provision of information and awareness raising among beneficiaries about their rights and options for durable solutions; and
- » advocacy and capacity building of duty-bearers about their responsibilities and obligations.

The Broad Use of “Protection”

The broad interpretation and definition of protection takes as a point of departure the commonly agreed definition, which states that protection 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...” (IASC)

This broad use and interpretation of protection is also the one DRC uses in its mandate for international work.

It is often argued that the broad interpretation of the concept of protection basically means that everything is protection. However, the point to stress is that all activities should aim at having a protection outcome so as to adhere to DRC's international

mandate. This means that the broad range of humanitarian activities that are available to choose from - ranging from presence, advocacy, monitoring & reporting and the broader categories of material assistance - can all contribute towards the protection of people's rights in as far as these activities are designed and implemented with a protective outcome in mind.

In summary, the differences between RBA and protection may be presented as follows:

Table 4.2: The Difference between RBA and Protection

Rights-based approach	Protection
<ul style="list-style-type: none"> • The normative framework – i.e. the approach to assistance planning • The toolbox to use when analysing a situation, doing an assessment, designing an intervention, and evaluating a policy or a programme • Here the focus is on rights and responsibilities AND making the link between rights violation, the legal normative framework and the responsible actors/duty-bearers 	<ul style="list-style-type: none"> • What we do, i.e. protecting the rights of conflict-affected population • Protection is about the safety, security, dignity and integrity of civilians • Protection work/a protection intervention can take many forms. It (protection) can be a stand-alone activity or cut across the programme/sectors in a programme • Protection work takes many forms such as advocacy; presence; humanitarian assistance; monitoring and reporting

4.5. Conclusion

This Chapter has elaborated on the commitment of DRC to base its assistance on rights and the implications of this. It details the principles of DRC's rights-based programming, as well as the programmatic implications. Together with the contextual analysis presented in Chapter 3, it lays the basis for the DRC Assistance Framework presented in Chapter 5. The integration of RBA in DRC's programme management process is further treated in Chapter 7.

Selected Reference Material

- » Proceedings from Workshop on Rights-Based Approaches, 7-8 November 2006, Copenhagen (See Annex H7 and <http://humanrights.dk/research/proceedings/proceedings+from+workshop+on+rights+based+approaches>)
- » Applying a Rights-Based Approach – An Inspirational Guide for Civil Society, Jakob Kirkemann Boesen & Tomas Martin, The Danish Institute for Human Rights, 2007 (See Annex H6)

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- » Frequently Asked Questions on Human Rights-Based Approach to Development Cooperation, OHCHR, 2006 (See Annex E11)
 - » What is the “Rights-Based Approach” All About? Perspectives from International Development Agencies, Celistine Nyamu-Musembi & Andrea Cornwall, IDP Working Paper 234, 2004
 - » Principles into Practice – Learning from Innovative Rights-Based Programmes, CARE International UK, 2005 (See Annex H10)
 - » The Implications for Northern NGOs of Adopting Rights-Based Approaches, Emma Harris-Curtis, Oscar Marley and Oliver Bakewell, INTRAC, 2005 (see Annex H9)
 - » Indicators for Human Rights-based Approaches to Development in UNDP Programming: A Users’ Guide, UNDP 2006 (see Annex E5)
 - » Human Rights Indicators at Programme and Project Level – Guidelines for Defining Indicators Monitoring and Evaluation, Erik André Andersen & Hans-Otto Sano, The Danish Institute for Human Rights, 2006
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Notes

- 1) This is a term developed by ICRC
- 2) This section builds upon Annex H6: Applying a Rights-Based Approach – An Inspirational Guide for Civil Society, Jakob Kirkemann Boesen & Tomas Martin, The Danish Institute for Human Rights, 2007
- 3) Protection. An ALNAP Guide for Humanitarian Agencies, Hugo Slim & Andrew Bonwick, ALNAP, 2005