



# The Humanitarian Challenge :

## Refugees and Internally Displaced Persons



### Course C-04 COURSE OVERVIEW

#### Introduction

The principal victims of contemporary conflicts and civil wars are civilians. Forced migration, including the large-scale movement of people, has become one of the defining characteristics of the post-Cold War world. The refugee and internally displaced phenomenon poses both practical challenges and ethical dilemmas. The global community is challenged to develop new strategies for assistance and containment. The task of preventing humanitarian crisis and confronting the forces which create them is a priority in order to establish a more peaceful and secure world where people do not have to abandon their homes and escape from their own country in order to feel secure. There is an urgent need for members of organizations engaged in multi-disciplinary peace operations to understand all the dimensions of mass population displacement.

#### Aim

The aim of this course is to provide participants with an in-depth understanding of issues and dynamics affecting refugees and internally displaced persons within the context of modern peace operations. Participants will develop their operational effectiveness through the practice of coordination, cooperation and planning skills.

#### Participants

The course is designed particularly for intermediate and senior level managers, and their equivalents, from all organizations engaged in multi-disciplinary peace operations. The participants come from all parts of the world. A course profile has been developed to provide a balance of participation the full range of peace operations organisations. The course is conducted in English as this is often the language common to most people within the international atmosphere of a mission. Field operations are often, of necessity, conducted in English so this course offers the opportunity to develop confidence in using these skills within a supportive environment. For this reason, a strong command of English is essential, not just for



one's own learning but, in a highly interactive learning environment, for that of one's colleagues.

### Methodology

The course takes a dynamic, participatory approach based on adult learning methodology. The focus is on development of practical skills in coordination and emergency planning and is structured around an overall case study and a series of discussions and exercises. Linked to each day's practice, conceptual material on related topics and issues is presented by a member of faculty or a visiting subject specialist. Plenary and small group structured discussions reinforce the learning. The discussion groups are sufficiently small to provide all participants with the opportunity to contribute, and the multi-disciplinary composition encourages the expression of a wide range of viewpoints and experiences relating to the topic. Each discussion group is chaired and facilitated by a member of the Pearson Peacekeeping Centre faculty. The exercises are debriefed and outcomes analysed in plenary or small group sessions.

### General Scope

The course is based on a series of analysis, coordination and planning exercises. The exercise practice is informed and supported by presentations on topics which cover concepts, organizations, issues and skills.

### Course Elements

#### Exercises

An overall Case Study provides the background context for the exercises which pose several practical dilemmas and problems of increasing difficulty and complexity. The final exercise of the course involves a complete day of emergency response coordination and planning around one particular humanitarian crisis. These exercises are designed to provide a practice framework for the subjects covered. The Case study and exercise set is based on a real life situation, adapted to meet the learning objectives of the course.

#### Concepts

The course begins with an examination of the context of modern Peace Operations and of the worldwide phenomenon of mass population displacement caused by armed conflict. The impacts of refugees on the host country and the factors leading to the growing problem of internal displacement are analysed.

#### Organisations

Several presentations focus on the roles, mandates, tasks and capabilities of the principal players within the context of modern peacekeeping: the UN agencies, the NGOs, the military, the civil police and the media. Particular attention is paid to the roles of the *United Nations*, with particular reference to the *High Commissioner for Refugees*, and the *International Committee of the Red Cross* in addressing the crucial problems of mass population displacement.

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### **Issues**

More complex issues such as the protection and needs of groups at particular risk, such as women, children, and the elderly are some of the subjects covered. We explore the complexities of building consensus in multi-organisational and multi-cultural environments and examine the ethical issues frequently encountered in humanitarian emergencies. The presentations also include discussion of durable solutions, safe areas, as well as strategic tools for refugee camp management and security. A module also includes a study and analysis of the legal protection of refugees and internally displaced persons and the various legal instruments designed to protect persons forced to flee their homes.

### **Skills**

Emergency planning and coordination are critical in a humanitarian crisis. The success in these activities depends heavily on the skill and experience of the people involved. Here we discuss and practice the core skills. Some of the basic techniques of verbal and non-verbal communication are presented. Negotiation amongst the coordinating organizations, as well as with refugees, militia and local government bodies, can occur daily. The Interest-based Negotiation process is used as the basic framework for the introduction of negotiation skills. Good communication skills go together with effective negotiation. In the multi-lingual environment of peace operations it is often necessary to communicate through an interpreter. The skills and issues of working with interpreters are covered.

### **Experiences from the Field**

In each course we also include a module known as *Experiences from the Field*. This activity provides participants the opportunity to share their own real life negotiation experiences with other course members and faculty.

### **Faculty**

The course is conducted by a faculty team, which includes the Course Manager, three or more Facilitators, and guest specialists. The number of Facilitators varies to maintain an optimum ratio of 1 facilitator for every 10 participants. All members of the faculty team are subject specialists with experience working in the international environment, as well as practical experience as educators. Facilitators are typically drawn from different organizations engaged in peace operations. The Course Manager is responsible for the overall conduct of the course. The principal role of the Facilitators is to monitor and coach exercise practice, present conceptual material and facilitate the plenary and group discussions. In addition to the full time faculty, the course may be supported by visiting subject specialists who will make presentations and lead discussions on their particular areas of specialization. Distinguished speakers with international reputations may be invited to deliver an opening keynote address or a closing address.



### **Schedule**

The latest Course Activity Forecast and dates are available on the PPC website. The course will be conducted over a ten-day period. The course begins on a Monday morning and ends at noon on the second Friday. There is no formal course work scheduled during the mid-course weekend. Participants should plan to arrive at the Cornwallis Park campus on Sunday, the day before the scheduled start of the course. Participants travelling over very long distances are requested to arrive on Saturday, two days before the scheduled start, in order to adjust to the time difference.

### **Contact**

Registration and further information is available through:

The Registrar  
Pearson Peacekeeping Centre  
Cornwallis Park  
PO Box 100  
Clementsport,  
Nova Scotia Canada  
B0S 1E0  
Telephone: 902-638-8611  
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Email: [registar@ppc.cdnpeacekeeping.ns.ca](mailto:registar@ppc.cdnpeacekeeping.ns.ca)

**C-04 SUMMARY OF TOPICS AND EXERCISES**

**DAY 1- April 22<sup>nd</sup>**

Concepts: Conceptual Framework  
World on the Move

Exercises:

**DAY 2**

Concepts: UN Response to Humanitarian Crises  
UNHCR Response to Humanitarian Crises  
Kosovo Case Study Overview

Exercises:

**DAY 3**

Concepts: Coordinating Mechanisms  
Emergency Planning  
People Oriented Planning

Exercises:

**DAY 4**

Concepts: The NGO Response to Humanitarian Crises  
Red Cross Response to Humanitarian Crises  
IHL, HR and Refugee Law

Exercises:

**DAY 5**

Concepts: The CIVPOL Response to Humanitarian Crises  
The Media Response to Humanitarian Crises

Exercises: Sudan Case Study

**DAY 6- 29 April**

Concepts: Displacement: Impacts on Women  
Camp Management and Security

Exercises:

**DAY 7**

Concepts: Working with Interpreters  
Negotiation for Peacekeepers

Exercises: Return of Refugees

**DAY 8**

Concepts: Ethical Issues in Humanitarian Crises  
Refugee Visit

**DAY 9**

Concepts: All day exercise  
Far Horizons

Diane DeGuzman                      Emergency Planning & POP  
Ethical Issues  
Sudan Case Study  
Displacement: Impacts on Women

Ann Howarth-Wiles                      World on the Move  
UNHCR Response  
Kosovo Case Study  
Camp Management/Security

John Tyynela                              United Nations Response  
Working with Interpreters  
Coordinating Mechanisms  
Refugee Visit

Guest Speakers                              Anna Maria Tremonti- The Media Response  
David Gairdner- Framework  
Judith Lavoie- IHL, Red Cross  
Lyndell Findlay- Negotiation  
Luc Racine- Military  
Martin Girard