



Unions Defending Human Rights, Climate Justice and Quality Public Services for IDPS in Nigeria

ASSR AND U2U with Akademikerförbundet SSR and Union to Union



*Frontline Workers' Rights in IDP Camps:
A Training Manual*

UNIONS DEFENDING HUMAN RIGHTS, CLIMATE JUSTICE AND QUALITY

PUBLIC SERVICES FOR IDPS IN NIGERIA

**In partnership with ASSR and U2U
Frontline Workers' Rights in IDP Camps:**

A Training Manual

(Nigeria Context)



UNIONS DEFENDING HUMAN RIGHTS, CLIMATE JUSTICE AND QUALITY

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Acronyms

- I. ACHPR – African Charter on Human and Peoples' Rights
- ii. AU – African Union
- iii. GBV - Gender-Based Violence
- iv. HRL – Human Rights Law
- v. ICCPR – International Covenant on Civil and Political Rights
- vi. IDMC – Internal Displacement Monitoring Centre
- vii. IDPs – Internally Displaced Persons
- viii. IHL – International Humanitarian Law
- ix. ILO – International Labour Organization
- x. IOM – International Organisation for Migration -
- xi. PPE – Personal Protective Equipment
- xii. PTSD
- xiii. UNHCR – United Nations High Commissioner for Refugees

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Introduction

In recent years, the humanitarian crisis caused by internal displacement in Nigeria has intensified due to conflict, natural disasters, and insecurity, particularly in the North-East and Middle-Belt regions. Internally Displaced Persons (IDPs) face multiple vulnerabilities, and the role of frontline workers, including healthcare providers, security personnel, humanitarian workers, social workers, and volunteers, has become increasingly vital in delivering essential services within IDP camps and host communities.

However, the rights, welfare, and working conditions of these frontline workers are often overlooked. Many operate under unsafe, under-resourced, and high-pressure environments without adequate legal protection, compensation, or psychosocial support. This training manual is designed to address this gap by building the capacity of frontline workers, camp managers, and relevant stakeholders on decent work principles, legal protections, and advocacy for improved working conditions within IDP settings in Nigeria.

This training aligns with national labour laws, international labour standards, and human rights frameworks, and seeks to promote a human-centred, rights-based approach to humanitarian response in IDP contexts.

Aim and Objectives of the Training (Nigeria Context)

Aim:

This training aims to equip frontline workers and stakeholders operating in IDP camps in Nigeria with knowledge and skills to understand, claim, and protect their rights at work while promoting decent work principles and ensuring better service delivery in humanitarian settings.

Objectives:

By the end of the training, participants will:

- a. Understand the Nigerian context of internal displacement and the critical role of frontline workers.
- b. Gain awareness of national and international legal frameworks that protect the rights of workers in humanitarian and emergency contexts.
- c. Identify common violations and challenges faced by frontline workers in IDP camps, including exploitation, harassment, and lack of social protection.
- d. Promote decent work conditions such as fair wages, occupational safety, non-discrimination, and social dialogue in line with Nigeria's Labour Act and ILO Conventions.
- e. Develop advocacy strategies and practical solutions to support frontline workers' rights and well-being in IDP camps.

Expected Learning Outcomes

At the end of the training, participants will be able to:

- Describe the socio-political context of internal displacement in Nigeria and the relevance of frontline workers.
- Identify and explain key national policies, legal instruments, and international conventions that protect workers' rights in IDP camps.
- Recognize indicators of decent work and assess the extent to which they are being upheld in specific IDP settings.
- Analyse practical case studies of rights violations and propose corrective measures and referral pathways.
- Develop and implement action plans to advocate for and promote the rights, dignity, and safety of frontline workers in IDP camps.

Interactive Training Methodology and Approach

This training employs participatory, learner-centred, and experiential methodologies that ensure active engagement, reflection, and knowledge retention. The approach is grounded in adult learning principles and the realities of humanitarian work in Nigeria.

Key Methods Include:

- a. Storytelling and Lived Experience Sharing, where participants will share their personal experiences working in IDP settings to build trust and contextual relevance.
- b. Group Discussions and Breakout Sessions: Small groups will explore topics such as workplace safety, legal protections, and psychosocial challenges, using real-life case studies.
- c. Role Plays and Simulation Exercises: These activities will illustrate common rights violations and equip participants with tools for response and advocacy.
- d. Gallery Walks and Visual Mapping: To encourage movement and visual learning, key concepts and scenarios will be presented in poster format, allowing participants to walk around, reflect, and vote/comment.
- e. Expert Input and Panel Discussions: Guest speakers from the Ministry of Labour, National Human Rights Commission, or humanitarian agencies will offer technical insights.
- f. Interactive Quizzes and Knowledge Games: Used to reinforce learning and engage in evaluating comprehension.
- g. Action Planning Workshops: Participants will develop practical strategies and action points to take back to their organizations and communities.



How to Use This Manual

This manual is designed for

- a. Facilitators/Trainers (to structure and deliver practical training sessions)
- b. Trade Union Leaders/Educators (to build internal capacity), and
- c. Workers and Shop Stewards (as a reference guide for their day-to-day advocacy and negotiation work).

Guidance for Facilitators

Structure: The six modules are sequential but can be adapted to suit individual/group of workers' needs. A complete training might consist of a 2-day workshop (e.g., Modules 1-3 on Day 1 and Modules 4-6 on Day 2).

Timing: Each module is designed for 60-90 minutes, including exercises.

Methods: Embrace participatory methods (group discussions, role-plays, case studies, and brainstorming). Avoid long lectures.

Inclusive Facilitation: Actively encourage participation from all, especially women, young workers, and shy participants. Use small groups. Be mindful of language barriers; use simple English and integrate local pidgin where necessary for clarity.

Adult Learning Principles: Relate content directly to participants' experiences. Focus on practical problem-solving. Respect the expertise they bring from their workplaces.

Module 1

Understanding the Context of Internal Displacement in Nigeria

Internal Displacement in Nigeria is a growing humanitarian crisis driven by multiple factors, including armed conflict, terrorism, communal violence, and environmental disasters. The Boko Haram insurgency in the Northeast, particularly in Borno, Adamawa, and Yobe states, has forced millions to flee their homes. At the same time, farmer-herder clashes in the Middle Belt and banditry in the Northwest have further exacerbated Displacement. Additionally, climate change-induced flooding and droughts have destroyed livelihoods, pushing rural communities into urban centres in search of safety and survival. According to the Internal Displacement Monitoring Centre (IDMC), Nigeria had over 3.5 million internally displaced persons (IDPs) as of 2023, making it one of the highest in Africa. Many IDPs live in overcrowded camps, host communities, or informal settlements, facing severe challenges such as food insecurity, limited access to healthcare, and economic marginalization. The Nigerian government, in collaboration with international agencies like the UNHCR and IOM, has implemented policies such as the National Policy on IDPs (2021) and the Kampala Convention to address protection gaps. However, weak enforcement, inadequate funding, and bureaucratic inefficiencies hinder effective responses, leaving many IDPs in prolonged vulnerability without durable solutions like safe return, local integration, or resettlement. Understanding these dynamics is crucial for developing targeted interventions that uphold the rights and dignity of displaced populations.

Module Expectations

By the end of this module, participants will be able to:

- Define internal Displacement and understand why it occurs in Nigeria.
- Recognize the multifaceted impact of Displacement on individuals and communities.
- Identify the unique roles and challenges of frontline workers in IDP camps.
- Understand ethical and humanitarian principles in displacement settings.
- Explore the psychosocial, physical, and socio-economic vulnerabilities of IDPs.
- Discuss protection risks and rights-based responses to Displacement.

Team-Building Activity: Human Map - My Story, Our Story

Purpose: Build empathy and connection among participants.

Ask participants to stand in different corners of the room based on the region of Nigeria they are from (North, South, East, West). As they take their positions, ask them to share what they know briefly or have observed about Displacement in that region. This builds connection and awareness of Nigeria's displacement dynamics.

Section 1: Understanding the Context of Internal Displacement in Nigeria

1.1 Defining Internal Displacement

Internal Displacement refers to situations where people are forced to flee or leave their homes or places of habitual residence but remain within the borders of their own country. IDPs (Internally Displaced Persons) do not cross international boundaries and thus do not enjoy the same protections as refugees under international law. Internal Displacement is not just movement; it is disruption. It is the story of people uprooted from homes, hopes, and heritage without crossing a border. Understanding what makes someone an IDP is the first step toward ensuring their rights, restoring their dignity, and recognizing their humanity. They are not statistics; they are survivors deserving of protection and support.

In a nutshell, Internal Displacement refers to the forced movement of people within their own country due to conflict, disasters, or other crises, without crossing international borders.

1.2 Causes and Drivers of Internal Displacement

In Nigeria, Displacement is driven by factors including armed conflict (Boko Haram insurgency), communal clashes, floods, desertification, infrastructural development, and land disputes. These events often occur without warning and without systems in place to support the affected populations. Displacement in Nigeria is driven by a dangerous mix of violent conflict, environmental collapse, and human development gone wrong. Whether it's conflict in the North-East, floods in the South, or large-scale development projects, these forces fracture lives. By recognizing the root causes, we can shift from reaction to prevention, and emergency to long-term resilience.

In a nutshell: Causes and Drivers of Internal Displacement include - Armed conflict (e.g., Boko Haram insurgency), Natural disasters (floods, desertification), Climate change impacts (drought, erosion, sea level rise), Development projects (dams, road construction), etc

1.3 Impact of Displacement on Individuals and Communities

The effects include the breakdown of social structures, trauma, economic instability, and disruption of education and healthcare services. Displacement can erode traditional support systems and lead to stigmatization. Displacement shatters the social fabric of communities and scars individual lives. It is not just about losing homes, it's about losing identity, voice, and access to fundamental rights. Understanding these impacts helps us see IDPs not as problems to be managed, but as people to be empowered and supported on their path to recovery.

In a nutshell, the impacts of Displacement include, but are not limited to, Loss of home and security, Separation from family/community, Loss of livelihoods, and Emotional and psychological distress

1.4 Landscape of IDP Camps and Settlements in Nigeria

Nigeria has both official and unofficial IDP camps. Conditions vary, but overcrowding, poor sanitation, and inadequate shelter are common. Many IDPs reside in host communities, which also strains local resources. Across Nigeria, IDP camps and informal settlements reflect a spectrum of survival from overcrowded tents to makeshift shelters. These landscapes are not just spaces; they are ecosystems of resilience and struggle. Understanding them helps us shape better responses that go beyond temporary fixes to sustainable, dignified living solutions.

In a nutshell, Nigeria has both formal camps and informal settlements. Conditions vary widely: overcrowding, poor WASH infrastructure, and limited healthcare

1.5 Role and Challenges of Frontline Workers in IDP Camps

Frontline workers are health practitioners, humanitarian staff, security personnel, and community volunteers. They face burnout, threats to personal safety, lack of resources, and bureaucratic barriers. Frontline workers are the heartbeat of humanitarian response. They serve with courage in harsh, under-resourced conditions, often putting their safety and well-being on the line. Recognizing their challenges isn't charity, it's justice. Supporting them means strengthening the entire response system and protecting the dignity of both helpers and the helped.

In a nutshell:

- Provide essential services: food, health, education, protection
- Face risks: burnout, inadequate pay, security threats
- Often under-recognised and under-supported

1.6 Ethical Considerations & Humanitarian Principles

Key humanitarian principles include neutrality, impartiality, independence, and the “Do No Harm” principle. Frontline workers must also ensure informed consent, confidentiality, and respect for dignity. Working with IDPs requires more than good intentions; it demands principled action. Ethical principles such

as “do no harm,” respect for dignity, and informed consent are not optional. They are the foundation of trust, safety, and justice. In displacement settings, being ethical is not a luxury; it is a lifeline.

In a nutshell:

- Do No Harm
- Neutrality, impartiality, humanity
- Informed consent and confidentiality
- Dignity and respect for all individuals

Mid-Module Icebreaker: Fact or Fiction?

Instructions:

- The facilitator reads out several statements (some true, some false) about IDPs in Nigeria.
- Participants guess whether it is fact or fiction.
- Use it to debunk myths and reinforce real issues.

Examples:

- “Most IDPs in Nigeria live in well-organised camps.” (Fiction)
- “Not all IDPs are displaced by conflict.” (Fact)
- “Frontline workers in IDP camps are usually volunteers.” (Fact)

Icebreaker Activity: “Word Storm”

Split participants into small groups and give them a flip chart. Ask each group to list all the words that come to mind when they hear “IDP.” After 5 minutes, regroup and discuss what stands out and what emotions or assumptions appear.

Section 2: Psychosocial Impact of Displacement

Displacement shatters more than just homes; it fractures identities, erodes mental resilience, and leaves deep psychological scars that often outlast physical hardships. Forced from their communities, IDPs face a relentless onslaught of stressors: the trauma of violence or disaster that triggered their flight, the humiliation of dependence on aid in crowded camps, and the gnawing uncertainty about their future. Children who should be in school exhibit signs of post-traumatic stress, women who once managed households now endure sleepless nights guarding against sexual violence, and men stripped of their livelihoods grapple with depression and substance abuse. The stigma of Displacement compounds these wounds, as host communities often view IDPs as burdens rather than survivors. While humanitarian responses prioritize food and shelter, psychosocial support remains dangerously underfunded, perpetuating a cycle where unaddressed mental health needs undermine economic reintegration, social cohesion, and even physical health. Proper recovery demands more than survival rations; it requires culturally sensitive counselling services, safe spaces for communal healing, and recognition that mental well-being is the foundation upon which durable solutions are built. Until we treat psychosocial care with the same urgency as malnutrition or disease outbreaks, Displacement will continue to steal futures long after people escape the immediate danger.

2.1 Trauma and Mental Health

Displacement can result in PTSD, anxiety, and depression. The lack of mental health services exacerbates these challenges. Displacement wounds the mind as much as the body. The trauma of violence, Loss, and uncertainty creates silent emergencies in mental health. Supporting IDPs means acknowledging and addressing these invisible injuries with care, compassion, and culturally appropriate mental health services.

In a nutshell, Anxiety, depression, and PTSD are common among IDPs

2.2 Loss, Grief, and Bereavement

Displaced persons may mourn loved ones, livelihoods, and communities. They often experience multiple losses without closure. When IDPs lose their homes, they don't just lose a building; they lose entire lives, relationships, and dreams. Grief is a daily reality. Recognizing and holding space for these emotional truths is not weakness; it is the beginning of healing.

In a nutshell, IDPs may have lost family, friends, homes, and communities

2.3 Impact on Social Structures and Family Dynamics

Displacement often shifts family roles and can lead to breakdowns in traditional authority and cohesion. Displacement reshapes families and communities. Elders may lose authority, children may be forced into adult roles, and gender dynamics may shift under pressure. These changes can either deepen vulnerability or open paths to resilience, depending on how we respond.

In a nutshell, displacement can alter social structures, potentially leading to the breakdown of traditional support systems or an increase in domestic conflicts.

2.4 Coping Mechanisms

Despite challenges, IDPs develop strategies, spirituality, social networks, and storytelling to cope with trauma. Despite the odds, IDPs show remarkable resilience through faith, solidarity, storytelling, and survival skills. These coping mechanisms are not just personal; they are cultural assets. Supporting IDPs means strengthening their strengths, not just treating their wounds.

In a nutshell, some coping mechanisms of IDPs include religious faith, social support, storytelling, and humour.

Section 3: Physical Health and Well-being of IDPs

The physical health of internally displaced persons (IDPs) in Nigeria represents a cascading crisis, where overcrowded living conditions, inadequate sanitation, and disrupted healthcare services create a perfect storm for preventable suffering. Malnutrition runs rampant among children, with many camps reporting global acute malnutrition rates above emergency thresholds. At the same time, waterborne diseases like cholera spread unchecked due to contaminated water sources and poor waste management. Chronic conditions, hypertension, diabetes, and respiratory illnesses go untreated as health systems in host communities buckle under the strain of increased demand. Pregnant women face heightened risks, with many delivering in unsanitary conditions without skilled birth attendants, leading to alarming maternal and infant mortality rates. The collapse of routine immunization programs in conflict zones has also triggered outbreaks of vaccine-preventable diseases, with measles and diphtheria re-emerging in camps. This health catastrophe is compounded by the near-total absence of specialized care for the disabled and elderly, who are often relegated to the margins of humanitarian responses. Without urgent interventions to restore clean water supplies, nutrition programs, and functional healthcare services, including disease surveillance and outbreak control, the physical deterioration of IDPs will not only perpetuate cycles of poverty but also pose grave public health risks to surrounding communities. Health equity for IDPs is not merely a moral obligation; it is a vital investment in Nigeria's collective well-being and stability.

3.1 Common Health Risks in Displacement Settings

Malaria, respiratory infections, and malnutrition are common due to poor living conditions. From malaria to malnutrition, the health threats in IDP camps are constant and deadly. But these risks are not inevitable; they are symptoms of neglect. Investing in health systems in displacement settings is not just about saving lives; it's about respecting them.

In a nutshell, common health risks include Malaria, cholera, measles, respiratory infections, and Malnutrition among children and pregnant women

3.2 Access to Healthcare Services

Barriers include cost, distance, and discrimination. Many IDPs rely on underfunded clinics. Health is a human right. Yet for many IDPs, healthcare is miles away, literally and metaphorically. Closing the gap between need and access is essential to restoring dignity and preventing preventable deaths.

In a nutshell: Limited or no healthcare in many IDP sites, Shortage of trained health workers and medicine

3.3 Water, Sanitation, and Hygiene (WASH)

Poor WASH conditions result in disease outbreaks and Loss of dignity, especially for women and children. Clean water and sanitation are the first line of defence against disease and the foundation of human dignity. WASH is not a luxury in IDP camps; it is a survival necessity. Every bucket of clean water is a bucket of justice.

In a nutshell, Poor sanitation leads to disease outbreaks, limited access to clean water, and inadequate hygiene materials.

Section 4: Socio-economic Vulnerabilities of IDPs

The displacement crisis in Nigeria has plunged millions into a vortex of socio-economic exclusion, stripping them of livelihoods, assets, and social capital while trapping them in cycles of dependency. Forced to abandon farms, businesses, and ancestral homes, IDPs arrive in host communities with nothing but the clothes on their backs, joining an informal economy where exploitation thrives. Skilled artisans and traders now compete for menial daily labour, driving wages below subsistence levels, while educated professionals find their qualifications unrecognized in new locations. The Loss of land titles and official documents locks many out of formal financial systems, forcing them into predatory loan arrangements to feed their families. Women and children bear the brunt of this collapse; girls are traded into early marriages for survival, boys are recruited into street begging, and mothers resort to transactional sex to pay for medicine. Host communities, already strained by poverty, often view IDPs as competitors for scarce resources, fuelling tensions that further isolate the displaced. Without targeted programs for skills retraining, legal aid to reclaim property, and inclusive financial services, IDPs remain stuck in a purgatory of aid dependency, unable to rebuild their past lives or construct new ones. This systemic economic violence does more than impoverish individuals; it destabilizes entire regions, as desperation pushes some toward armed groups or urban slums. Breaking this cycle demands more than food handouts; it requires recognizing IDPs as economic actors who need capital, market access, and the right to rebuild their lives with dignity.

4.1 Loss of Livelihoods and Economic Hardship

IDPs are often unable to work or access land and markets. Without work, there is no stability. Displacement strips people of their economic identity. Restoring livelihoods is not just about income; it's about giving people back their agency, pride, and ability to rebuild.

In a nutshell, Farmers, artisans, and businesspeople lose their source of income

4.2 Food Insecurity

Many IDPs depend on insufficient aid and face severe hunger. Food insecurity is a daily crisis in IDP camps. It affects physical health, mental well-being, and social harmony. Hunger is not inevitable; it is an injustice that can be solved with better planning, equity, and accountability.

In a nutshell: Dependence on food aid and inconsistent supply

4.3 Housing and Shelter

Most shelters are inadequate for safety and privacy. Shelter is more than a roof; it is safety, privacy, and peace. For many IDPs, current shelter conditions are dangerous and dehumanizing. Ensuring adequate housing means restoring human dignity in its most basic form.

In a nutshell, Temporary, overcrowded shelters are prone to fire and disease

4.4 Education Disruption

IDP children often lack access to formal education due to Displacement and insecurity. When a child's education is disrupted, the consequences can last a lifetime. Every day without school is a day of lost potential. Education must be protected as a right, not postponed as a privilege, even in emergencies.

In a nutshell, Children may miss years of school due to factors such as a lack of documents and stigma.

Section 5: Protection Risks Faced by IDPs

Internally displaced persons (IDPs) in Nigeria navigate a perilous landscape of systemic threats that compound their trauma and undermine their fundamental rights. Exposed to relentless security risks, many face the constant fear of armed attacks, abductions, or forced recruitment by insurgents and criminal gangs, even within supposedly "safe" camps. Gender-based violence reaches alarming levels, with women and girls enduring sexual exploitation by camp officials, security forces, and host community members, often in silence due to stigma and broken justice systems. Children become prime targets for trafficking, forced labour, and child marriage, while unaccompanied minors face heightened risks of abuse and neglect. The absence of proper documentation further deepens their vulnerability, cutting off access to basic services, legal protections, and freedom of movement. Discriminatory practices by host communities, including exclusion from local jobs and schools, fuel resentment and push IDPs toward dangerous survival strategies, such as venturing into conflict zones to retrieve belongings or harvest crops. The lack of adequate law enforcement in many displacement zones creates an environment of impunity, where perpetrators operate without consequence. Without robust protection mechanisms, including safe shelters, gender-sensitive security measures, and accessible legal aid, IDPs remain trapped in a cycle of violence and exploitation. Addressing these risks demands more than temporary humanitarian fixes; it requires a rights-based framework that prioritizes safety, justice, and the restoration of dignity for Nigeria's displaced populations.

5.1 Gender-Based Violence

Women and girls face heightened risks of sexual exploitation, abuse, and early marriage. GBV in displacement settings is a shadow crisis, silenced by fear, shame, and stigma. Addressing it requires courage, survivor-centred services, and zero tolerance. Protecting women and girls is not optional; it is urgent.

In a nutshell, Women and girls face risks of rape, exploitation, and abuse

5.2 Child Protection Issues

Children are vulnerable to separation, trafficking, and recruitment into armed groups. Children in Displacement are not just at risk; they are being failed. Separated, recruited, exploited, they face threats no child should. Protecting children means restoring childhoods, with safety, education, and care.

In a nutshell: Separation from families, Risk of trafficking, forced labour, and early marriage

5.3 Discrimination and Marginalization

IDPs often face exclusion based on ethnicity, religion, or geography. Displacement often deepens existing inequalities. IDPs may be treated as outsiders, burdens, or threats. Accurate humanitarian response requires inclusion, ensuring IDPs are not invisible in policy, practice, or protection.

In a nutshell, IDPs are often stigmatized by host communities, and Ethnic, religious, or political exclusion

5.4 Security Risks in Displacement Sites

Armed attacks, theft, and insecurity are common in unprotected camps. IDP camps should be sanctuaries, not danger zones. Insecure environments, especially at night, expose residents to crime, abuse, and fear. Safety is not a bonus; it is a right, and every IDP deserves it.

In a nutshell, Camps can be unsafe, especially at night. Militarised environments create fear and tension.

Section 6: Conflict Resolution and Transformation: Building Pathways to Sustainable Peace for IDPs

The protracted displacement crisis in Nigeria demands more than short-term humanitarian solutions; it requires a deliberate, inclusive approach to conflict resolution and transformation that addresses root causes while fostering reconciliation. Years of violence have entrenched deep-seated grievances between displaced communities, host populations, and armed groups, often exacerbated by competition over dwindling resources and political marginalization. Traditional mediation mechanisms have been weakened by Displacement, leaving disputes over land, property, and resources to fester into renewed tensions. A transformative approach must go beyond ceasefire agreements to actively involve IDPs as stakeholders in peacebuilding, ensuring their voices shape solutions that guarantee safe return, restitution, or dignified integration.

Community-led reconciliation initiatives such as intergroup dialogues, shared economic projects, and truth-telling platforms can begin healing divisions while addressing the trauma that fuels cycles of retaliation. Women and youth, disproportionately affected by Displacement yet often excluded from formal peace processes, must be empowered as agents of change through leadership training and participation in local governance. Simultaneously, the government must tackle structural drivers of conflict, including inequitable resource distribution and weak justice systems, by implementing policies that prioritize the rights and recovery of displaced populations.

Economic reintegration programs that provide livelihoods for both IDPs and host communities can reduce friction and create mutual interdependence, transforming competition into collaboration. Schools and religious institutions should be leveraged as spaces for peace education, countering the narratives of division that sustain violence. True conflict transformation requires long-term commitment, but by centring justice, equity, and participatory decision-making, Nigeria can break the cycle of Displacement and build a foundation for lasting peace. The return of IDPs to their homes or their successful integration elsewhere must be more than a logistical challenge; it should be a cornerstone of national reconciliation.

This involves understanding and addressing the root causes of conflict, facilitating dialogue, and promoting coexistence between displaced persons and host communities. Displacement often follows conflict, but it can also spark new ones. Peacebuilding in IDP settings isn't just about ending violence; it's about transforming relationships, restoring trust, and building bridges between IDPs and host communities.

In a nutshell, the Importance of mediation, peace education, and community dialogue involving both IDPs and host communities in conflict prevention is very crucial.

Section 7: Rights-Based Approach to Displacement

A rights-based framework is not merely an ethical imperative but a practical necessity for addressing Nigeria's displacement crisis with lasting impact. This approach recognises IDPs not as passive recipients of aid but as rights-holders entitled to protection, participation, and justice under national and international law. Grounded in the Kampala Convention, the Guiding Principles on Internal Displacement, and Nigeria's constitutional guarantees, it demands accountability from states and humanitarian actors alike. At its core, it prioritizes:

- i. **Dignity in Humanitarian Assistance** - Aid programs must move beyond survival metrics to uphold IDPs' rights to adequate housing, food, healthcare, and education, ensuring services are delivered without discrimination or coercion. Participation of displaced communities in designing aid programs is non-negotiable, as is transparency in resource allocation to prevent corruption.
- ii. **Justice and Accountability** - A rights-based response requires prosecuting perpetrators of violence against IDPs, including gender-based crimes and property violations, while establishing accessible legal aid and documentation systems to restore IDPs' identities and claims to land. Local dispute resolution mechanisms should be strengthened, but not at the expense of formal justice for grave rights abuses.

- ii. Sustainable Solutions Rooted in Agency - Whether through safe return, local integration, or resettlement, durable solutions must be driven by IDPs' free, informed choices. This includes livelihood programs that restore economic autonomy, psychosocial support to address trauma, and policies that dismantle systemic barriers to reintegration.
- iii. Structural Reforms for Prevention – Beyond crisis management, a rights-based lens compels addressing root causes from inequality to climate injustice through legislative reforms, equitable resource distribution, and inclusive governance. Host communities, often themselves marginalized, must be engaged as partners to foster solidarity over scarcity narratives.

Implementing this approach requires bold shifts: allocating national budgets to uphold IDP rights, training security forces on protection mandates, and empowering displaced women and youth as decision-makers. Donors must fund rights-monitoring initiatives, while media and civil society amplify IDPs' voices. When Nigeria treats Displacement as a rights violation rather than a temporary misfortune, it unlocks transformative change where recovery is measured not just in shelters built, but in justice delivered, agency restored, and futures reclaimed.

7.1 Understanding IDPs as Rights Holders

Recognizing IDPs as citizens with rights ensures that support goes beyond charity to justice. IDPs are not passive recipients of aid; they are rights holders. Recognizing this shifts our approach from charity to justice. Every service must uphold, not undermine, their dignity and agency.

In a nutshell: Right to life, education, health, dignity, and freedom from violence

7.2 Ensuring Access to Rights

This includes access to identity, healthcare, education, and legal support. Rights without access are empty promises. Whether it's healthcare, shelter, or protection, IDPs must be able to claim what they are entitled to. Barriers such as legal, social, and logistical must be actively dismantled.

In a nutshell: Role of government, humanitarian actors, legal systems

7.3 Accountability

IDPs need safe channels to report abuse and seek justice without fear. When systems fail, redress is essential. IDPs must have safe ways to report abuses, lodge complaints, and seek justice. Accountability is not punishment; it's a path to restoring trust and healing harm.

In a nutshell: Mechanisms for redress: complaint desks, legal aid, ombudsman

Group Work: Design an IDP-Friendly Community

Task:

- Divide participants into small groups.
- Each group designs a community or settlement plan that:
 - o Respects IDPs' rights
 - o Ensures access to health, education, shelter, and protection
 - o Supports decent working conditions for frontline workers

Present: Each group presents their plan and explains how it reflects what was learned in the module.

Module 2

Legal and Policy Frameworks Protecting Workers' Rights in Nigeria and IDP Settings

Nigeria has established several legal and policy frameworks to safeguard workers' rights, including the Labour Act (2004), which outlines minimum wage, working conditions, and protections against unfair dismissal, and the Employees' Compensation Act (2010), ensuring benefits for work-related injuries. Additionally, the Trade Unions Act allows collective bargaining, empowering workers to negotiate better terms. For Internally Displaced Persons (IDPs), the National Policy on IDPs (2021) recognizes their right to decent work and access to livelihood opportunities, while international frameworks like the Kampala Convention (ratified by Nigeria) mandate protection against labour exploitation in displacement settings. Despite these provisions, enforcement gaps persist, particularly in informal sectors and IDP camps, necessitating stronger implementation and awareness campaigns to ensure compliance and uphold the dignity and rights of all workers, including vulnerable displaced populations.

Module Expectations

By the end of this session, participants will be able to:

- Identify and explain the legal frameworks that protect workers' rights in Nigeria, including in humanitarian and IDP contexts.
- Understand how international standards apply to frontline workers in emergencies.
- Recognize the importance of applying these frameworks to improve working conditions for humanitarian workers.
- Advocate for the rights of IDP-based workers using the appropriate legal tools.

Team-Building Activity: Justice Jigsaw

Time: 20 minutes

Break participants into small teams. Each team receives a printed quote or excerpt from a major law or policy (e.g., Constitution, Labour Act, Kampala Convention). Their task is to:

1. Read it aloud.
2. Summarise what it means in their own words.
3. Link it to a real-life challenge faced by workers in IDP settings.

1. Legal and Policy Frameworks

1.1. The Constitution of the Federal Republic of Nigeria

The Nigerian Constitution is the backbone of all rights in the country. Section 17 emphasizes social justice and dignity in labour, while Section 34 guarantees freedom from inhuman treatment. For frontline workers in IDP settings, this means they are not just service providers, but rights-holders entitled to fair treatment and safe working environments.

1.2. National Labour Act and its Applicability in Humanitarian Settings

The National Labour Act (2004) serves as Nigeria's primary legislative framework for regulating employment relationships and safeguarding workers' rights. However, its application in humanitarian settings, particularly in internally displaced persons (IDP) camps and conflict-affected areas, reveals significant implementation gaps that undermine its protective intent.

In principle, the Act guarantees fundamental rights, including fair remuneration, safe working conditions, and freedom from discrimination provisions that should extend to all workers, including those engaged in crisis response. Yet in practice, humanitarian operations frequently operate outside full compliance with labour standards. Many frontline workers, including healthcare providers, aid distributors, and construction labourers, are engaged through informal arrangements that circumvent statutory obligations. The classification of such personnel as "volunteers" or "temporary staff" effectively denies them access to the Act's protections, despite performing essential roles under often hazardous conditions.

Three systemic challenges impede effective enforcement:

1. Regulatory oversight gaps - Labour inspection mechanisms rarely extend to displacement settings, creating de facto exemptions for humanitarian employers.
2. Structural ambiguities - The Act lacks specific provisions addressing the unique employment relationships prevalent in emergency response contexts.
3. Accountability deficits - Weak grievance redress systems and power asymmetries discourage workers from asserting their rights.

Addressing these shortcomings requires coordinated action. The Federal Ministry of Labour and Employment should establish specialized oversight units for humanitarian operations, while development partners must align funding agreements with labour compliance benchmarks. Furthermore, legal reforms should clarify the status and entitlements of crisis response workers. Only through such measures can Nigeria ensure that its labour protections translate into meaningful rights for all workers, regardless of their employment context. The integrity of the national labour framework ultimately depends on its consistent application across all sectors, humanitarian operations being no exception.

1.2.1. Non-discrimination Clauses

Every worker, regardless of tribe, gender, religion, or role, is protected from discrimination. This principle must be upheld even in emergencies. Discrimination erodes morale, deepens inequality, and violates the core ethics of humanitarian work.

1.2.2. Minimum Wage Regulations

Frontline workers, even in emergencies, deserve fair pay. Nigeria's minimum wage laws apply to all formal employment. Underpayment in crisis settings is not only unethical, it's unlawful.

1.2.3. Occupational Safety and Health Standards

Emergency conditions should not mean unsafe work. Employers are required to provide safe, hygienic, and risk-free environments, even in IDP camps. Protection gear, training, and mental health support are not luxuries; they're legal and moral obligations.

1.2.4. Employment Contract Requirements

Written contracts reduce exploitation and misunderstandings. Humanitarian organizations must formalize employment relationships to protect both workers and the services they provide to vulnerable populations.

1.2.5. Access to Dispute Resolution Mechanisms

Even in emergencies, workers have the right to file complaints, seek mediation, or access labour courts. Access to redress reinforces trust, improves workplace morale, and strengthens accountability.

1.2.6. Relevant National Policies and Strategies on Internal Displacement and Employment

Nigeria's National Employment Policy and other frameworks recognize the need to include displaced populations and their caregivers in employment planning. Ignoring these strategies weakens national recovery efforts.

1.2.7. Nigeria Public Service Rule

Government-employed humanitarian workers are also protected under the Public Service Rules, which promote discipline, fairness, and efficiency. These guidelines must be upheld regardless of the location of deployment.

1.3. National IDP Policy

The National Policy on Internally Displaced Persons (2021) represents Nigeria's most comprehensive effort to address Displacement through a rights-based lens, aligning domestic response with the Kampala Convention and international humanitarian standards. This groundbreaking policy establishes clear responsibilities for all tiers of government, mandating protection measures from emergency relief to durable solutions, whether through safe return, local integration, or resettlement. Crucially, it recognizes IDPs not as passive aid recipients but as rights-holders entitled to dignity, participation, and justice. The policy breaks new ground by addressing often-overlooked challenges like documentation loss, property restitution, and psychosocial support, while explicitly prohibiting discrimination against displaced persons in access to services. For frontline workers in humanitarian operations, it sets vital labour standards, requiring fair wages and safe conditions even in crisis settings. However, its transformative potential hinges on implementation, currently hampered by inconsistent funding, weak interagency coordination, and a lack of localized action plans.

While the National IDP Policy provides a robust legal framework, its real-world impact remains uneven due to systemic barriers. State governments often lack the technical capacity or political will to enforce provisions, particularly in conflict-affected regions where insecurity obstructs monitoring. Bureaucratic delays in land disputes and inadequate resources for reintegration programs undermine the policy's innovative, durable solutions protocols. Furthermore, protection mechanisms for vulnerable groups, such as women facing gender-based violence, children separated from families, or persons with disabilities, remain theoretical without targeted budget allocations. To realize the policy's promise, Nigeria must prioritize three actions: devolving implementation to local governments with community-led oversight, establishing a dedicated IDP protection fund, and integrating displacement concerns into national development plans. Only then can this visionary policy transition from paper to practice, ensuring no displaced Nigerian is left behind in the nation's pursuit of stability and inclusive growth.

1.4. International Labour Standards

1.4.1. ILO Conventions on Fair Treatment and Working Conditions

The International Labour Organisation (ILO) has established a robust framework of conventions that set universal standards for fair treatment and decent working conditions principles that take on heightened urgency in humanitarian settings like Nigeria's displacement camps. Core conventions, including ILO C155 on Occupational Safety and Health, C190 on Violence and Harassment, and C95 on Protection of Wages, provide legally binding guidelines that should shield frontline humanitarian workers and displaced labourers from exploitation. These instruments explicitly prohibit hazardous work without protective gear, wage theft, and gender-based discrimination issues rampant in Nigeria's IDP camps, where aid workers and local hires often labour without contracts, safety equipment, or timely pay. The ILO's Decent Work Agenda further reinforces these rights, emphasizing social protection, freedom of association, and equitable opportunity. Yet, despite Nigeria's ratification of key conventions, enforcement remains woefully inadequate in crisis zones, where workers face systemic violations with impunity. Bridging this gap demands urgent action: integrating ILO standards into national humanitarian response plans, empowering labour inspectors to monitor camp operations, and holding NGOs and contractors accountable through sanctions for non-compliance. When Nigeria aligns its displacement response with these global benchmarks, it won't just meet legal obligations; it will transform aid systems into models of dignity, proving that fairness cannot be suspended, even in crisis.

1.4.2. ILO Guidelines on Decent Work in Public Emergency Services

The International Labour Organisation (ILO) Guidelines on Decent Work in Public Emergency Services establish a critical framework to protect the rights and dignity of frontline workers who form the backbone of crisis response, from healthcare providers and aid workers to sanitation staff and security personnel. These guidelines emphasize that emergency conditions cannot justify the suspension of labour rights, mandating fair wages, safe working environments, and access to social protection even during disasters, conflicts, or pandemics. Specifically, they call for adequate PPE, mental health support, regulated working hours, and prohibitions against arbitrary termination, standards often neglected in Nigeria's IDP camps and conflict zones, where responders face extreme hazards without institutional safeguards. The guidelines also highlight the need for gender-responsive policies, recognizing that women who comprise the majority of frontline health and care workers often face compounded risks, including harassment and unpaid care burdens. For Nigeria, adopting these standards is not optional but a legal and moral imperative, as the country has ratified key ILO conventions underpinning these principles. To operationalize them, the government must reform labour inspections in humanitarian operations, enforce contractual obligations for all emergency hires, and establish rapid-response grievance mechanisms. By anchoring crisis response in decent work principles, Nigeria can ensure that those who save lives are not left vulnerable themselves, proving that resilience begins with justice for workers on the frontlines.

In a nutshell: Emergencies do not suspend labour rights. These ILO guidelines offer practical direction on how to maintain dignity, safety, and fairness for frontline workers in disasters and crises.

1.4.3. ILO Conventions on Forced Labour (Nos. 29 & 105)

The ILO Forced Labour Convention, 1930 (No. 29) and the Abolition of Forced Labour Convention, 1957 (No. 105) form the bedrock of international labour standards, unequivocally prohibiting all forms of compulsory labour, a mandate with acute relevance for Nigeria's displacement crises. These conventions define forced labour as any work exacted under threat or coercion, including debt bondage, human trafficking, and exploitative practices disguised as "community service" or "emergency work." Alarming, such abuses proliferate in Nigeria's IDP camps and conflict zones, where displaced persons, especially women, children, and minorities, are coerced into hazardous labour for survival. At the same time, some humanitarian subcontractors exploit workers through wage withholding or deceptive recruitment. Convention 105 specifically bans forced labour as a means of political coercion, economic development, or labour discipline, closing loopholes often abused during crises.

As a ratifying state, Nigeria is obligated to criminalize forced labour, prosecute perpetrators, and protect victims. Yet, enforcement remains weak in high-risk environments like the Northeast, where armed groups routinely conscript civilians. To uphold these conventions, Nigeria must strengthen labour inspections in informal sectors, train law enforcement to identify trafficking, and integrate anti-forced labour clauses into all humanitarian contracts. The conventions also demand remedies for survivors, including compensation and reintegration, which is a critical gap in current IDP responses. In a nation where Displacement and desperation intersect, these ILO instruments are not mere legal formalities but lifelines against modern slavery. Their full implementation would mark a turning point in Nigeria's fight to ensure that no crisis becomes a pretext for exploitation.

In a nutshell: Forced labour remains a risk in chaotic settings. These conventions prohibit any form of coercive work, ensuring that employment remains voluntary and respectful.

1.4.4. ILO Convention on Discrimination (No. 111)

The ILO Discrimination (Employment and Occupation) Convention, 1958 (No. 111) stands as a pivotal international standard requiring Nigeria to eliminate workplace discrimination and promote equal opportunity, a principle critically absent in many humanitarian and Displacement settings.

This convention obligates ratifying states like Nigeria to outlaw discrimination based on race, gender, religion, political opinion, national extraction, or social origin, with particular urgency in contexts where vulnerability is exploited. Yet in IDP camps and conflict zones, systemic biases persist: female aid workers face sexual harassment and pay gaps, displaced persons from minority groups are denied livelihood opportunities, and religious affiliations often determine access to emergency employment. The convention's broad scope covers all workers, including informal labourers, volunteers, and contracted staff in humanitarian operations, making it a powerful tool to challenge the exclusion of marginalized groups from decent work.

To fulfil Convention 111, Nigeria must reform labour laws to explicitly prohibit discrimination in humanitarian hiring, establish gender-sensitive grievance mechanisms in IDP camps, and mandate transparent wage scales for all crisis-response roles. Training programs for employers and camp managers on non-discrimination standards are essential, alongside data collection to monitor disparities in employment access. The convention's actual test lies in its application to Nigeria's most excluded, whether ensuring Yoruba Muslim IDPs receive equal work opportunities in Christian-majority host communities, or that female-headed households can access skills training without patriarchal barriers. By enforcing these standards, Nigeria can transform its humanitarian response from a system that mirrors societal inequalities to one that actively dismantles them, proving that crises demand not just aid but justice.

Key Demands for Implementation:

- a. Anti-discrimination clauses in all humanitarian contracts and funding agreements
- b. Affirmative action programs for displaced women, minorities, and persons with disabilities. Public audits of workforce diversity in IDP camp operations
- c. Legal aid hubs to challenge discriminatory employment practices in host communities

In a nutshell: This convention reinforces the idea that diversity should be protected, not punished. Gender, ethnicity, or background must never determine a person's working conditions or career progression.

1.4.5. ILO Convention on Minimum Wage Fixing (No. 131)

The ILO Minimum Wage Fixing Convention, 1970 (No. 131) establishes binding principles for fair wage determination that take on profound significance in Nigeria's displacement contexts, where economic desperation breeds exploitation. This critical convention requires ratifying states like Nigeria to implement statutory minimum wages that cover all workers, including those in informal and humanitarian sectors, a protection glaringly absent for many IDPs forced into survival labour. It mandates that wage rates be adjusted regularly to meet workers' basic needs while considering economic factors, a provision that could transform conditions for camp workers currently paid exploitative rates as low as ₦500 (\$0.31) per day for hazardous work. The convention emphasizes explicitly protecting vulnerable groups, a direct challenge to Nigeria's tolerance of discriminatory pay for displaced women, who often earn 40% less than men for equivalent labour in camp operations.

For Nigeria's crisis zones, Convention 131 demands urgent action: extending the national minimum wage to humanitarian operations, establishing mobile labour tribunals to adjudicate wage theft cases in displacement settings, and creating special wage protections for high-risk occupations like waste management in IDP camps. The National Salaries and Wages Commission must collaborate with the Ministry of Humanitarian Affairs to publish sector-specific wage guidelines for emergency response work. At the same time, labour unions require support to organize displaced workers. Implementation would curb the rampant abuse of "volunteer" classifications used to circumvent wage laws, a practice that leaves frontline health workers serving cholera outbreaks without compensation.

Nigeria's displacement crisis will only deepen if the broken economic compact for vulnerable workers isn't fixed. Convention 131 provides the blueprint; its full implementation would mean that no nurse treating malnourished children or labourer building emergency shelters must choose between their safety and survival. When the most exploited workers gain living wages, it doesn't just lift individuals; it rebuilds the social contract shattered by conflict.

In a nutshell: This standard protects vulnerable workers by mandating fair wages. Minimum wages are a human right, not a privilege.

1.4.6. ILO Convention on Occupational Safety and Health (No. 155)

The ILO Convention No. 155 on Occupational Safety and Health establishes a fundamental right to safe working conditions that takes on life-saving urgency in Nigeria's conflict and displacement zones, where health workers, aid staff, and labourers routinely risk their lives without protection. This legally binding instrument, which Nigeria ratified in 1994, requires comprehensive national policies to prevent workplace deaths and injuries, with special protections for high-risk sectors like healthcare, construction, and emergency services that form the backbone of humanitarian response. Yet in Nigeria's IDP camps, cholera treatment centres, and conflict-affected communities, workers face hazardous exposures to infectious diseases, structural collapses, and violence without adequate safety gear, training, or compensation, a brutal violation of the convention's core principles.

The convention's mandate for employer-funded protective equipment remains ignored for 78% of camp-based health workers, while its requirement for worker participation in safety decisions is undermined when displaced labourers are excluded from operational planning. Its provisions on emergency preparedness are particularly relevant for Northeast Nigeria, where medical staff treating Boko Haram victims frequently work under threat of attack without security protocols. The convention's revolutionary Article 12, requiring safety measures to extend to "all branches of economic activity", should legally cover informal camp labourers currently left unprotected.

Nigeria's failure to implement Convention 155 has created a silent epidemic of preventable worker deaths in its crisis zones, from midwives dying in unsterile birthing tents to construction workers buried in collapsed emergency shelters. As new threats like climate disasters and disease outbreaks intensify, this convention must shift from ignored paperwork to enforced reality. When Nigeria guarantees that no worker dies serving the displaced, it will finally honour the actual cost of crisis response. The time for half-measures has passed; every preventable death is a policy failure.

In a nutshell: A frontline worker should not have to choose between service and safety. Convention 155 calls for strong safety measures even in high-risk or remote environments.

1.4.7. ILO Guiding principles on the access of refugees and other forcibly displaced persons to the labour market

The ILO's guiding principles affirm that all forcibly displaced persons, including Internally Displaced Persons (IDPs), have the right to decent work and must be protected by national labour laws. In Nigeria, this means recognizing IDPs not just as victims of conflict but as active economic contributors deserving full access to labour protections, including freedom from discrimination, fair wages, social protection, and safe working conditions. Adapting legal and policy frameworks to reflect these rights is a critical step toward dismantling the systemic barriers that keep IDPs, especially women and youth, in informal, exploitative, and unsafe jobs, including in IDP camps where many serve as unrecognized frontline workers.

Economic reintegration is central to the dignity and resilience of displaced persons. The ILO principles call for inclusive access to employment, skills training, and entrepreneurship opportunities. For Nigeria's IDPs, many of whom possess valuable informal skills, this means governments and partners must invest in programs that recognize and enhance those capacities. Frontline workers in IDP camps, such as cleaners, security personnel, community health aides, and

case workers, should be offered formal contracts, fair wages, and pathways to professional development. Empowering IDPs economically not only reduces aid dependency but also contributes to local development and long-term stability in conflict-affected regions.

Protection from exploitation, violence, and harassment is non-negotiable in humanitarian settings. ILO principles emphasize the need for gender-responsive approaches that prioritize the most vulnerable, including women, youth, and persons with disabilities, while ensuring that displaced workers can voice their concerns through safe and structured social dialogue. In Nigeria, this translates into creating feedback mechanisms, strengthening worker committees, and fostering partnerships between IDPs, local authorities, and humanitarian agencies. When IDPs, especially frontline workers, are heard, respected, and protected, the foundation is laid for a more inclusive and just humanitarian labour framework that upholds the dignity of every displaced person.

1.4. The ILO Convention No. 190

The ILO Convention No. 190 (C190) on Violence and Harassment in the World of Work is a landmark international treaty that recognizes every person's right to a world of work free from violence and harassment, including gender-based violence. For frontline workers in Nigeria's IDP camps, many of whom are women, youth, or from vulnerable communities, this convention is particularly relevant. It acknowledges that violence and harassment are not limited to physical spaces but can occur in informal work settings, during commutes, or through digital communication, all of which reflect the realities of humanitarian workers in displacement settings. C190 demands that employers, humanitarian agencies, and government bodies take proactive steps to prevent, protect, and provide redress against violence. This means ensuring that frontline workers in IDP camps have access to complaint mechanisms, psychological support, clear anti-harassment policies, and a culture that does not tolerate abuse. Ratifying and domesticating C190 in Nigeria would significantly advance the protection of frontline workers, ensuring they can perform their duties in environments of safety, dignity, and respect, core principles of decent work and humanitarian response.

1.4.9. Other Relevant Conventions

Core ILO Conventions (Fundamental Rights at Work)

These are binding on all ILO member states, including Nigeria, whether ratified or not:

- a) **C087 – Freedom of Association and Protection of the Right to Organise Convention, 1948**
- b) Ensures workers, including displaced and humanitarian workers, have the right to organize and join unions.
- c) **C098 – Right to Organise and Collective Bargaining Convention, 1949**
- d) Protects workers' rights to collective bargaining, relevant for camp workers and displaced labourers.
- e) **C029 – Forced Labour Convention, 193**
- f) Prohibits forced labour, which is a high risk among IDPs and in informal/frontline work.
- g) **P029 – Protocol of 2014 to the Forced Labour Convention, 1930**
- h) Strengthens protections and remedies against modern slavery and forced labour.
- i) **C105 – Abolition of Forced Labour Convention, 1957**
- j) Complements C029 and prohibits forced labour for political or economic coercion.
- k) **C138 – Minimum Age Convention, 1973**
- l) Prevents child labour among displaced populations, particularly in camps.
- m) **C182 – Worst Forms of Child Labour Convention, 1999**
- n) Prohibits trafficking, slavery, and hazardous work for children, often prevalent in IDP crises.

o) C100 – Equal Remuneration Convention, 1951

- p) Ensures equal pay for men and women—critical for female frontline workers in camps.

q) C111 – Discrimination (Employment and Occupation) Convention, 1958

- r) Prohibits discrimination based on race, sex, religion, or social origin—key for protecting IDPs from marginalization.

Conventions and Protocols on Working Conditions & Protection

These support decent and safe work environments for all, including displaced populations and humanitarian/frontline workers:

a) C155 – Occupational Safety and Health Convention, 1981

- b) Requires a safe and healthy working environment, essential for frontline workers in hazardous IDP camps.

c) C190 – Violence and Harassment Convention, 2019

- d) Protects workers from gender-based violence and harassment in all work contexts, formal and informal, including IDP settings.

e) C122 – Employment Policy Convention, 1964

- f) Urges states to promote full, productive, and freely chosen employment, which includes the integration of IDPs into the labour market.

g) C102 – Social Security (Minimum Standards) Convention, 1952

- h) Sets out minimum standards for social security protection for workers, which should extend to displaced and camp-based workers.

i) C181 – Private Employment Agencies Convention, 1997

- j) Regulates employment agencies and aims to prevent exploitation of vulnerable job seekers, such as IDPs.

k) C189 – Domestic Workers Convention, 2011

- l) Ensures protection for domestic workers, who many IDP women may become in informal urban labour settings.

Migration and Displacement-Related Instruments

While designed with migrant workers in mind, these are also relevant to the forced Displacement and reintegration of IDPs:

a) C097 – Migration for Employment Convention (Revised), 1949

- b) Encourages fair treatment of migrants, applicable where IDPs are internally relocated for employment.

c) C143 – Migrant Workers (Supplementary Provisions) Convention, 1975

- d) Focuses on equal treatment and opportunity for migrants and displaced workers, including protection against abuse and exploitation.

Guiding Non-Binding Tools and Frameworks (Relevant to IDPs & Frontline Workers)

While not legally binding like conventions, the following are ILO-endorsed frameworks that guide IDP and frontline worker protection:

- ILO Guiding Principles on Access of Refugees and Forcibly Displaced Persons to the Labour Market (2022)
- Decent Work Agenda (2008)

- ILO Recommendation No. 205 – Employment and Decent Work for Peace and Resilience (2017)
- Relevant for crisis response, reconstruction, and reintegration of IDPs.

1.5. The Guiding Principles on Internal Displacement

The Guiding Principles on Internal Displacement, established by the United Nations in 1998, represent the global gold standard for protecting internally displaced persons (IDPs), a framework that remains acutely relevant for Nigeria's escalating displacement crisis. These 30 principles, grounded in international human rights and humanitarian law, provide a comprehensive roadmap covering prevention, protection during Displacement, and durable solutions, addressing the full cycle of Displacement that over 3.5 million Nigerians endure. They establish that Displacement must be avoided unless necessary. When it occurs, IDPs retain all rights to life, dignity, protection from violence, access to basic services, and participation in decisions affecting their futures.

In Nigeria, where Displacement stems from armed conflict, communal violence, and climate disasters, the Guiding Principles take on urgent practical significance. They prohibit the forced return of IDPs to unsafe areas, a violation routinely reported in Northeast Nigeria as authorities push premature closures of camps. They mandate special protections for women, children, and the elderly against gender-based violence and family separation, critical in camps where women face sexual exploitation and unaccompanied minors risk abduction. Crucially, the principles affirm IDPs' right to documentation, property restitution, and compensation, challenging Nigeria's systemic failures in land disputes and asset recovery.

While Nigeria adopted these principles through its National Policy on IDPs (2021), implementation remains patchy and underfunded. The principles' true power lies in their non-binding but authoritative nature, which provides IDPs with moral and legal leverage to demand accountability. From the flood-ravaged communities of Bayelsa to the conflict-scarred villages of Zamfara, applying these standards would mean:

- No more bulldozing camps without alternative housing (Principle 6)
- No more denying education to displaced children (Principle 23)
- No more excluding IDPs from electoral processes (Principle 22)

The Guiding Principles remind us that Displacement doesn't erase citizenship; it amplifies the state's duty to protect. For Nigeria, they offer not just a crisis management tool, but a justice-centred vision for rebuilding shattered lives. Their full adoption would mark the difference between temporary survival and lasting restoration for millions.

In a nutshell: These global standards frame IDPs as rights-holders, not just beneficiaries of aid. They emphasize the importance of voluntary return, dignity, and protection, all of which depend on well-supported, well-protected humanitarian workers.

1.6. African Union Kampala Convention

As the first continent-wide legally binding instrument on internal Displacement, the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention, 2009) represents Africa's boldest response to displacement crises - a response that Nigeria, as both a signatory and epicentre of Displacement, must urgently prioritize. This groundbreaking treaty goes beyond the UN Guiding Principles by imposing mandatory legal obligations on states to prevent arbitrary Displacement, protect citizens during crises, and guarantee durable solutions. Its provisions cut to the heart of Nigeria's challenges: prohibiting mass evictions without due process (Article 4), mandating special protections for women and children against sexual exploitation in camps (Article 9), and requiring compensation for lost property (Article 12) - all critical gaps in Nigeria's current response.

For Nigeria's conflict zones, three provisions demand immediate action:

- o **Article 3(1)(k):** The obligation to criminalize arbitrary Displacement directly challenges the forced clearances of informal settlements and unsafe returns in the Northeast

- o **Article 5(4):** The requirement to register and document all IDPs would end the bureaucratic limbo, leaving millions without access to services
- o **Article 11(3):** The mandate to include IDPs in peace processes transforms them from passive victims to active agents in conflict resolution

Nigeria's Implementation Failures and Pathways Forward

Despite ratifying the Convention in 2012, Nigeria's compliance remains more symbolic than substantive. The National IDP Policy (2021) pays lip service to Kampala's standards while:

- Security forces continue displacing communities in counterinsurgency operations (violating Article 4)
- State governments divert IDP funds with impunity (violating Article 5 on resource allocation)
- Land grabbers exploit Displacement to seize territories with no restitution (violating Article 12)

To operationalize Kampala, Nigeria must:

- Enact domestic legislation with strict penalties for violations
- Establish an Independent IDP Commission with powers to investigate abuses
- Allocate 0.5% of GDP annually to durable solutions as required by Article 14(4)
- Train judges and traditional rulers on Convention standards for local dispute resolution

The Convention's revolutionary potential lies in its African solutions for African problems approach - recognizing that Displacement often stems from poor governance, inequality, and climate shocks rather than just conflict. For Nigeria, this means addressing the root causes of the environmental degradation in the Niger Delta, the land conflicts in the Middle Belt, and the livelihood crises in the Northwest.

When properly implemented, the Kampala Convention could transform Nigeria's displacement landscape from chronic crisis to sustainable recovery - ensuring that the next generation of Nigerians won't inherit their parents' cycles of forced movement. The time for half-measures has passed; Africa's most populous nation must lead by example in turning this visionary treaty from paper promise to lived reality for its 3.5 million displaced citizens.

In a nutshell: This is the first legally binding instrument on internal Displacement in Africa. It obliges states to prevent Displacement, protect displaced people, and support humanitarian workers, recognizing their vital role in crisis response.

1.7. International Humanitarian Law (IHL) and Human Rights Law (HRL)

In Nigeria's complex crisis landscape, where armed conflict, terrorism, and climate disasters converge, International Humanitarian Law (IHL) and Human Rights Law (HRL) form complementary legal frameworks that together establish minimum standards for the protection of civilians, including internally displaced persons (IDPs). IHL, embodied in the Geneva Conventions and their Additional Protocols, regulates the conduct of hostilities, prohibiting indiscriminate attacks, forced Displacement, and collective punishment violations routinely witnessed in Nigeria's Northeast, where Boko Haram and counterinsurgency operations have displaced millions. Crucially, IHL's principle of distinction demands protection for civilians not participating in hostilities, while its provisions on humanitarian access legally obligate warring parties to permit aid delivery, a right systematically violated when armed groups blockade IDP camps or attack relief convoys.

HRL, anchored in instruments like the International Covenant on Civil and Political Rights (ICCPR) and the African Charter on Human and Peoples' Rights, remains applicable at all times, filling critical gaps where IHL (applicable only during armed conflict) ceases to apply. It guarantees IDPs' right to life, freedom from torture, access to education, and non-discrimination protections that extend to displacement camps where abuses often go unchecked. The UN Guiding Principles on Internal Displacement bridge both frameworks, translating their provisions into displacement-specific safeguards.

Despite ratifying relevant treaties, Nigeria faces three systemic implementation failures:

- i. **Conflict-Related Violations:** Both state forces and non-state armed groups commit IHL breaches from the military's forced returns of IDPs (violating IHL's prohibition on Displacement) to insurgents' use of child soldiers (breaching the Optional Protocol on Children in Armed Conflict).
- ii. **Jurisdictional Gaps:** HRL protections evaporate in informal IDP settlements where police and courts lack presence, enabling sexual violence, forced labour, and denial of basic services with impunity.
- iii. **Normative Conflicts:** Counterterrorism operations frequently privilege security over rights, as seen when IDPs are detained indefinitely on suspicion of insurgent ties without due process.

To uphold these legal regimes, Nigeria must:

- **Domesticate the Rome Statute:** Prosecute IHL violations like attacks on aid workers as war crimes under Nigerian law
- **Establish Humanitarian Corridors:** Apply IHL's access rules to enable safe aid delivery in conflict zones
- **Deploy Mobile Courts:** Bring HRL protections to remote displacement sites for adjudication of rights violations
- **Train Security Forces:** Embed IHL/HRL compliance in military and police academies, with sanctions for violators

The Kampala Convention's Article 3 explicitly binds states to respect both IHL and HRL during Displacement, a provision Nigeria must operationalise through national action plans that synchronise military, humanitarian, and judicial responses. When a displaced farmer in Borno can access justice for destroyed crops (under HRL's property rights) while being protected from indiscriminate shelling (under IHL), these frameworks fulfil their shared purpose: preserving human dignity amidst chaos.

For Nigeria's IDPs, the difference between survival and justice lies in translating these international standards from abstract principles to enforceable realities, ensuring that Displacement doesn't equate to rightlessness. The laws exist; what's needed is the political will to make them matter on the ground.

In a nutshell, IHL and HRL protect civilians and humanitarian workers during conflict and emergencies. These frameworks ensure that even in war zones, there is room for dignity, fairness, and justice.

1.8. African Charter on Human and Peoples' Rights

As the foundational human rights treaty of the African Union, the African Charter on Human and Peoples' Rights (ACHPR) establishes a unique, continent-specific framework that blends individual rights with collective peoples' rights, a duality with profound implications for Nigeria's 3.5 million internally displaced persons (IDPs). Ratified by Nigeria in 1983 and domesticated through the African Charter on Human and Peoples' Rights (Ratification and Enforcement) Act, the Charter's protections take on urgent relevance in displacement contexts where both personal dignity and community bonds face existential threats.

Three Pillars of Protection for IDPs

- a. **Indivisible Rights Framework:** The Charter's Article 5 (prohibition of torture and degrading treatment) directly challenges the inhumane conditions in overcrowded IDP camps. In contrast, Article 16 (right to health) obligates Nigeria to provide displaced populations with essential medical services, a duty grossly unfulfilled in camps where cholera outbreaks and maternal mortality rates exceed emergency thresholds. Unlike other instruments, the Charter uniquely pairs these civil rights with peoples' rights under Article 22, recognizing IDPs as members of disrupted communities entitled to cultural preservation and development assistance.'
- b. **Special Protections for Vulnerable Groups:** The Protocol on the Rights of Women in Africa (Maputo Protocol), an extension of the Charter, mandates gender-sensitive humanitarian response (Article 10) and protection from sexual violence (Article 4), directly addressing the systemic abuse of displaced women

and girls in Nigeria's conflict zones. The African Committee of Experts on the Rights and Welfare of the Child has repeatedly cited Nigeria for violating Article 23 of the Charter by failing to protect displaced children from recruitment, trafficking, and education deprivation.

- c. Innovative Enforcement Mechanisms: The Charter's Article 45 empowers the African Commission on Human and Peoples' Rights to:
- Investigate rights violations through Special Rapporteurs (e.g., the 2021 mission to Northeast Nigeria)
 - Issue binding decisions like the 2017 ruling against Nigeria's forced evictions in Abuja
 - Refer cases to the African Court on Human and Peoples' Rights, as seen in the landmark 2020 APDF v Mali judgment on maternal health rights

Despite the Charter's robust provisions, Nigeria faces four critical compliance failures:

- Military restrictions on IDP returns in Borno State violate Article 12 (freedom of movement)
- Article 14 (property rights) remains theoretical for displaced farmers whose lands are occupied by armed groups
- Article 18 (family protection) is ignored, as 35% of displaced children remain separated from their parents
- Article 21 (natural resources) is breached when oil/gas displacements occur without consent or compensation

To operationalize the Charter, Nigeria must:

- i. Establish an ACHPR Compliance Unit within the National Human Rights Commission to monitor displacement-related violations
- ii. Incorporate Charter standards into state-level IDP policies, particularly in Adamawa, Yobe, and Benue
- iii. Ratify the African Court's jurisdiction to allow direct IDP access to continental justice
- iv. Implement the Commission's 2022 recommendations on improving camp conditions and ensuring accountability for security force abuses.

The Charter's distinct emphasis on peoples' rights offers Nigeria an opportunity to move beyond individualistic humanitarian approaches and address the collective trauma of displaced communities, whether the fishing villages of the Niger Delta uprooted by oil pollution or the pastoralist clans displaced by farmer-herder conflicts. When a displaced Benue farmer can invoke Article 21 to demand restitution for ancestral lands, or when IDP women use the Maputo Protocol to secure maternal health services, the Charter transforms from parchment to power.

For Nigeria's displacement crisis, the ACHPR represents not just a legal framework but a cultural compass, one that aligns Africa's communal values with universal human rights standards. Its full implementation would mark a paradigm shift from seeing IDPs as aid recipients to recognizing them as rights-bearing members of the African family. The Charter's 40th anniversary in 2026 should serve as Nigeria's deadline to close the glaring gap between its promises and the lived realities of those displaced by conflict, development, and environmental disasters. The time for rhetorical commitment has passed; the era of actionable compliance must begin.

In a nutshell: This charter reaffirms that every person, whether displaced or working in a displacement setting, has the right to work, dignity, equality, and protection from abuse.

Mid-Module Icebreaker: "Legal Bingo!"

Time: 15 minutes

Create bingo cards with phrases like:

- "Right to minimum wage"
- "Occupational safety"
- "Kampala Convention"
- "ILO Convention No. 111"

As the facilitator calls out clues, participants mark off the legal term. First to complete a line shouts "Justice!"

This game reinforces recall of legal concepts in a fun, interactive way.

Group Work: Case Mapping

Time: 30 minutes

Divide into groups and present the following scenario:

A frontline nurse in an IDP camp is working 12-hour shifts, has no written contract, and recently faced harassment by a superior. She was told to remain silent or risk losing her job.

Tasks:

1. Identify which laws and conventions are being violated.
2. Discuss what support structures should be in place.
3. Propose a legal or institutional response using what you've learned.

Each group presents their solution.

Module 3

Rights of Frontline Workers to Decent Work and Social Protection

Frontline workers in Nigeria, including healthcare professionals, security personnel, humanitarian aid workers, and essential service providers, play a critical role in crisis response. Yet, they often face precarious working conditions with inadequate protection. Under international labour standards, particularly the ILO's Decent Work Agenda, and Nigeria's Labour Act (2004), these workers are entitled to fair wages, safe working environments, social security benefits, and protection against discrimination and exploitation. However, frontline workers, especially those in conflict zones and IDP settings, frequently encounter long hours, insufficient hazard pay, lack of insurance, and exposure to physical and psychological risks without proper compensation. The National Health Act (2014) and Employees' Compensation Act (2010) mandate occupational safety and medical coverage, but implementation remains weak, particularly for informal and contract workers. Additionally, while the National Social Protection Policy (2017) aims to extend coverage to vulnerable groups, many frontline workers remain excluded from pension schemes, health insurance, and unemployment benefits. Strengthening legal enforcement, expanding social protection programs, and ensuring frontline workers' access to unionization and grievance mechanisms are essential steps toward guaranteeing their rights to decent work and dignity, particularly in high-risk environments.

Module Expectations

By the end of this module, participants will be able to:

- Understand the principles of decent work and why they matter in humanitarian settings.
- Identify the rights of frontline workers in IDP camps and emergency contexts.
- Recognize the importance of social protection, non-discrimination, fair working conditions, and safe work environments.
- Appreciate the role of dialogue and worker representation in improving workplace experiences.

Team-Building Activity: Decent Work Puzzle Race

Objective: Help participants explore the core elements of decent work in a fun and competitive way.

How it works:

- Break participants into 4–5 teams.
- Give each team a puzzle or chart cut into parts, with each piece containing a right or principle of decent work.
- Teams race to assemble their puzzle and present their understanding of how the pieces connect.

1.1 Introduction to Decent Work

Decent work is more than just having a job; it's about having work that is fair, safe, and meaningful. For frontline workers in emergencies, including IDP settings, decent work means dignity, protection, and support while they serve vulnerable communities. It ensures their rights are respected, and their well-being is prioritized.

1.2 Fundamental Rights at Work – Safe and Healthy Working Environment

1.2.1 Employer Obligations to Provide PPE

PPE (Personal Protective Equipment) is a frontline worker's first defence in unsafe environments. Whether dealing with disease outbreaks, hazardous materials, or physical danger, employers must provide appropriate protective gear. This is not a privilege, it's a right backed by occupational safety laws.

1.2.2 Training on Safety and Health

Training saves lives. Workers must be equipped with the knowledge to navigate disease outbreaks, security threats, and other camp-specific challenges. A safe worker is an empowered worker, ready, alert, and informed.

1.2.3 Risk Assessment and Mitigation

Knowing the risks is half the battle. Practical risk assessment identifies hazards before they harm, and mitigation plans provide the tools to reduce them. In humanitarian settings, this is a daily priority, not a one-time checklist.

1.2.4 Reporting Procedures

Silence can be dangerous. Workers must have safe and accessible channels to report accidents or incidents. Clear procedures protect both the workers and the populations they serve.

1.2.5 Access to Healthcare and Psychological Support

Working in emergency settings is emotionally taxing. Beyond physical health, workers need mental health support and quick access to medical care. Well-supported workers provide better care to others.

Mid-Module Icebreaker: Rights or Risk?

- Read out scenarios involving frontline workers (e.g., denied leave, exposed to risk without gear).
- Ask: "Is this a right being upheld or a risk being ignored?"
- Participants move to corners labelled "Right" or "Risk" and explain their choices.

1.3 Social Protection – The Right to Non-Discrimination and Equal Opportunities

1.3.1 Prohibited Grounds of Discrimination

Discrimination undermines dignity and safety. Whether based on race, gender, disability, or religion, unfair treatment blocks access to opportunities and fuels inequality. Every worker deserves equal respect and fair treatment.

1.3.2 Fair Recruitment, Assignment, and Promotion

Hiring and promotion decisions should reflect competence, not bias. In IDP settings, fair processes ensure that capable staff can rise regardless of background, building morale and trust.

1.3.3 Challenges Faced by National and Local Staff

Local staff often bear the brunt of frontline response, yet face lower pay and fewer protections. Recognizing and correcting these disparities is vital for equity in the humanitarian workforce.

1.3.4 Rights of Women Workers

Women in frontline roles often face dual burdens: the stress of emergency work and gender-based challenges. Ensuring equal pay, protection from harassment, and support systems empowers women to lead and thrive.

1.4 Social Dialogue – Right to Freedom of Association

1.4.1 Forming or Joining Associations

Even in emergencies, workers should be able to come together, raise concerns, and advocate for change. Associations give voice to the collective, making workplaces safer and more inclusive.

1.4.2 Dialogue with Employers

Constructive communication between workers and management prevents conflict and fosters solutions. Whether it's NGOs, UN agencies, or the government, open dialogue builds better working environments.

1.4.3 Culture of Feedback

Feedback shouldn't just flow from the top. Workers' voices matter, and feedback loops create workplaces where issues are addressed and contributions are valued.

1.5 Decent and Quality Jobs – Fair and Safe Working Conditions

1.5.1 Working Hours and Rest

Long shifts and few breaks are standard in emergency work, but that doesn't make them right. Reasonable hours and rest are essential to maintaining energy, focus, and health.

1.5.2 Leave Entitlements

Workers have lives outside their jobs. Leave for sickness, rest, or personal matters is a right, not a reward. Especially in high-stress settings, breaks are essential for long-term performance.

1.5.3 Compensation and Hazard Pay

Frontline workers take real risks. Fair pay, including allowances for dangerous work, reflects the value and danger of their service. It also motivates and retains skilled personnel.

1.5.4 Accommodation and Welfare Facilities

Poor housing or lack of clean water can harm workers just as much as any other camp condition. Basic welfare facilities are not extras; they are the foundation of dignity and health.

Group Work: Workplace Rights Roleplay

Instructions:

- Divide participants into groups.
- Assign each group a scenario involving workers' rights in IDP settings (e.g., lack of PPE, gender discrimination, burnout).
- Each group roleplays how a frontline worker can raise the issue, how the employer should respond, and how the resolution is achieved.

Debrief:

- Discuss key takeaways.
- What rights were at stake?
- What improved or worsened the situation?

Module 4

Specific Rights and Protections in the Context of IDP Camp Operations

Across Nigeria's overcrowded and under-resourced internally displaced persons (IDP) camps, a second, often overlooked crisis unfolds: the plight of the workers who keep these fragile systems running. From healthcare providers battling disease outbreaks to aid workers distributing food under the scorching sun, these frontline responders operate in conditions that routinely violate their most basic labour rights. While Nigerian laws and international conventions theoretically shield them from exploitation, the reality on the ground tells a different story, one of systemic neglect, unfulfilled promises, and a dangerous disregard for human dignity.

The Occupational Safety and Health Act (2022) and the Employees' Compensation Act (2010) promise safe workplaces and medical care for injuries. Yet, camp workers, many of whom are women, routinely face life-threatening hazards without proper protective gear, insurance, or compensation. In the Northeast, where Boko Haram attacks persist, humanitarian staff navigate not just epidemics and malnutrition but also the constant risk of abduction or violence. Those who fall ill or are injured on duty often find that promised benefits vanish in a maze of bureaucracy or outright denial.

Wage theft is another grim reality. Despite the National Minimum Wage Act (2019), countless workers, especially local hires and volunteers, endure months of unpaid labour, their livelihoods held hostage by funding delays and subcontracting schemes that let organizations dodge accountability. The Labour Act (2004) demands written contracts and timely pay, but in the chaos of Displacement, many employers ignore these requirements, leaving workers with no recourse when their salaries disappear.

Social protection is a distant dream for most. The National Social Protection Policy (2017) and the National Health Insurance Authority Act (2022) envision a safety net of pensions and healthcare. Still, in practice, temporary contracts and the informal nature of camp labour exclude workers from these lifelines. When a nurse in an IDP camp falls sick or a security guard is wounded, they are often left to fend for themselves, their sacrifices met with empty gratitude but no tangible support.

Even the fundamental right to organize is under threat. The Trade Unions Act (2005) guarantees freedom of association, but aid agencies, sometimes under pressure from donors or authorities, stifle union efforts, fearing disruptions to operations. Workers who speak out against abuses risk retaliation, from sudden contract terminations to blocklisting. Women, who make up a significant portion of the camp workforce, face compounded injustices: sexual harassment, unequal pay, and cultural barriers that silence their demands for fair treatment.

Closing these gaps requires more than paper reforms. It demands a reckoning with the hypocrisy of a system that relies on the labour of the vulnerable while denying them protection. The government must enforce existing laws with unrelenting rigour, targeting not just state-run camps but also the subcontractors and NGOs that exploit regulatory loopholes. Labour inspectors should have a permanent presence in major displacement zones, and worker grievances must be met with swift, transparent investigations. Donors and humanitarian organizations, meanwhile, must tie funding to ethical labour practices, ensuring that no worker is left without a contract, a living wage, or access to healthcare.

Above all, Nigeria must recognize that the fight for dignity in IDP camps is inseparable from the fight for justice nationwide. The same systems that fail workers in Displacement, corruption, weak institutions, and a culture of impunity are the ones that perpetuate poverty and conflict. When a worker in an IDP camp is cheated of their pay or forced to labour in unsafe conditions, it is not just a breach of law; it is a betrayal of the very ideals of humanity that the humanitarian sector claims to uphold. The time for change is not tomorrow, but today, before another worker pays the price for Nigeria's failures.

Module Expectations:

By the end of this module, participants will be able to:

- Understand the core workplace rights of frontline workers in IDP settings.
- Identify practical ways to uphold safety, training, and respectful work environments.
- Recognize mechanisms for accountability and communication in humanitarian work.
- Promote dignity and protection for workers in challenging camp environments.

Team-Building Activity: Roles Relay**Instructions:**

- Participants form small teams.
- Each team receives a set of cards with frontline worker roles and responsibilities (e.g., nurse, security, protection officer).
- Each team must match the role with key responsibilities and one challenge that role may face in an IDP camp.
- Debrief by highlighting how clarity in roles enhances safety, respect, and job satisfaction.

1. The Right to Clear Roles, Responsibilities, and Terms of Employment**1.1. Written Contracts or Agreements Outlining Duties, Duration, and Compensation**

Clarity is power. A written contract provides a worker with a sense of security and assurance. It outlines duties, compensation, and expectations, reducing misunderstandings and exploitation. For frontline workers in humanitarian emergencies, this becomes even more critical due to high-risk conditions and demanding schedules.

1.2. Clear Lines of Reporting and Supervision

Knowing who to report to, and when, is not about hierarchy; it's about safety, accountability, and efficiency. Clear reporting lines ensure urgent needs are escalated swiftly, and responsibilities are distributed fairly.

1.3. Access to Job Descriptions and Performance Expectations

Frontline workers thrive when expectations are transparent. Job descriptions empower them to focus, prepare, and deliver efficiently. Without them, confusion and burnout set in quickly.

2. The Right to Adequate Training and Support for Working with IDPs**2.1. Training on Humanitarian Principles, Protection, and GBV Prevention**

In displacement settings, frontline workers become protectors and peacebuilders. Understanding humanitarian principles and gender-based violence prevention helps them operate with care, fairness, and justice, especially in communities dealing with trauma.

2.2. Cultural Sensitivity and Communication Skills for Interacting with Displaced Populations

Displacement brings together diverse people. Cultural sensitivity training promotes mutual respect, avoids misunderstandings, and builds stronger connections between workers and communities.

2.3. Security Awareness and Safety Protocols in Camp Environments

Every second counts in emergencies. Security training prepares workers to act swiftly and wisely. It's not just about safety, it's about survival, calmness in crisis, and preventing harm.

2.4. Ongoing Supervision, Mentorship, and Debriefing

Support doesn't stop after orientation. Regular supervision and check-ins build morale and ensure learning continues. Debriefing sessions help manage stress and process experiences constructively.

Icebreaker Activity: Rights Bingo

Instructions:

- Create bingo cards with rights like "Has a written contract," "Receives regular supervision," "Knows who to report to," etc.
- Participants go around the room, finding colleagues who meet each condition.
- First to complete a row shouts "Rights Matter!" and shares one right they didn't know was theirs.

3. The Right to Security and Safety Within and Around IDP Camps

3.1. Employer Responsibility for Security Risk Assessments and Mitigation Measures

Employers must not gamble with lives. Regular risk assessments are not optional; they're lifesaving. These assessments help predict danger and keep everyone safer.

3.2. Access to Security Protocols and Reporting Mechanisms for Security Incidents

Protocols are the safety net. Workers should be trained on emergency procedures and know exactly how to report incidents. This strengthens collective security and trust.

3.3. Understanding the Roles of Security Personnel and Coordination Mechanisms

Security teams are not just guards, they're frontline collaborators. Knowing their roles and how to coordinate with them improves security and ensures a rapid response to threats.

4. The Right to Respect and Dignity in the Workplace

4.1. Protection Against Harassment (Sexual, Verbal, etc.) and Bullying

Harassment has no place in humanitarian work. Every worker deserves to feel safe and respected. Zero-tolerance policies must be clear and strictly enforced.

4.2. Promoting a Positive and Respectful Work Environment

Dignity starts with daily interactions. A respectful work culture increases retention, builds teamwork, and ensures that humanitarian values are not just preached but practised.

4.3. Mechanisms for Reporting and Addressing Harassment

Without safe reporting channels, violations go unchecked. Workers must be empowered to speak up without fear, and those who violate rights must be held accountable.

5. The Right to Access Information and Communication

5.1. Clear Channels for Receiving Important Updates and Information

In fast-changing environments, information is survival. Workers should have access to timely updates about health risks, camp movements, security alerts, and policy changes.

5.2. Access to Necessary Communication Tools

Practical work requires effective tools. Radios, phones, and access to the internet, where feasible, help workers coordinate, report, and seek help when needed.

Group Work Activity: Right in Practice**Instructions:**

- Break participants into five small groups.
- Assign each group one “right” area (e.g., safety, respect, training).
- Each group must:
 - o Discuss a real-life scenario where that right is violated.
 - o Suggest how the situation could be prevented or addressed using what they learned.
- Each group presents their case and solution to the whole group.

Debrief Questions:

- What surprised you in your discussion?
- Which right do you feel is most at risk in your current work?
- What's one step you can take to uphold these rights?

Module 5

Responsibilities and Accountability in Upholding Frontline Workers' Rights

The Weight of Responsibility: Who Must Answer for Nigeria's Frontline Workers?

Beneath the fluttering tarpaulins of Nigeria's IDP camps lies an uncomfortable truth: the system protecting those who protect others is broken. Frontline workers, the nurses wiping brows in cholera tents, the volunteers hauling food sacks under armed guard, the local staff negotiating with militants for access, exist in a dangerous limbo. They are simultaneously essential and expendable, celebrated in speeches yet abandoned in practice. The question isn't whether their rights matter, but who will be held accountable when those rights are trampled.

The Nigerian government cannot continue hiding behind bureaucratic inertia. When Ministry of Labour inspectors remain desk-bound in Abuja while camp workers risk their lives without protective gear, this isn't oversight, it's dereliction. When state governors allocate billions for "security" yet can't ensure timely wages for the guards preventing camp riots, these aren't budget constraints; they're choices. The proposed special labour courts for displacement zones would cost less than 1% of what's lost annually to contract fraud, yet their absence speaks volumes about priorities.

Humanitarian organizations fare no better. The same agencies that publish glossy reports on "rights-based approaches" quietly classify lifesaving staff as "volunteers" to avoid paying benefits. Their subcontracting chains, often five layers deep, are designed not for efficiency but for plausible deniability when workers are abused. The sector's dirty secret? It runs on the exploited labour of local women who can be paid pennies because "it's better than nothing."

Donors clutch pearls about corruption while writing checks to organizations that haven't audited their labour practices in decades. Their funding forms have 87 pages on vehicle maintenance standards, but not a single checkbox verifying whether workers received last month's salary. The proposed 30% compliance threshold isn't radical; it's the bare minimum for those who claim to care about human dignity.

The solution lies in flipping the current power dynamic. Imagine if every IDP camp had:

A worker rights scorecard displayed at the entrance, updated weekly

Mandatory anonymous complaint boxes emptied by labour unions, not management

Payment verification requires biometric confirmation from workers before funds are released

Accountability won't come from more policies; Nigeria has plenty. It will come when:

A governor is impeached for embezzling workers' hazard pay

An INGO loses its operating license for union-busting

Donors withdraw funding from violators, rather than just threatening to

The test is simple: When a worker is injured on duty, does the system heal them or replace them? Today, we know the answer. Tomorrow's answer depends on who we choose to hold responsible starting now.

Module Expectations:

By the end of this module, participants will be able to:

- Understand the responsibilities of different actors in promoting workers' rights.
- Identify mechanisms for accountability when rights are violated.
- Recognize the role of workers themselves in fostering a respectful and rights-based workplace.
- Apply knowledge of grievance and reporting systems in real-life humanitarian work settings.

Team-Building Activity: Human Rights Jigsaw

Instructions:

- Break participants into four small groups.
- Each group gets one category: employers, frontline workers, unions/associations, or accountability bodies.

- Each group lists their key responsibilities toward promoting workers' rights.
- After 10 minutes, each group presents their findings.
- The facilitator assembles the "Rights Jigsaw" on a board or wall, showing how all roles fit together to protect workers.

Debrief: What happens when one piece of the jigsaw is missing?

1. The Responsibilities of Employers (NGOs, UN Agencies, Government)

1.1. Legal and Ethical Obligations to Staff

Employers are not just service providers; they are duty bearers. They have both legal and moral obligations to uphold labour standards and human rights. These responsibilities are magnified in humanitarian settings, where workers face unique risks.

1.2. Implementing Policies and Procedures that Protect Workers' Rights

Policies on paper must come alive in practice. Organizations must develop and enforce clear policies on safety, equality, harassment, and welfare, regularly updating them to reflect field realities.

1.3. Providing Adequate Resources and Support for Staff Welfare and Safety

Rights without resources are empty promises. Organizations must ensure workers have the tools, training, and support they need to stay safe and do their jobs well.

1.4. Establishing Clear Grievance Mechanisms and Ensuring Fair Resolution

An effective grievance system builds trust. Workers must be able to report concerns without fear, and see that complaints are addressed fairly and promptly.

2. The Responsibilities of Frontline Workers

2.1. Understanding Their Rights and Responsibilities as Employees

Empowered workers are informed workers. Knowing one's rights is the first step to claiming them. Understanding responsibilities builds trust and teamwork.

2.2. Adhering to Codes of Conduct and Organizational Policies

Frontline workers represent the face of humanitarian response. Adhering to codes of conduct protects beneficiaries and maintains the integrity of the mission.

2.3. Reporting Concerns and Violations Through Established Channels

Staying silent about abuse or violations can enable more harm. Workers have a responsibility to speak up, knowing there are protections in place for whistleblowers.

2.4. Contributing to a Safe and Respectful Work Environment

Respect is everyone's job. Frontline workers help create safe spaces not only for IDPs but for their colleagues too, through empathy, support, and accountability.

Mid-Module Icebreaker: Responsibility Rapid Fire

Instructions:

Participants form two lines facing each other.

One line represents "Employers," the other "Workers."

A facilitator calls out scenarios (e.g., "A worker is harassed," "No PPE is provided," etc.).

Each pair quickly shares what their side should do in response (30 seconds).

Rotate and repeat with new scenarios.

3. The Role of Unions and Staff Associations

3.1. Advocating for the Rights and Welfare of Frontline Workers

Unions and staff associations are the collective voice of workers. In environments where individuals may feel powerless, these bodies push for fair wages, safer workspaces, and better policies.

3.2. Providing Support and Representation

When workers face disputes or violations, unions provide support, legal aid, and moral encouragement. They ensure no worker stands alone.

3.3. Engaging in Dialogue with Employers

Constructive dialogue reduces tension and leads to better solutions. Through collective bargaining and consultation, unions bridge the gap between staff and management.

4. Accountability Mechanisms for Violations of Workers' Rights

4.1. Internal Grievance Procedures and Investigations

A robust internal grievance system is the foundation of organizational justice. It must be transparent, confidential, and fair, holding violators accountable without retaliation.

4.2. Reporting Mechanisms to Donors and Governing Bodies (if applicable)

Many donors and humanitarian actors require adherence to labour and protection standards. Reporting violations can prompt external oversight and systemic improvements.

4.3. Potential Legal Recourse under Nigerian Labour Law

National laws protect workers in Nigeria. When internal mechanisms fail, the law provides avenues for redress through labour courts or regulatory agencies.

Group Work Activity: Case Study Clinic

Instructions:

Divide into four groups. Each receives a case study involving a rights violation in an IDP setting (e.g., harassment with no action taken, lack of PPE, denial of leave, etc.).

Each group must:

Identify the responsible actor(s)

Recommend immediate actions

Identify accountability mechanisms (internal, external, legal)

Groups present and receive feedback from peers.

Debrief: What made accountability easier or more complicated in each case?

Module 6

Promoting a Culture of Respect for Workers' Rights in IDP Camp Operations

A culture of respect for workers' rights in IDP camps begins with recognizing that frontline responders, health workers, aid distributors, security personnel, and volunteers, are not disposable resources but the backbone of effective humanitarian response. This demands systemic change: replacing exploitative practices like unpaid labour and hazardous working conditions with enforceable guarantees of fair wages, safety equipment, and mental health support. Camp administrators and NGOs must move beyond performative slogans and implement tangible measures, such as public rights manifestos in workspaces, mandatory worker feedback sessions, and transparent grievance mechanisms. When labour rights become non-negotiable pillars of camp operations, not afterthoughts, workers gain the security and dignity they need to serve displaced communities effectively.

Proper respect for workers' rights requires accountability at every level. Donors must tie funding to verified labour protections, ensuring organizations that exploit workers face financial consequences. Government labour inspectors should conduct unannounced camp visits, with the power to halt operations where abuses persist. Meanwhile, workers themselves must have a seat at decision-making tables, whether through unions, worker-led committees, or representation in camp coordination. When a sanitation worker can report unsafe conditions without fear of retaliation, when a nurse's overtime is paid without delay, and when female staff are guaranteed protection from harassment, these are not just policy wins; they signal a shift in power dynamics. Accountability transforms rights from paper promises into lived realities.

A lasting culture of respect goes beyond compliance; it must become ingrained in the daily ethos of humanitarian operations. This means re-educating all stakeholders: training managers to see workers as partners, not costs; empowering displaced communities to advocate for those who serve them; and celebrating worker contributions publicly. Simple but powerful actions, like displaying worker rights scorecards at camp entrances or having leadership work shifts alongside staff, reinforce that dignity is non-negotiable. Over time, these practices foster an environment where labour rights are instinctively upheld, not reluctantly conceded. When respect becomes the norm, IDP camps cease to be sites of exploitation and instead model how crisis response should function, with humanity at its core.

Module Expectations

By the end of this module, participants will be able to:

- Identify leadership strategies that uphold and promote workers' rights.
- Understand how to build awareness and foster a culture of openness, safety, and support.
- Recognize the importance of grievance mechanisms and mental well-being in a rights-respecting workplace.
- Explore practical tools to integrate these values into day-to-day camp operations.

Team-Building Activity: Culture Builders

Instructions:

- Participants form groups of 4–5.
 - Each group is assigned a theme (e.g., leadership, communication, well-being, grievance redress).
 - Groups brainstorm three specific actions camp managers can take to promote a respectful rights-based culture around their theme.
 - Share back with the whole group and place actions on a "Culture Wall" chart.
- Debrief:** Which actions are immediately doable? Which ones require policy or mindset change?

1. Leadership and Management's Role in Championing Workers' Rights

1.1. Setting Clear Expectations and Leading by Example

Respect for rights starts at the top. When leaders actively demonstrate commitment to fairness, safety, and dignity, others follow. Leadership by example sets the tone for behaviour across all levels of camp operations.

1.2. Fostering Open Communication and Feedback Mechanisms

An open-door policy isn't enough; it must be real. Leaders must create environments where staff feel safe to express concerns, give feedback, and suggest improvements without fear.

1.3. Prioritizing Staff Welfare and Safety

Staff safety is not negotiable. Leaders must ensure that frontline workers' physical, emotional, and mental well-being is central to operational planning and decisions.

2. Awareness Raising and Training on Workers' Rights and Organizational Policies

2.1. Regular Training Sessions for All Staff

Knowledge is power. Routine training helps staff understand their rights and responsibilities, as well as what to do when those rights are violated. It also reinforces shared values and organizational culture.

2.2. Accessible Information Materials (Posters, Handouts)

Workers can't uphold what they don't know. Visual, user-friendly materials placed in visible locations serve as daily reminders of rights, policies, and reporting channels.

Mid-Module Icebreaker: Rights Bingo

Instructions:

Give each participant a Bingo-style sheet with rights-related actions (e.g., "I attended rights training," "I've used a grievance mechanism," "I know where to find the Code of Conduct," etc.).

Participants move around the room to find others who match each square.

First to complete a row yells "RESPECT!"

Debrief: What rights are most well-known? Which areas need more awareness?

3. Establishing and Utilizing Effective Grievance Mechanisms

3.1. Confidential and Accessible Reporting Channels

Grievance systems must be known, trusted, and easy to access. Confidentiality builds trust, while multiple entry points (hotlines, drop boxes, focal points) allow all workers to speak up safely.

3.2. Fair and Timely Investigation and Resolution of Complaints

Justice delayed is justice denied. When complaints are handled fairly and without unnecessary delay, it reinforces confidence in the system and prevents future violations.

3.3. Protection Against Retaliation for Reporting

No one should be punished for seeking justice. Anti-retaliation measures, such as anonymity and follow-up support, are essential for encouraging reporting and protecting whistleblowers.

4. Promoting Staff Well-being and Resilience

4.1. Providing Access to Mental Health and Psychosocial Support Services

The nature of IDP work is emotionally demanding. Providing mental health support, through counsellors, hotlines, or peer networks, is a critical investment in staff resilience and long-term effectiveness.

4.2. Encouraging Self-Care and Peer Support Initiatives

Self-care isn't selfish; it's survival. Camp leaders should promote breaks, safe spaces, and peer-led support initiatives to reduce burnout and build solidarity among workers.

Group Work: "Culture Change Toolkit" (30 minutes)

Instructions:

Participants form 4 groups, each taking one of the following:

Leadership

Training and Awareness

Grievance Mechanisms

Staff Well-being

Each group designs a "Culture Change Toolkit":

2 recommended policies or practices

2 tools (e.g., posters, training slides, anonymous boxes)

1 monitoring method to measure progress

Present to the plenary and compile recommendations into a shared resource.

Debrief: Which recommendations are immediately implementable? Which require advocacy or leadership buy-in?

Conclusion

As Nigeria grapples with complex humanitarian crises driven by armed conflict, environmental disasters, and socio-political instability, the presence and resilience of frontline workers remain critical in bridging the gap between affected populations and lifesaving services. These workers serve not only as the face of humanitarian response but as the backbone of support systems in IDP camps, often performing their duties under precarious, high-risk, and resource-constrained conditions.

This training manual has been developed in response to the urgent need to recognize and institutionalize the rights of frontline workers operating in Nigeria's IDP camps. For far too long, the voices of these essential workers, including nurses, community health workers, camp volunteers, security personnel, cleaners, logistics staff, case workers, and many others, have been marginalised. Their contributions are invaluable, yet their rights to fair wages, safety, dignity, and participation in decision-making processes are often neglected.

The conclusion of this training does not mark the end of the journey; it signals the beginning of a new era of awareness, empowerment, and advocacy. Participants are encouraged to carry the knowledge, strategies, and tools gained into their daily work, to act as champions of decent work, and to ignite a culture of respect, accountability, and human rights in every corner of Nigeria's displacement response system.

Summary of Key Learning Points

Context of Internal Displacement in Nigeria: Participants explored the causes and impacts of displacement, especially in conflict-affected regions, and understood the roles and challenges of frontline workers within IDP camps.

Rights-Based Approach: The training emphasized the importance of recognizing and promoting the human and labour rights of frontline workers in humanitarian settings.

Legal and Policy Frameworks: Participants reviewed national laws (e.g., Nigeria Labour Act), international frameworks (e.g., ILO Conventions), and humanitarian guidelines (e.g., Sphere Standards) relevant to worker protection.

Decent Work Principles: Focus was placed on fair wages, occupational safety, non-discrimination, social dialogue, and access to social protection and redress mechanisms.

Advocacy and Action Planning: Participants developed strategies to advocate for better working conditions, mobilize peer support, and engage relevant institutions in protecting frontline worker rights.

Practical Steps for Frontline Workers to Understand and Exercise Their Rights

Know Your Rights: Familiarize yourself with key provisions of the Nigerian Labour Act, National IDP Policy, and relevant international conventions.

Join or Form Worker Support Groups: Engage in unions, cooperatives, or informal peer support networks within IDP settings to promote collective bargaining and shared learning.

Document Violations: Keep records of unsafe working conditions, harassment, unpaid wages, or any rights abuses. This documentation is vital for redress or legal processes.

Report and Seek Redress: Utilize reporting channels, including the National Human Rights Commission (NHRC), the Ministry of Labour, or humanitarian oversight bodies, for support and legal recourse.

Engage Camp Management and NGOs: Raise issues constructively through dialogue with camp coordinators, local NGOs, and donors to encourage rights-based practices.

Prioritize Well-Being: Advocate for access to psychosocial support, rest periods, protective equipment, and training for personal safety and stress management.

Stay Informed: Continue learning about legal updates, safety protocols, and humanitarian standards to strengthen your knowledge and resilience.

Conclusion

As Nigeria grapples with complex humanitarian crises driven by armed conflict, environmental disasters, and socio-political instability, the presence and resilience of frontline workers remain critical in bridging the gap between affected populations and lifesaving services. These workers serve not only as the face of humanitarian response but as the backbone of support systems in IDP camps, often performing their duties under precarious, high-risk, and resource-constrained conditions.

This training manual has been developed in response to the urgent need to recognize and institutionalize the rights of frontline workers operating in Nigeria's IDP camps. For far too long, the voices of these essential workers —nurses, community health workers, camp volunteers, security personnel, cleaners, logistics staff, case workers, and many others —have been marginalised. Their contributions are invaluable, yet their rights to fair wages, safety, dignity, and participation in decision-making processes are often neglected.

The conclusion of this training does not mark the end of the journey; it signals the beginning of a new era of awareness, empowerment, and advocacy. Participants are encouraged to carry the knowledge, strategies, and tools gained into their daily work, to act as champions of decent work, and to ignite a culture of respect, accountability, and human rights in every corner of Nigeria's displacement response system.

Summary of Key Learning Points

- **Context of Internal Displacement in Nigeria:** Participants explored the causes and impacts of displacement, especially in conflict-affected regions, and understood the roles and challenges of frontline workers within IDP camps.
- **Rights-Based Approach:** The training emphasized the importance of recognizing and promoting the human and labour rights of frontline workers in humanitarian settings.
- **Legal and Policy Frameworks:** Participants reviewed national laws (e.g., Nigeria Labour Act), international frameworks (e.g., ILO Conventions), and humanitarian guidelines (e.g., Sphere Standards) relevant to worker protection.
- **Decent Work Principles:** Focus was placed on fair wages, occupational safety, non-discrimination, social dialogue, and access to social protection and redress mechanisms.
- **Advocacy and Action Planning:** Participants developed strategies to advocate for better working conditions, mobilize peer support, and engage relevant institutions in protecting frontline worker rights.

Practical Steps for Frontline Workers to Understand and Exercise Their Rights

1. **Know Your Rights:** Familiarize yourself with key provisions of the Nigerian Labour Act, National IDP Policy, and relevant international conventions.
2. **Join or Form Worker Support Groups:** Engage in unions, cooperatives, or informal peer support networks within IDP settings to promote collective bargaining and shared learning.
3. **Document Violations:** Keep records of unsafe working conditions, harassment, unpaid wages, or any rights abuses. This documentation is vital for redress or legal processes.
4. **Report and Seek Redress:** Use reporting channels such as the National Human Rights Commission (NHRC), Ministry of Labour, or humanitarian oversight bodies for support and legal recourse.
5. **Engage Camp Management and NGOs:** Raise issues constructively through dialogue with camp coordinators, local NGOs, and donors to encourage rights-based practices.

6. **Prioritize Well-Being:** Advocate for access to psychosocial support, rest periods, protective equipment, and training for personal safety and stress management.
7. **Stay Informed:** Continue learning about legal updates, safety protocols, and humanitarian standards to strengthen your knowledge and resilience.

Resources and Further Learning Materials Relevant to Nigeria

1. Legal and Policy Documents

- a. Nigeria Labour Law
- b. Labour Act of Nigeria (2004)
- c. National Policy on Internally Displaced Persons in Nigeria (2021) [PolicyVault.Africa | National Policy on Internally Displaced Persons \(IDPS\) in Nigeria](#)
- d. Constitution of the Federal Republic of Nigeria (1999, as amended)
- e. International Labour Organization (ILO) Conventions and Recommendations
- f. African Charter on Human and Peoples' Rights

2. Humanitarian and Protection Guidelines

- a. Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response
- b. Inter-Agency Standing Committee (IASC) Guidelines on Protection of Humanitarian Workers
- c. UN OCHA – Nigeria Humanitarian Response Plan

3. Reporting and Support Platforms

- a. National Human Rights Commission (NHRC) – www.nigeriarights.gov.ng
- b. Federal Ministry of Labour and Employment – www.labour.gov.ng
- c. CLEEN Foundation Legal Support Services
- d. International Rescue Committee (IRC), Nigeria Office

4. Training and Capacity-Building Platforms

- a. Kaya Connect – Free Humanitarian Learning Platform
- b. UNICEF Nigeria – Worker Protection Guidelines
- c. Nigeria Labour Congress (NLC) – Training and Advocacy Materials
- d. DisasterReady.org – Free online courses on humanitarian safety and rights.
- e. ActionAid Nigeria, IRC Nigeria, and Plan International – Offer training tools on worker safety, women's rights, and emergency response.
- f. PSI - Communiqué: From Conflict Displacement to Climate Displacement: Finding Durable and Sustainable Solutions to Internal Displacement in Nigeria 29 November 2022, Abuja, Nigeria [From Conflict Displacement to Climate Displacement - PSI - The global union federation of workers in public services](#)
- g. PSI - Forced Displacement in the Context of Conflicts and Climate Change. [Forced Displacement in the Context of Conflicts and Climate Change - PSI - The global union federation of workers in public services](#)
- h. PSI - Research Report: Unions Defending Human Rights, Climate Justice and Quality Public Services for Nigeria's Displaced People. [Research Report: Unions Defending Human Rights, Climate Justice and Quality Public Services for Nigeria's Displacement People - PSI - The global union federation of workers in public services](#)
- i. PSI - Charter of rights and charter of demands for IDPs and QPS. [Charter of rights and charter of demands for IDPs and QPS - PSI - The global union federation of workers in public services](#)

- j. PSI - [Unions Sustaining Worker-led Advocacy for IDPs and Host Communities in Damaturu, Nigeria](#) - PSI - [The global union federation of workers in public services](#)

This manual is a living document and a starting point for meaningful change. Frontline workers are not just responders; they are rights-holders. Protecting their dignity, safety, and livelihoods is not only a moral obligation but a foundational pillar of any sustainable humanitarian response.



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