CCCM Training final Report   **Date: 8 November 2023**

Training Details:

- o   Location: Shimall Hotel, Gaziantep, Turkey
- o   Dates: 1-2 November 2023
- o   Host: UNHCR, Cross-Border operation, north-west Syria, Gaziantep
- o   Number of Participants: 26 Participants
- o   Language: Arabic and English

Training Context:

North-west Syria (NWS) has been grappling with a protracted humanitarian crisis, characterized by conflict-induced displacement, widespread destruction of infrastructure, limited access to basic services, effects of climate change, and a precarious socio-economic situation for the affected populations. The forcibly displaced persons and their hosts face acute challenges in terms of access to healthcare, education, shelter, food security, and livelihoods. In addition to the ongoing conflict, the earthquake that hit the region on 6 February 2023 exacerbated the overall humanitarian situation, leading to a continuous influx of internally displaced persons (IDPs) and placing immense strain on existing resources and capacities.

The Camp Coordination and Camp Management (CCCM) Cluster operating in North-West Syria (NWS) plays a pivotal role in coordinating the humanitarian response of various organizations in Aleppo and Idleb governorates, targeting over 2 million IDPs sheltered in 1,527 informal sites and reception centers for internally displaced persons. Furthermore, the Cluster provides reporting on incidents, helps monitor populations movements, and oversees/acts as a "watchdog" over the responses provided by other humanitarian organizations. The recent approval to access north-west Syria in September has propelled cross-border humanitarian operations and response by these organizations.

Capacity Building Development Training Program:
This program aims to develop and strengthen stakeholders' capacities working in and around displacement sites in north-west Syria, based on partners' learning needs assessment.

The CCCM Induction training sessions, conducted by the CCCM Cluster, provided guidelines, strategies, and humanitarian principles to supporting actors working in and around sites. It is intended to establish synergies between stakeholders, as well as create and consolidate a local CCCM training capacity for the operation.

The training was held on 1 and 2 November in Gaziantep, Turkiye, with the main activities carried out in north-west Syria (NWS) to build the capabilities of camp managers and field workers working in camps in the intervention areas.

The Objectives of the Training:

- o   Harmonize understanding of IDP camps/Site and Settlement typologies across all humanitarian actors in NWS, including local authorities.
- o   Train and build the capacity of community representative structures in decision-making and facilitating service delivery.
- o   Enhance stakeholders' understanding of Camp & Site management, Humanitarian standards, and Principles.
- o   Strengthen coordination and communication amongst humanitarian response providers, coordinating needs assessment, and information sharing.

o Enhance the resilience and capabilities of local communities, civil society organizations, and public institutions to effectively respond to the humanitarian crisis.

Participants:

Participants number, profile, and expectations:
The two-day training was attended by 26 participants from various INGOs and NGOs. Learners' expectations were as follows:

o Understanding the role and responsibilities of field staff, notably in coordinating and monitoring of service delivery to IDPs.
o Gaining insights into camp management, including specific roles and responsibilities.
o Learning about the necessary coordination and information management mechanisms.
o Exploring required infrastructure upgrades and services in the context of the temporary nature of IDP camps.

The participants also requested additional CCCM training sessions and emphasized the need for CCCM Cluster's members to meet at least twice a year for experience/good practices sharing and collaboration.

Training:

All participants are currently managing CCCM activities in camp and camp-like setups, and most of them have not received any prior relevant training.
The training provided was highly useful for the participants, as it was tailored based on an analysis of the CCCM Learning Needs Survey responses. This analysis enabled the CCCM Cluster to identify specific training needs as requested by its members and partners.
The trainers used the CCCM global training materials in Arabic as the primary reference curriculum. To make the training more region-specific, of the training materials were adopted to the NWS context. Additionally, the CCCM trainer used relevant tools applicable to various topics to assist participants in applying practical CCCM knowledge and expertise.

Module 1: Introduction to CCCM:
This module offered a brief historical perspective of CCCM and introduced participants to the global reality of displacement, various types of camps and camp-like settings (displacement sites), and CCCM tools. The learning objectives for this session included:
o Introducing the global displacement reality
o Explaining the complexities and diversity of human displacement
o Describing different types of settlements for displaced communities
o Illustrating the camp life cycle and discussing its three phases
o Providing a concise history of CCCM as a sector
o Presenting a CCCM tool to the group
o Explaining the different types of available CCCM training.

Module 2: Site Planning and Improvement Session:
This module focused on standards in settlement selection and design, with an emphasis on the Sphere project. The location, size, and design of a settlement that can significantly impact the lives of the displaced community living within it, as well as its overall management.

This module delved into camp design or redesign and camp consolidation. Through group work, participants had the opportunity to design a camp-based and context-relevant exercises. The training objectives for this were:

- o Identifying technical standards related to camp/collective center site/structure selection.
- o Discussing Sphere as the primary source of technical standards used in CM (optional)
- o Describing the impact of campsite/collective center structure selection on the residents' quality of life.
- o Explaining how to address social, cultural, environmental, well-being, and protection factors in settlement design.
- o Outlining the responsibilities of national authorities, CM teams, and partners in the selection, planning, and design of a settlement.

Module 3: Coordination:

Coordination stands as a core function of the CCCM Cluster and is intricately linked to information management. This module delved into coordination at both the inter-camp and intra-camp levels, illustrating how effective information sharing plays a pivotal role in elevating standards within camps/collective centers and safeguarding the rights of displaced populations. The primary objectives of this session included:

- o Explaining how effective coordination can enhance standards within camps and protect the rights of the displaced.
- o Describing the coordination and information management cycle.
- o Clarifying the distinctions between global, country, inter, and intra-camp coordination.
- o Outlining a range of coordination mechanisms and tools that support inter- and intra-camp coordination activities throughout the camp's life cycle.
- o Identifying and analyzing country-specific coordination mechanisms within the given country context.

Module 4: Roles and Responsibilities Session:

This module provided an in-depth exploration of the roles and responsibilities of three key functions within the CCCM Cluster. It examined what each of these counterparts (partners) is expected to do and what they can anticipate from others. It also addressed areas where responsibilities may be less clear and encouraged discussion to reach agreement and mutual understanding. Participants engaged in group work to reflect on the happenings within their Areas of Responsibilities (AoRs), highlighting the potential for confusion in roles and responsibilities. The objectives of this module were:

- o Describing how the roles and responsibilities of the Camp Management Agency, the Camp Coordination Agency, and the Camp Administrator are interconnected in the specific displacement context.
- o Identifying the expectations of other stakeholders regarding the roles of (CA, CC, or CM) and reflecting on their expectations of current practice.
- o Identifying areas where role and responsibility clarity may be lacking in the working environment and working towards a shared understanding and agreement.

Module 5: Community Participation:

This module underscored the significance of meaningful community participation in restoring a sense of dignity and influence for displaced communities. The first part of the session centers on participation as a fundamental human right and why all community sectors, especially those with specific needs, should be involved in camp activities. The second part analyzes how participation can be enhanced within the participants' specific contexts and identifies the key challenges faced by CCCM actors. The objectives of the session encompassed:

- o Assessing the extent to which different community groups participate in daily camp activities.
- o Explaining the importance of participatory approaches in restoring the dignity of displaced populations residing in camps and camp-like settings.
- o Defining community participation and its relevance across all stages of the camp life cycle.
- o Explaining strategies to strengthen the participation of specific community groups and identifying the main challenges in achieving this within the country context.

Module 6: Data Collection and Information Management:
This module introduced the essential concepts of CCCM information management, a critical element in humanitarian operations for supporting evidence-based decision-making. Information served as the foundation for interventions, planning, advocacy, operations management, coordination, and impact assessment. The session's objectives were as follows:

- o Clarifying what Information Management (IM) entails and its significance in the context of humanitarian operations.
- o Describing the main steps of IM in CCCM operations and its interconnections with coordination.
- o Identifying the data to be collected in camps, specifying responsible parties, and explaining the collection methods.
- o Defining the roles within data management in the CCCM Cluster and in collaboration with OCHA.
- o Demonstrating how to put IM into practice by identifying key field tools in CCCM, including rapid population estimation methods, registration, camp profiles, and needs assessments.

Module 7: Humanitarian Principles:
Humanitarian principles provide the foundation for humanitarian action in CCCM. These principles guide our work and ensure a principled, effective, and accountable response in crisis situations.

- o Humanity: The principle of humanity emphasizes the value of every human life and the alleviation of suffering. In CCCM, it means ensuring the safety, well-being, and dignity of displaced populations.
- o Neutrality: Neutrality requires that humanitarian actors do not take sides in conflicts and provide assistance to those in need, regardless of their background or affiliation.
- o In CCCM, we must remain impartial and serve all beneficiaries without discrimination.
- o Impartiality: Impartiality means that assistance is provided based on need alone, without any bias or favoritism.
- o In CCCM, we prioritize the most vulnerable and marginalized populations.
- o Independence: Humanitarian actors must maintain independence from political, economic, or military actors to ensure that assistance is based on genuine needs.
- o In CCCM, we work to maintain autonomy and avoid being influenced by external agendas.
- o Accountability: Accountability demands that humanitarian organizations are responsible for their actions and transparent in their decision-making processes.

Module 8: Protection:
Protection is a core component of CCCM activities. It involves safeguarding the rights, safety, and dignity of displaced populations within camps and settlements.
1.Physical Safety:

- o Ensure the physical security of the camp, including lighting, fencing, and access control.
- o Address safety concerns related to fire hazards, unexploded ordnance, and structural stability of shelters.

2.Preventing and Responding to Gender-Based Violence (GBV)

- o Implement measures to prevent and respond to GBV, including safe spaces and awareness programs.
- o Create a reporting mechanism for survivors to seek support and justice.

3.Child Protection:

- o Establish child-friendly spaces and activities to ensure the well-being and psychosocial support of children.
- o Prevent child recruitment, exploitation, and abuse.

4.Protection from Discrimination and Exploitation:

- o Promote non-discrimination and equal access to services regardless of age, gender, disability, or background.
- o Prevent and respond to exploitation, including forced labor and trafficking.
- o Involve the displaced population in protection strategies and decision-making processes.

Module 9: **Interpersonal Communication**:

Effective interpersonal communication is essential in CCCM to build trust, address concerns, and facilitate collaboration. It involves interactions between camp management staff, displaced populations, and various stakeholders.

Key Aspects of Interpersonal Communication:

1. Active Listening,
   o Listen attentively to the concerns, needs, and feedback of displaced populations.
   o Demonstrate empathy and understanding.
2. Clarity and Simplicity.
   o Use clear and simple language to convey information.
   o Avoid jargon and technical terms that may be unfamiliar to the audience.
3. Cultural Sensitivity:
   o Be aware of cultural differences and norms when communicating.
   o Respect cultural practices and beliefs.
4. Non-Verbal Communication:
   o Pay attention to body language, gestures, and facial expressions.
   o Ensure your non-verbal cues are consistent with your message.

Module 10: **Site Consolidation or Closure:**

Consolidation or closure in CCCM is a complex process that demands careful planning, consultation, and coordination.

Key Considerations:
   o Assessment
   o Community Engagement
   o Legal and Documentation Support
   o Reporting and Accountability
   o Protection
   o Post-Closure Monitoring.

Summary of Group Work Sessions:

1. Group work on Site planning and Improvement: The key issues that emerged in selecting Camp, were as follows:
   o Housing, Land, and Property (HLP), Ensure to sign an agreement with the landlord before setting up the reception center if the land is privately owned.
   o Location and Facilities: -Select a suitable location with proximity to transportation, medical services, and other essential facilities.
   o Basic Needs of Disabled Persons, Women, and Men
   o Access to Local Resources
   o Potential for Future Growth
   o Legal and Risks
   o Legal and Property Rights
   o Accessibility in terms of transportation and proximity to services and markets is a significant factor.
   o Reduction of Violence, Gender Discrimination, and GBV (Gender-Based Violence):

2. Group work on Humanitarian principles and code of conduct:

The group identified the following key issues during our collaborative work:

- o Establishing standards of behavior: The primary purpose of a Code of Conduct is to establish clear and specific standards of behavior for individuals working in CCCM programs.
- o Promoting ethical conduct: The Code of Conduct helps promote ethical behavior and integrity among those involved in CCCM. It outlines principles and values that guide their actions, such as respect for the rights and dignity of displaced persons, non-discrimination, and impartiality.
- o Ensuring the safety and well-being of displaced populations: CCCM personnel often work with vulnerable populations, including internally displaced persons and refugees. The Code of Conduct helps ensure that the safety, well-being, and rights of these displaced individuals are protected and respected.
- o Maintaining trust and accountability: A well-defined Code of Conduct builds trust between humanitarian workers and the displaced populations they serve, as well as with donors, governments, and other stakeholders. It also establishes mechanisms for accountability, allowing for consequences in cases of misconduct.
- o Compliance with international standards: The Code of Conduct often references international standards and humanitarian principles, such as those outlined in the Sphere Handbook, which provides guidelines for humanitarian response. Adhering to these standards is essential for ensuring effective and principled humanitarian action.
- o Professionalism and consistency: The Code of Conduct sets a professional standard for the behavior and conduct of CCCM personnel, ensuring consistency in the way they carry out their roles and responsibilities. This consistency is crucial for effective coordination and management of displacement camps.
- o Safeguarding organizational reputation: The Code of Conduct helps protect the reputation of humanitarian organizations and the broader humanitarian community. By upholding high standards of conduct, these organizations demonstrate their commitment to serving the needs of vulnerable populations with professionalism and integrity.
- o Providing a framework for addressing complaints and grievances: The Code of Conduct typically includes procedures for addressing complaints and grievances related to the conduct of CCCM staff. This ensures that individuals affected by misconduct have a means of reporting and seeking redress for their concerns.

3. Group work session on Roles and Responsibilities in Camp: The group identified the following key RRs:

- o Coordination and administration of the camp. They ensure that all services and activities are running smoothly, and they often act as the point of contact for external agencies and authorities.
- o Coordination with local authorities
- o Shelter and NFI distribution
- o Health and Sanitation
- o Food Distribution
- o WASH
- o Education
- o Livelihoods and Economic Support
- o Protection
- o Community engagement
- o Data and Information
- o Psychosocial Support Coordinator
- o Safety and Fire Marshal: Ensures that safety protocols are in place, conducts fire drills, and manages emergency response plans within the camp

- o Gender and Inclusion Specialist: Focuses on promoting gender equality and social inclusion within the camp and addressing the specific needs of women, girls, and marginalized groups.
- o Legal Aid and Documentation Officer: Provides legal support and assistance to camp residents regarding documentation, rights, and legal matters.

4.Group work on Community Participation:

The group divided into the following four teams, with each team providing an explanation for the significance of their participation in the community.

Women - Men -CM Team - local community.

1.Women Explained - The Importance of Women's Participation in the Community:
- o Diverse Perspectives: Women bring unique perspectives, experiences, and ideas to the community, enhancing the overall creativity and problem-solving abilities of the group.
- o Inclusivity: Ensuring women's participation fosters inclusivity and diversity.
- o Social Balance: Women often play critical roles in maintaining the social fabric of a community.
- o Economic Growth: Women's participation in economic activities, whether within or outside the home, contributes to the overall economic well-being of the community.

2.Men Explained - The Importance of Women's Participation in the Community for various reasons:
- o Equality and Justice: Inclusive participation is essential to promote gender equality and justice.
- o Balanced Decision-Making: Making process takes into account the needs and aspirations of the entire community.
- o Social Harmony: Engaging men in community activities fosters social cohesion and harmony. Their involvement can help address issues like domestic violence..
- o Role Models: Men's active participation can serve as positive role models for future generations.

3.The participation of a camp management team in the community is important for several reasons:
- o Trust and rapport building: By actively engaging with the community, camp management teams can build trust and establish positive relationships with the people they are serving.
- o Understanding community needs: To provide effective assistance and support to a displaced or refugee population, camp management teams must have a deep understanding of the community's unique needs, priorities, and challenges.
- o Inclusive decision-making: Involving the community in decision-making processes empowers them to have a voice in matters that affect their daily lives.
- o Community ownership and self-reliance: Encouraging community participation promotes a sense of ownership and self-reliance among camp residents.
- o Cultural sensitivity: An understanding of the community's culture, traditions, and values is crucial in providing services that are culturally sensitive and respectful.
- o Conflict prevention and resolution: Active community participation can help identify and address potential conflicts within the camp. When residents are involved in decision-making and problem-solving, it can help prevent disputes and create mechanisms for resolving disagreements peacefully.
- o Accountability and transparency: Engaging with the community can enhance transparency and accountability in the management of the camp.
- o Improved program effectiveness: Input from the community can lead to more effective and targeted programs and services.
- o Advocacy and resource mobilization: When the camp management team actively participates in the community, they can better advocate for the needs of the population they serve.

4.Host Community participation is crucial important for several reasons:

- o Empowerment and Ownership: Involving the host community in CCCM activities empowers them to take ownership of their situation and the management of displacement camps or hosting arrangements.
- o Local Knowledge and Expertise: Host communities often possess valuable local knowledge and expertise that can inform effective CCCM practices.
- o Improved Services: Engaging host communities can lead to better services and infrastructure in displacement camps.
- o Social Cohesion: Encouraging collaboration between displaced populations and host communities promotes social cohesion.
- o Accountability and Transparency: Community participation fosters accountability within CCCM initiatives.
- o Needs Assessment: Residents can provide critical insights into the specific needs and vulnerabilities of both the displaced and host communities.
- o Conflict Resolution: Host communities can play a crucial role in resolving conflicts that may arise within displacement camps or between displaced populations and local residents.
- o Sustainability: By engaging host communities, CCCM initiatives are more likely to be sustainable in the long term.
- o Cultural Sensitivity: Host community involvement helps ensure that CCCM activities are culturally sensitive and respectful of local traditions and norms.
- o Resource Efficiency: Host communities can help maximize the efficient use of available resources.

5. Group work Data Collection and IFO Management:

The Importance of Data Collection

Data collection is an indispensable component of the camp operation. It assists the team in identifying essential needs, making informed decisions, planning our responses, and ensuring that our actions are evidence-based. It empowers us to continuously adapt and measure our impact. I hope that we can collectively recognize the value of data collection and commit to its ongoing integration into our activities.

6.Coordination:

Group work identified the Key aspects of coordination in CCCM as following:

- o Cluster System
- o Information Sharing:
- o Advocacy
- o Supporting and filling gaps of each other
- o Communication and Collaboration
- o Needs Assessment
- o Service Provision.

7. Group Work on Protection:

Participants explained that the primary responsibility for protecting internally displaced persons and all individuals within their country lies with the national authorities of the country. The role of international actors is to reinforce this responsibility, not to replace it.

Photo illustrating a group work discussion.

Summary:

The training sessions were developed following an advanced online capacity-building needs assessment, which was designed by the trainer and completed by the trainees. These sessions were thoughtfully crafted, taking into account the trainers' existing knowledge of CCCM core activities. It was mutually agreed with the trainees that follow-up sessions should be arranged to address any areas requiring further support. Additionally, tools will be provided as valuable references and guides to assist participants in their daily tasks.

Summary of Participant Evaluations:

Based on the individual evaluation forms distributed/filled at the end of the training, the rating for the training was 3.5 out of 4. Participants provided positive feedback, indicating that the training sessions were beneficial and aligned with their needs. However, one participant expressed the need for more in-depth coverage of awareness raising sessions related to Human Trafficking and human smuggling, as these issues have had severe consequences on many, including financial loss and loss of lives due to irregular migration.

Individual evaluation comments varied among participants but remained within the framework of the training. Notably, participants found the following aspects of the training most valuable:

- SWOT analysis as a tool for informed decision-making.
- Roles and responsibilities.
- Standards and camp design.
- Coordination and interpersonal communication.
- Protection and community participation.

Participants also recommended and agreed on the necessity for extending the duration of the training. They emphasized the importance of conducting more CCCM training in north-west Syria, as it greatly contributes to an enhanced understanding of camp management, humanitarian principles, and improved communication with local authorities, IDPs, and those engaged in IDP camps.

Furthermore, one participant raised a question regarding why the CCCM Cluster, despite its commendable work for the cluster members and IDPs in north-west Syria, receives comparatively limited funding.

Participants conveyed their gratitude for the information provided and expressed their appreciation for the trainers.

As the Training Facilitator,

My recommendation is to allocate more time for CCCM capacity building. It is advisable to convene the Cluster's members for knowledge/good practices sharing, discussing lessons learned, addressing challenges encountered in the field, and sharing success stories, particularly from practical fieldwork experiences.

Johnson Opoka   Omar Suleiman

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