



Training on CAMP COORDINATION AND CAMP MANAGEMENT (CCCM)



Summary Report

Date: 9 – 11 December 2019

Location: Nassau, Bahamas

Project number: CC.0027

CCCM Trainers: Yasmine Colijn, Nicolas Vexlir

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Background and Workshop Methodology

Upon invitation from the Government of the Commonwealth of the Bahamas, through the Ministry of Social Services, IOM provided a 3-day training in the core concepts of Camp Coordination & Camp Management (CCCM) to government staff. The main premise for this training was noting that displacement and hosting of evacuees for an extended period of time, is something that may be an abnormal situation for the Bahamas but is unfortunately not new to many countries around the world. Therefore, IOM seeks to support the government with technical advice and capacity building that draws upon lessons learned from other emergencies globally that have resulted in longer term displacement – in the framework of CCCM.

33 participants were nominated from a wide variety of government branches: Ministry of Social Services, Ministry of Health, Ministry of Education, the National Emergency Management Agency (NEMA), and the Royal Bahamas Defense Force. What all participants had in common was that they had previously completed the USAID Shelter & Shelter Management training and were actively involved in the Hurricane Dorian response – either directly in the Emergency Shelters, or through other activities.

The course consisted of a 3-day participatory training which was interactive and based on adult learning methodologies blending both theory and practice. The aim of the training was to strengthen the capacity of participants to respond to emergencies and to enhance their camp management skills, with GBV prevention actions mainstreamed in each of the thematic sessions. Topics covered included; humanitarian principles, the global humanitarian system, minimum standards in emergencies, site closure and durable solutions, mainstreaming of Gender-Based Violence (GBV) prevention (with guest presentation by UNFPA), mitigation, and referral in CCCM, and the importance of community participation from the evacuee/displaced population – to name a few.

The objective of this Introductory CCCM Training was to train government staff on core camp management responsibilities and to strengthen their capacity to respond to current and future displacement crisis. Using the revised Global Cluster training package which includes newly released materials on Gender-Based Violence (GBV), the IOM Bahamas CCCM Team delivered this training from the 9th-11th of December in Nassau, the Bahamas.

Post-training, participants received electronic copies of CCCM related reference materials and documents such as the CM Toolkit, updated Sphere Handbook and Guiding Principles on Internal Displacement thereby allowing the participants to deepen their knowledge on humanitarian principles, protection mainstreaming including prevention of gender-based violence in camp settings.

IOM hopes that this training has benefited the Government of the Commonwealth Bahamas (GoB) in their ongoing Hurricane Dorian response, as well as contributed to preparedness in the event of future displacements.

Invitation

The IOM Bahamas CCCM & Displacement Tracking Matrix (DTM) Coordinator at IOM, Yasmine Colijn requested authorization from the Permanent Secretary of the Ministry of Social Services to conduct this CCCM Training. Upon authorization, invitations and request for participation from their departments were sent to the relevant Heads of Ministry/Departments.

Participant Profiles

This training was open to government staff who had previously already been trained in the USAID Shelter & Shelter Management package and were active members of the ongoing Hurricane Dorian Response.

A total of 33 (8 Male / 25 Female) participants attended the training which included staff from NEMA, Ministry of Social Services, Ministry of Education, Ministry of Health, Gender Department, and the Royal Bahamas Defense Force. (Please see Annex 1 for the full list of participants at the end of this report)

Training Team Profile

The training team was composed of IOM Bahamas' CCCM/DTM Coordinator and Technical Advisor. A guest session was facilitated by the UNFPA GBV Coordinator. (For contact details please see Annex 2)

Pre-Training Tasks

Prior to the training, all participants were asked to complete a Learning Needs Assessment – outlining their familiarity and interests with subjects that are key to CCCM. This allowed the training team to shape the 3-day training to the needs and interests of the participants. The learning needs assessment can be seen [here](#).

Participatory Training Aim and Objectives

The three-day course aimed to deepen the participants understanding of the core concepts of CCCM, humanitarian and protection principles, tools and methods.

The **specific objectives** during the training were:

- Define Camp Management in relation international protection and assistance standards, principles and approaches
- Identify how to mainstream cross-cutting issues, including GBV, into a camp/collective center response
- Identify the roles and responsibilities of the Camp Management Agency, Camp Coordination Agency and Camp Administration Authorities in all phases of the camp life cycle
- Practice using CCCM tools related to key areas of CCCM
- Identify the CCCM activities in each phase of the Camp Life Cycle and how seeking of durable solutions relates to them
- Identify areas that may require additional support activities in the ongoing Hurricane Dorian Emergency Shelter response, as well as measures for preparedness.

Training Agenda

The training lasted 3 days at the National Training Agency on Gladstone Road in Nassau. A theoretical case study paired with several practical exercises served as the basis for the training. Details of the sessions are further discussed on in this report.

A copy of the agenda is at the end of this report (Annex 3):

- Official Opening
- Introduction to the course
- Session 1: Humanitarian Principles
- Session 2: Humanitarian Architecture (Cluster system)
- Session 3: Introduction to Camp Management
- Session 4: Roles and Responsibilities & Coordination of Service Provision
- Session 5: Data Collection and Information Management
- Session 6: Prevention, Monitoring, Referral of Protection Risks
- Session 7: Community Participation
- Session 8: Providing Information and Listening Back
- Session 9: Site Improvements
- Session 10: Site Consolidation or Closure
- Session 11: Action Planning & Next Steps
- Official Closing, Re-cap & Certification

Below, a brief summary is provided of materials covered in each session.

Official Opening

The training was officially opened by the Assistant Director of the Department of Social Services – Mr. Leonard Cargill, who invited participants to enthusiastically participate and benefit from the opportunity to increase their knowledge. An additional opening word was provided by the IOM Bahamas Team Leader – Mr. Jan-Willem Wegdam, who gave a brief overview of the work that IOM does and encouraged all to have fun during what is usually a very interactive training.

Introduction to the Course

During this session, an overview of the main objectives (as stated above) of the training was given. Ground rules were set out, and housekeeping matters discussed. There was then a presentation of the key findings from the Learning Needs Assessment (See Annex 4 for more detail). Participants were then invited to share their expectations of the course. These largely pertained to; getting a better understanding of camp management, understanding the humanitarian coordination system, receiving tools to be used in the current response, and learning together.

Key message:

Camp Coordination and Camp Management (CCCM) strives to improve the living conditions during displacement, ensure assistance and protection of IDPs in displacement sites, as well as to seek durable solutions to end temporary displacement, with an organised closure and phase out, of displacement sites.

The way a displacement site is set up and managed affects the quality of life and the capacity of the residents to recover from disaster.

Session 1: Humanitarian Principles

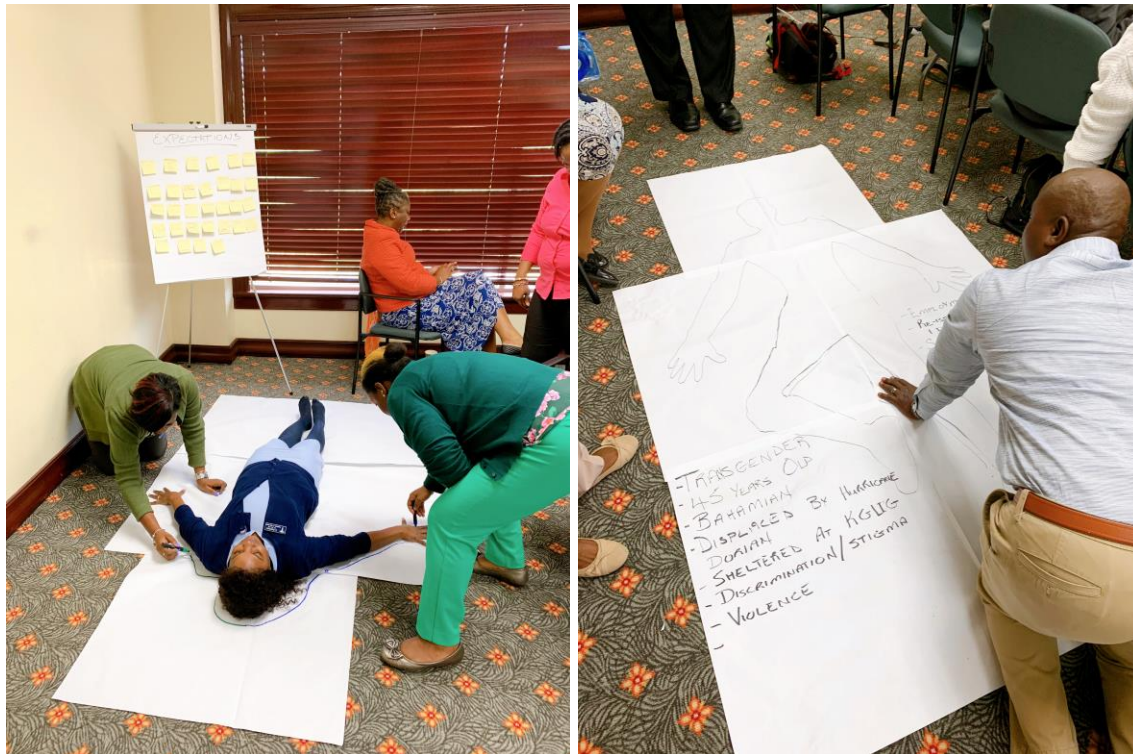
The Humanitarian Principles provides the ethical foundation for all humanitarian work by exploring the humanitarian principles of humanity, neutrality, impartiality and operational independence as a framework in which camp management actors should operate, including in challenging situations where balance between the principles is required. This session laid out and defined the principles with practical examples. It also addressed the principles of Do No Harm, the Protection Principles, and how all these provide the framework for the Code of Conduct. Emphasis was placed on how these allow humanitarian actors to examine each of their activities and ensure that they are working towards upholding the dignity and protection of the affected population. In that vein, Prevention from Sexual Exploitation and Abuse (PSEA) was presented as a critical area of focus and awareness for all those working with an affected population.

Session 2: Humanitarian Architecture (Cluster system)

The session introduced participants to the Humanitarian Coordination Framework, the Cluster approach and its key principles. When outlining the Cluster system, clear reference was made to the role of the state and its ability to activate and de-active clusters. When examining coordination at a national level, participants discussed the differences and similarities between the Cluster system and the Emergency Support Functions (ESF) coordination mechanism which NEMA activates in the case of an emergency in the Bahamas. It was noted that communication on both the ESF structure and the humanitarian structure had been a hurdle in actors understanding each other at the onset of the Hurricane Dorian response. Further time was dedicated to the specific roles and responsibilities of the Cluster at a global level, the Cluster lead agency and Cluster coordinator in country. The session concluded with examining interactions between the cluster and the State, and the importance of partnership.

Session 3: Introduction to Camp Management

This session introduced the participants to global displacement trends and their complexity and diversity based on the analysis of a range of displaced persons' profiles from around the world. In this session, participants were divided into 4 groups and asked to conduct a "body mapping" exercise in which they drew out the profile of an individual affected by displacement. These profiles were then used to examine the different ways in which displacement affects each profile of individual – and the role of Camp Management in ensuring protection and assistance to *all* affected individuals, bearing in mind factors such as age, gender, and overall diversity.



The module also looked at temporary solutions to displacement, highlighting different types of temporary settlements (typologies) where people can seek temporary assistance. The session emphasized that camps are designed as a last shelter option when no other solutions exist, as they do not provide a permanent sustainable solution but can provide a temporary location for the provision of protection and assistance in order to meet the basic human rights of displaced populations. The importance of the role of the camp management agency to facilitate the access of displaced populations to assistance and protection then set the scene to thematically introduced the case study that was utilized throughout the workshop.

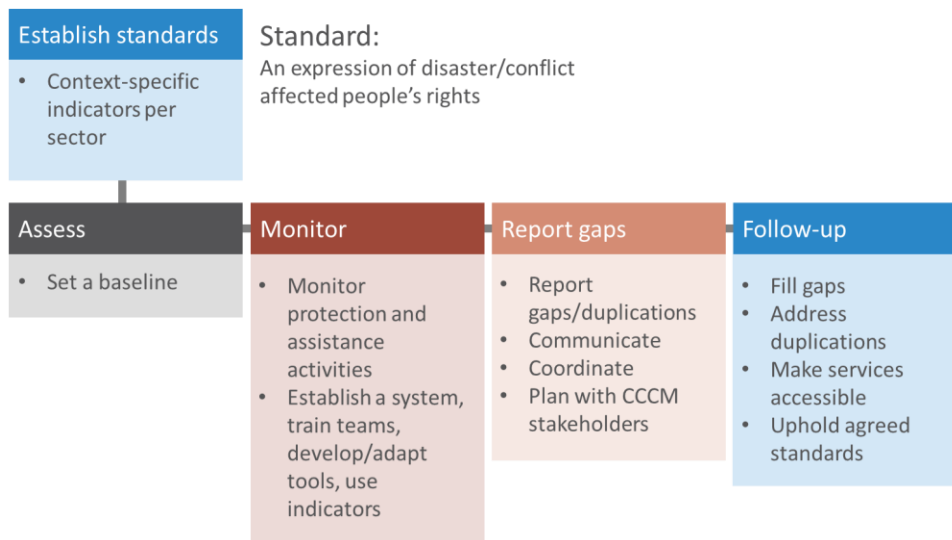


Participants were introduced to the “Camp Management House”, which outlines the key elements which must all be present for a holistic response: assistance, protection, laws & standards, and participation. All of which are relevant throughout the 3 stages of a camp life, which were presented; set-up, care & maintenance, and closure. In addition, legal definitions of refugee, asylum seeker, internally displaced person (IDP) and migrant were provided, for reference throughout the rest of the training.

Session 4: Roles and Responsibilities & Coordination of Service Provision

This module discusses in detail the generic roles and responsibilities of the Camp Management Agency (CM), Camp Administration (CA), and Camp Coordination (CC) and their key functions in a camp setting. Participants were asked to draw the different actors that are present in the Bahamas camp management response, and how they related to each other, as well as the CM, CA, and CC. Noting the differences, it was emphasized that there is a need for clear roles & responsibilities to be documented for each agency/department and each individual in a response, to increase efficiency, and avoid delays and miscommunication. It was noted that in the Bahamas response, all 3 roles are currently fulfilled by government, with IOM support for the CC role as co-lead of ESF 6.

In this session, participants were introduced to the SPHERE standards, as a key tool to enhance coordination as it allows all actors to come together around agreed upon standards and indicators.



The session explained the different contexts in which coordination of operational interventions in a camp or camp-like setting is done to achieve mutual and agreed goals. The participants were challenged to discuss in smaller groups the main aims of coordination which are to ensure efficiency and accountability in the provision of assistance and protection to the camp population, maintain standards of living as well as full and equal access to basic human rights for the residents. Through an exercise, participants were asked to respond to common tasks that arise in a camp environment – outlining the key responsibilities of the Camp Manager, which systems need to be

in place, and which actors they would coordinate with to respond to these tasks/questions. Participants discussed what “coordination” means and how it can be made most efficient, relying on an understanding of mandates, systems, and interpersonal communication skills.

Session 5: Data Collection and Information Management

This session explained what is Information Management (IM) in CCCM; the information management cycle; roles and responsibilities in IM; tools; and principles of data protection. Participants were introduced to various key IM tools such as methodologies for establishing population figures, registration, emergency needs assessments, and service provision against SPHERE standards. This session also highlighted the importance of establishing systems for regular monitoring of protection concerns – linked to the next session on Prevention, Monitoring, Referral of Protection Risks for specific tools.

When discussing data collection and protection principles, it was noted that information shared about GBV risks, reports of GBV, or other Protection incidents, should always abide by safety and ethical standards. As such, Camp Management staff (regardless of their usual role within their government department) should only gather consent and basic contact information in such instances and refer directly to the relevant Protection actor.

In reference to the Hurricane Dorian response, it was noted that an overall emergency needs assessment could have been beneficial. This would have allowed donors and the wide variety of actors who arrived as front responders, to have a rapid overview of key needs and critically affected geographical areas. This, as at the onset of an emergency, topline information is needed, and not necessarily immediate household registration. In this vein, the IOM Displacement Tracking Matrix was presented as a tool that identifies population trends & multi-sectorial needs.



Session 6: Prevention, Monitoring, Referral of Protection Risks

In this session, the concept of protection was introduced as protection, being one of the main pillars of camp management, was critical for the participants to understand thoroughly so they can identify protection needs, gaps and risks that camp residents are exposed to. Brief explanation and background was given to the international legal frameworks that exist, and the importance of the Universal Declaration of Human Rights in guiding camp management interventions.

Referring back to the IDP profiles created on Day 1, participants were asked to reflect on the specific vulnerabilities and threats that their profiles were at risk of. This was done through breaking down protection risks with the following equation:

$$\text{Risk} = \frac{\text{Threat} \times \text{vulnerability} (\times \text{time})}{\text{Capacities}}$$

The UNFPA GBV Specialist joined the training on this day to lead the second half of the session which focused on mainstreaming of Gender Based Violence prevention, monitoring, and referral in CCCM. In this session, GBV was defined and the differences between sex (biological) and gender (performed roles ascribed by society) were outlined and linked to the differing vulnerabilities that individuals may have which exacerbate their potential risk.

Gender-Based Violence is a term describing any harm that is perpetrated against a person and results from unequal power relationships determined by socially ascribed roles to males and females.

This module raised the awareness of key gender issues related to the concept of gender-based violence in camp settings. It examined the increased risk, for specific groups to acts of GBV in camps and camp-like settings.

As part of this session, participants were asked to refer to the case study provided on Day 1 and complete a safety audit of the fictional site utilizing the Camp Management Safety Audit Tool. The findings of the safety audit were then discussed in plenary. This was used to highlight the tools and responsibilities that camp managers have to monitoring and respond to identified risks that may exacerbate GBV. Key message here was that reducing GBV is the responsibility of every single actor in a response. The session was concluded with a walk through of a referral pathway and presentation of the draft GBV referral pathway for Nassau.

Session 7: Community Participation

Participation of the camp community is a fundamental aspect of CCCM and one of the main roles of a camp manager. This session focused on defining participation in relationship to governance and participation being a RIGHT. It examined both operational and practical steps to enhance the engagement and participation of the community in camp affairs as well as in decision-making.

Linking back to the IDP profiles and the session on Protection, participants were asked to identify their group's interest in participation as well as potential barriers. In plenary they then reflected

upon ways to lower these barriers and improve access to community participation through the role of the Camp Manager. In this session, establishment of governance structures was examined and participants walked through the steps of: assessing existing power dynamics and leadership structures, supporting these, and then identifying potential gaps where new structures may be needed.

Through an interactive exercise, participants then examined the different levels of participation possible, ranging from passive participation of the affected population to full ownership. When asked to reflect on which level was being reached in the current operation, it was noted that this was closest to “information transfer” and occasionally “consultation” – but that there was room for improvement and increased community participation across the board.

Session 8: Providing Information and Listening Back

It is critical for Camp Management to understand what the needs of the displaced population are. In order to understand this, it is important to identify the information needs of different groups of camp population. Building on the session on Community Participation, this module emphasized the right to information and how information is critical in returning power to an affected population and allowing them to take the reins over accountability. As an introduction to this, participants were asked to reflect on the IDP profiles from Day 1 and imagine what would be the main questions these individuals would be asking when arriving to a site. They were then asked to step into the shoes of the Camp Manager and develop messaging to address these issues. This served as the basis for a discussion on the “Do’s” and “Don’ts” of communication and information sharing. Noting that messages need to be clear, concise, and relayed through a wide variety of communication mechanisms (written, pictorial, announcements) to reach the full spectrum of the affected community.

Participants were encouraged to discuss the importance of two-way communication with camp community, analyze the relevance and impact on people’s dignity and understand how provision of information and availability of channels to gather feedback can inform a better humanitarian response. Reflecting on the Dorian response, it was noted that creating a system of complaints and feedback could be pivotal in reducing tensions at a camp level, alleviating pressure on Social Services staff, and increasing accountability. As a part of this, participants were asked to structure the steps of establishing a Complaints & Feedback Mechanism. It was agreed that it’s never too late to put such measures and other tools towards Community Participation and Accountability in place.



Session 9: Site Improvements

Site improvement is an ongoing process that starts during the set-up of a camp and continues during the care and maintenance phase. The session examined the main stakeholders involved in site improvement, the key aspects to consider when conducting site improvement and their relevance in different context and types of sites (evacuation centers, reception and transit centers, informal settlements, planned settlements and collective centers). Technical standards and their purposes were discussed briefly with a focus on Sphere standards, their key actions and indicators, which show whether a standard has been attained.

During the last part of the session, participants were assigned the roles of different stakeholders (Camp Management, local authorities, affected population, etc.) and presented with a variety of site options and asked to select one for hosting a displaced population. They were then asked to present these in plenary and defend their choices. This allowed for a lively discussion on challenges that will always arise with site selection and improvement.



Referring back to the safety audit and SPHERE standards, participants were asked to watch a video and identify key steps that Camp Management can take in site planning to mitigate against GBV risks. Participation of the affected population in site design, planning, and improvements was noted as being critical.

Session 10: Site Consolidation or Closure

The session examined the different circumstances that trigger camps to be closed. It also delved into what might be durable solutions available to IDPs and a mixed population. Within this, the role of Camp Management was examined. Emphasis was placed on the need for durable solutions for IDPs, which are defined as “when IDPs no longer have specific assistance and protection needs linked to their displacement and can. exercise their human rights without discrimination related to it”. Participants were introduced to the Inter Agency Standing Committee (IASC) Framework on Durable Solutions for Internally Displaced Persons.

Type of durable solution	Definition
Return	Sustainable reintegration at the place of origin.
Local Integration	Sustainable local integration in areas where displaced people take refuge.
Resettlement	Sustainable integration in another part of the country.

This understanding was then put to the test with a TRUE or FALSE exercise on statements relating to durable solutions and camp closure. This triggered a heated debate as to when displacement can be considered to have come to an end, and the role of the state in achieving durable solutions for all. In a separate exercise, participants were given statements and asked to reflect on whether these were reflective of the situation in the Bahamas or not – in relation to achieving durable solutions for the affected population.

Session 11: Action Planning & Next Steps

As the objective of the training overall was to contribute to the ongoing response as well as preparedness measures – an Action Planning session was included to detail how participants would put knowledge gained into practice. Participant groups were asked to draw their “journey” through the training – mapping all sessions covered and subsequently highlighting the sessions where they felt there were gaps in the ongoing Hurricane Dorian response. For the latter, they were asked to identify one key action that could be taken to improve upon the current situation. Subjects chosen were: Data & Information Management, Community Participation & Feedback, and Site Closure.

The training closed with a reflection on the expectations from day 1 and addressing unresolved questions that arose during the workshop, which had been placed in the “Parking Lot”. The training was closed by a word of thanks from the Assistant Director of Social Services – Mr. Cargill, followed by a presentation of certificates.

Mr. Cargill noted the following in his closing speech:

“We have learned to be more sensitive to the views of the displaced population and seek their participation in decision-making. We need to speak to them and consult them more on what is coming next.”

Recommendations:

Drawing upon key issues raised during the training and questions asked by participants, the following is recommended:

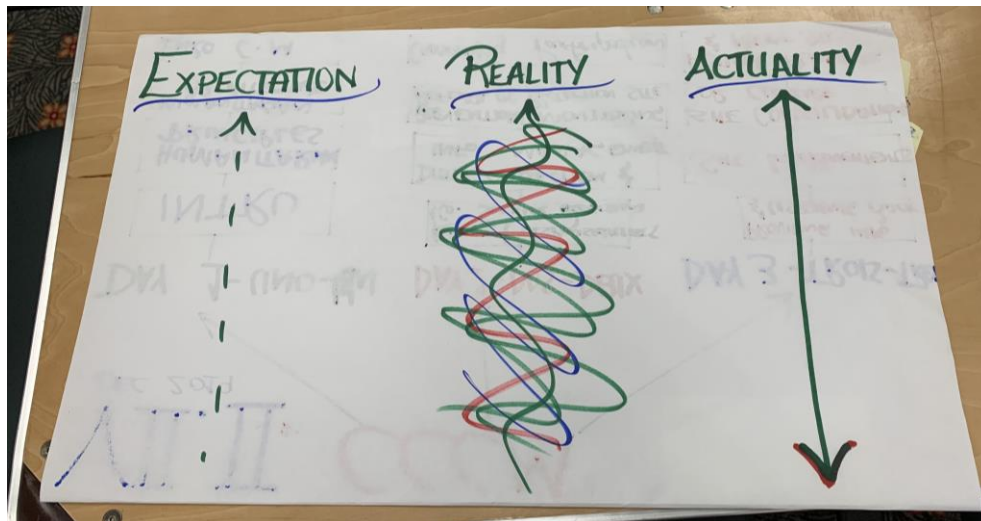
- ❖ **Documentation of Lessons Learned** in the Hurricane Dorian Response; participants shared a wealth of knowledge and identified key issues that the Dorian Response had
- ❖ **Clarity in coordination:** building on the lessons learned, a quick overview of how the ESF structure links to humanitarian coordination systems would be a first step in avoiding miscommunication on both sides in a future response. As part of this, the request arose for clarity on precise focal points and outlining of a chain of command so that it is clear to all parties who is the decision-maker in which area.
- ❖ Increased emphasis on **Community Participation & Feedback:** many participants noted that this is an area that has not received enough focus. As site closures are being discussed, engagement with the affected population on possible solutions is of utmost importance. Without an understanding of their needs and their barriers to return or

integration, the Government of the Bahamas will face significant hurdles in moving ahead with site closure.

- ❖ **CCCM Training of Trainers:** would be beneficial so that capacity remains in the region for future displacement responses. This can be requested through IOM or the Global CCCM cluster.
- ❖ **Structured information management:** Documentation of tools in the current response as well as the establishment of a tool repository for overall needs assessments as well as IM tools for day-to-day usage in the Emergency Shelters would support preparedness for future response.

Overview Evaluation of Training

Participants were asked to complete both a daily evaluation form and a final training evaluation form. The questions in the questionnaire were mostly on evaluating the sessions and how useful the participants found it, as well as on their learning outcomes for the day. The comments received were positive, with participants reflecting on the sessions from the day and which had impacted them the most. One group drew the below diagram to highlight that although the trainers had stated that learning is not always a linear path, that the training had been along a clear journey through CCCM. Additionally, due to the great participation from participants – everyone involved had the ability to learn from each other.



“

Some of the key lessons learned according to participants are reflected in the quotes below:

“I have to be a good listener, not just a Royal Bahamas Defense Force Officer”.

“It’s never too late to start community participation.”

“A key responsibility of the Camp Manager is ensuring the standards are adhered to and monitoring and evaluation takes place”

“To always listen to the opinions of others, no matter your view- point”

“There are a number of new ideas that can be implemented in our camps – especially the feedback desk for accountability”

Annex 1 : Participant List

#	Name	Department	Sex	E-mail
1	Peggy Cooper	MoH	F	peggycooper@bahamas.gov.bs
2	Henry Johnson	DGFA	M	henrybjohnson@gmail.com
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Annex 2: Trainer Contact List

Name	Position	<u>Email Address</u>
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Nicolas Vexlir	IOM CCCM/DTM Technical Advisor	nvexlir@iom.int
Domenica Costantini	UNFPA GBV Coordinator	costantini@unfpa.org

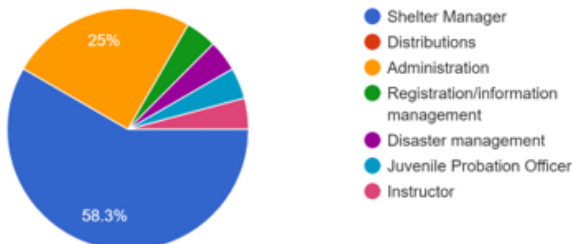
Annex 3: Agenda

	Day 1	Day 2	Day 3
09:00 – 09:30	Walk- in & Registration	Recap	Recap
09:30 - 11:00	Opening & Introduction to the course	Roles and Responsibilities & Coordination of Service Provision	Providing Information and Listening Back
11:00 - 11:15	Break	Break	Break
11:15 – 12:30	Humanitarian Principles	Data Collection and Information Management	Site Improvements
12:30 – 1:15	Lunch	Lunch	Lunch
1:15 – 2:15	Humanitarian Architecture (Cluster system)	Prevention, Monitoring, Referral of Protection Risks	Site Consolidation or Closure
2:15 – 2:30	Break	Break	Break
2:30 – 3:30	Introduction to Camp Management	Community Participation	Action Planning & Next Steps
3.30 – 4:00	Closure	Closure	Closing Remarks

Annex 4: Findings Learning Needs Assessment

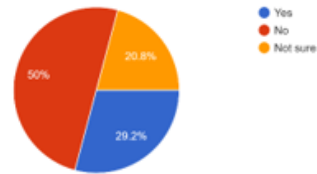
Which most closely describes your role?

24 responses



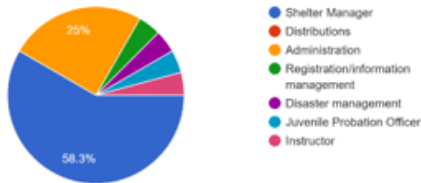
Have you ever heard of the Camp Coordination & Camp Management Cluster (CCCM)?

24 responses



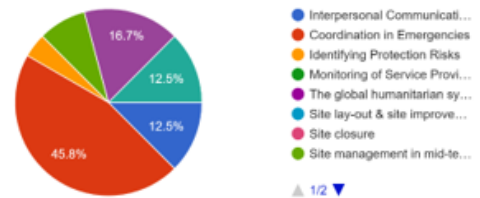
Which most closely describes your role?

24 responses



Which of the following subjects do you consider most important to your job/ability to respond to a future emergency?

24 responses



Could you please rate your knowledge of/confidence in the following subjects.

