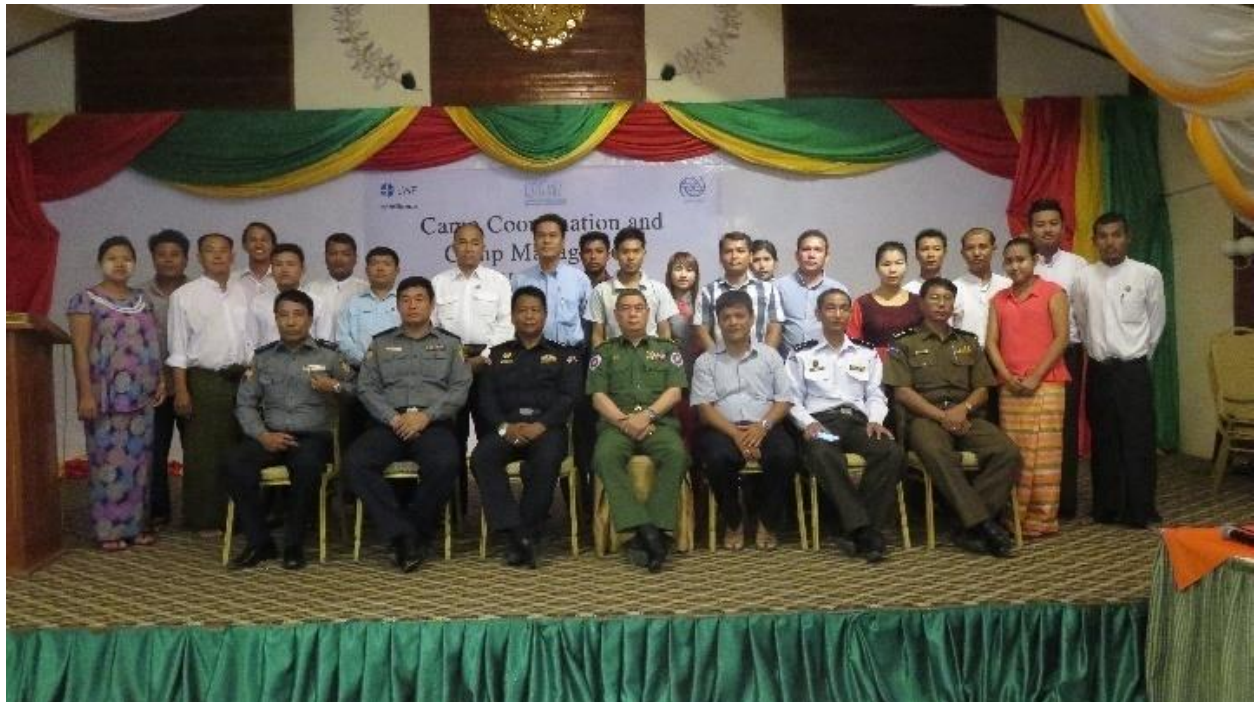


**Camp Coordination and Camp Management (CCCM) Workshop
with Focal Persons for IDP camps of
Rakhine State Government and LWF**



**24-25 May, 2017
Royal Sittwe Hotel, Sittwe, Rakhine State
Myanmar**

Gratitude

Dear Colleagues

I wish to express my gratitude to you for contributing your knowledge and wealth of experience to the 2 days "Camp Coordination and Camp Management Workshop" for focal person for the IDP camps from LWF and Rakhine State Government held on 24 - 25 May, 2017 at Royal Sittwe Hotel, Sittwe. I appreciate that you were able to manage your time when you conduct the session as well as from your busy daily schedule.

As a Workshop Facilitator you did wonderful job by transferring your knowledge of the participants to enrich their knowledge and clarifying their concerns regarding topics, holding group exercise in a good motion as well as inspire participants for further engagement as their roles responsibility and mutual cooperation and collaboration.

The main achievement of this workshop, which I marked are, positive transition in understanding on humanitarian crisis, assistance with CCCM framework, open and critical interaction between focal person from LWF and Government Focal Person, enthusiasm to cooperate and collaborate in future initiatives, agreed to share information in advance and work together whatever possible.

Again in facilitator team you are preparing brief report of the respective session which may reflect your efforts yourself and give some lesson to you too for further facilitation and mentoring. There is a saying that "we do not learn from experience, we learn from reflecting on experience".

On behalf of organizer, My special thanks to Chaira, IOM for technical and financial support, Richard, UNHCR for feedback on package and Nway Oo, NRC to extend support by providing reference books (CCCM Toolkit and SPHERE Handbook) in Myanmar version.

Thanks again to all of you and anticipate cooperation and collaboration in future too.

With best regards

Yadu Lal Shrestha
Camp Coordination and Camp Management Coordinator
LWF/World Service - Myanmar Program
Sent by mail on 30 May, 2017

To: KHINE Kyaw Soe <kskhine@iom.int>, tmkhaing@iom.org, Kyaw Kyaw San <sank@unhcr.org>, Hay Mar Wai Hnin <WAHNNIN@unhcr.org>, cccmo.lwf.sittwe.mmr@gmail.com, zawwinmg.td@gmail.com, hninmya khaing <hninmrakhaing@gmail.com>

Cc: pcr.mmr@lwfdws.org, LUCCHINI GILERA Chiara <clucchini@iom.int>, Nway Hlaing <nway.oo@nrc.no>, David Mueller <rep.sea@lwfdws.org>, tracey@unhcr.org

**Camp Coordination and Camp Management (CCCM) Workshop with Focal Persons of
Government and LWF**
24-25 May, 2017

Brief Report

Background

Since 2013, LWF has been implementing the project “CCCM and Shelter Maintenance Support to IDP camps in Sittwe and Pauktaw Townships in Rakhine State” and started with 4 camps (Basara, Ohn Taw Gyi South, Khaung Doka Khar 1 and 2) of Sittwe. Then it extended its CCCM support to 3 more camps (Set Yone Su 1, 3 and Thae Chaung) in Sittwe and 4 camps (Ah Nauk Ywe, Ba Wan Chaung Wa Su, Nget Chaung 1 and 2) in Pauktaw in July and October 2014 respectively. LWF has phased out its CCCM activities in 3 camps (Set Yone Su 1, Set Yone Su 3 and Ba Wan Chaung Wa Su) after relocation of IDPs providing individual shelter support by the government in cooperation with the UNHCR.

As Camp Management Agency, LWF is coordinating with government focal points for different events such as bilateral meeting, engage in Camp Level Inter Agency meetings, International Day celebration, regular consultations and special events regarding opening and closing ceremony of programs. In addition to that LWF is regularly visiting the camps jointly with Government focal points to address issues as well as needs of the IDP and host communities. LWF had organized a meeting with government focal persons on 10 February 2017 to discuss expectations from each party to improve assistance and service delivery in IDP camps.

Considering its experience in working with government focal persons as well as in conducting formal and informal consultations in IDP camps, LWF realized the needs of a workshop to develop common understanding between Government and LWF focal persons regarding humanitarian context, CCCM framework and roles and responsibility and prepare a consensus to provide assistance in coordinative way in the Camp Management.

Steps followed to conduct Workshop

LWF informed its plan to organize workshop between focal persons while discussion on meeting on 10th February. Government Focal Persons (GFP) suggested to consult with Rakhine Coordination Committee (CC) and take approval for the event. Based on the GFP feedback, LWF submitted a request letter to CC with 3 activities as follows: 1) Frequent meetings between focal persons and LWF, 2) Joint camp visit by LWF and GFP; and 3) Organize a workshop between RSG and LWF focal persons.

Then, LWF received approval letter from the CC in first week of May. Before receiving approval letter, LWF had informed about possibility of workshop to the UNHCR and IOM. LWF also requested to IOM to provide technical and financial support for the workshop. LWF developed a draft concept note with budget and shared with IOM and had consultation meetings with UNHCR. Meanwhile, LWF informed RSG focal persons regarding workshop and its modalities.

IOM provided technical support to prepare agenda and modules while UNHCR also provided feedback for the workshop.

As a process, LWF sent an invitation letter and visited offices of HE Security and Boarder Affair Minister U Htine Lin, who is also CC Chairperson and request to deliver opening remarks during the workshop. HE Security and Boarder Affair Minister agreed to deliver opening remarks and confirmed the date and time.

Finally, LWF organized 2 day workshop at Royal Sittwe Hotel during 24 – 25 May, 2017.

Workshop Facilitation

Day 1, 24th May, 2017

1. Opening Remarks: CCCM Officer Ms Nan Oo Hlaing, LWF as MoC request to H.E. Security and Boarder Affairs Minister to deliver opening remarks.

The Minister of Security and Border affairs delivered his speech highlighting following key concerns:

- LWF and other INGOs are implementing humanitarian and development programs based on international norms.
- Camp Coordination and Camp Management - Coordination Center of State was composed with government departments and CSOs.
- Management is very important to achieve the goal.
- There should not any gap while supporting the IDPs.
- Participation is important for camp management so HE Minister suggested to ensure participation of CMC and community in general.
- LWF and IOM are closely working with government departments and hope for continuation of the collaboration. CC is always open for you, if you need any support you can visit and take assistance from us.
- Finally, HE Minister thanks to the LWF and IOM for organizing the event which will contribute to understand the CCCM to Government Focal Persons as well as interaction with each other and support each other.



Figure 1 Opening Remarks by H.E. Security and Border Affair Minister U Htin Lin.

2. **Photo session:** After his remarks, a photo session was conducted with him by all participants of the workshop.
3. **Objectives of the training:** CCCM and Protection Coordinator of LWF shared objectives of the workshop as below:

- define the roles and responsibilities of different actors and to identify the main activities in CCCM during the camp life cycle, and
- Build a stronger understanding of each other (Camp Management Agencies and Government Focal Persons) and closer collaboration in addressing the needs of the displaced population.

After short preparatory initiative like introduction, objectives and expectation collection, the formal session of the workshop proceeded as below:

4. Module and facilitation Team

4.1 Module 1: The complexities of displacement and CCCM Framework by Tun Moe Khaing, IOM)

This session was intended to discuss about the displacement, causes, national and global trends and its complexities. Moreover, the session explored the challenges immediately after displacement and CCCM framework in brief. The session was facilitated using Power Point slides presentation followed by open discussion.

Objectives of the session:

- provide knowledge about causes of displacement and global trend,
- aware participants about complexity of displacement, and
- enhance knowledge on CCCM framework.



Process

The facilitator explained about the session and presented standard slides on the complexities of displacement and CCCM framework. After the presentation, the facilitator open the floor for open discussion and addressed the concerns of participants.

Main concerns of the participants were definition about Internally Displaced People

(IDPs), international context and Myanmar context, International vs national laws and standard time frame for camp closing. An interesting interaction between participants and facilitator team took place during the session.

Output

- The workshop participants received knowledge on global displacement trend and complexities of the humanitarian crisis,
- Understand about terminologies of IDP and Refugee,
- Understand camp management and its frame,
- Received knowledge on IDPs, refugees and its differences.

Note: There were some concerns about IDPs and refugees living in camps from the government focal persons during the workshop.

4.2. Module 2: Roles and Responsibilities by Kyaw Kyaw San, UNHCR

This session was anticipated to discuss and internalize roles and responsibility of the actors for effective assistance to people in crisis. In addition to that, the session explored existing practice and way forward. The session was facilitated using different methodologies such as PowerPoint slides presentation, group exercise, presentation and discussion.

Objectives of the session

- describe what are the key roles and responsibilities of Camp Management, Camp Coordination and Camp Administration agencies,
- identify who are the main actors fulfilling those three functions in context and how they relate to one another, and
- identify areas where there is a lack of clarity about the role and responsibilities of CCCM in the place where we are working, and seek to clarify how to better define them.

Process

This session was conducted with games, two ways discussion, group work and theory explanation with slides presentation to clarify the clear roles and responsible of the three actors of CCCM which are CA, CC and CM.



This module details the roles and responsibilities of three key actors of the CCCM Cluster. It explores what each of these actors/counterparts are expected to do and what they can expect from others. It also addresses some areas where responsibilities are less clear and seeks agreement and understanding among the actors.

Output

- Participants aware about roles and responsibilities and developed common understanding of Camp Administrator, Camp Coordination, Camp Management and CMC.
- This section covered the important of clear terms of reference (ToR) for all CCCM actors are agreed upon and understood at state and operational levels. The session also focuses on developing a response strategy that reflects the needs on the ground and establishes appropriate levels of assistance for the IDPs and includes links with other clusters to ensure appropriate service provision. While it is the responsibility of the government to respond to the need of the displaced population, sometimes additional support is required from the CCCM actors and also clearly defined roles and responsibilities of CCCM actors are essential to the quality of life, maintain the degree of

dignity, and future sustainable solutions for the IDPs and ensuring the protection and assistance of people affected by the displacement.

4.3 Module 3: Actor mapping and identification of challenges by Nan Oo Hliang and Yadu L. Shrestha, LWF

This session was planned to aware participants regarding actors, share experience of actors position and take measures to minimize harm and conflicts. The session was facilitated through Power Point slides presentation, group exercise, presentation and discussion.

Objectives of the session:

- identify actors, influential person or institutions and manage them, and
- discuss on existing position of the actors and their position and minimize negative influence in camp operation.

Process

The facilitator presented power point slides and explained about actor/stakeholders, stakeholders' barometer in camp operation and stakeholders' matrix. After briefing the topics, the facilitator divided the participants in 3 groups, assign to prepare stakeholders in IDP camp and challenges. The participants interacted in group, prepared the table and presented the outcomes by a group leader. After each presentation facilitator open the floor for discussion.



Output

- Participants aware about actors, listed the actors and their position in camp management.
- Participants listed out the challenges of the camps and operations and interact among them to minimize challenges.

Day 2, May 25, 2017

4.4 Module 4: The Camp lifecycle and CCCM activities by Zaw Win Maung, LWF and Kyaw Soe Khine, IOM

This session was prepared to explain the different stages of the camp life cycle and to identify the activities at each stage that might need to be carried out by CCCM actors. Particular focus was given to discussions on durable solutions, highlighting the camp closure phase.

Through this session participants were asked to identify what the key CCCM actors (CA, CM and IDPs) should do in each phase.

Objectives of the sessions:

- understand camp life cycle and its stages, and
- understand CCCM actors and their roles.

Process

Facilitator Zaw Win Maung presented the standard slides on camp life cycle and explained the stages. While explaining the stages, Kyaw Soe Khine clarified the concerns of the participants. The session was facilitated by using power point slides and open discussion.



Output

- Participants were aware 3 stages of camp life cycle i.e. camp set up, camp care and maintenance and camp closure.
- Participants discussed about the roles of actors and receive knowledge of the Camp Administrator, Camp Coordinator and Camp Manager.

Note: Key concerns of the participants

- With regard to camp set-up, government camp focal points suggested to consult with the concerned departments such as Relief and Resettlement Department, Land Records Department, Immigration Department, and General Administration Department and so on.
- The participants asked about the duration of the “camp care and maintenance” phase as in the Rakhine context, durable solutions, such as return, reintegration and resettlement, might not happen in the near future. In this context, what to do then in the camps? Camp Focal Points highlighted that in order to close the camp, the General Administrative Department should take the lead working with different actors in the camps.
- Government focal points mentioned the existing challenges in getting reliable information from the camp and it was recommended to closely work the CMA and other relevant actors.

4.5 Module 5: Coordination by Hey Mar Wai Hnin, UNHCR

This session was intended to inform about the concept of community participation and how it is important in displacement settings. Moreover, the session explored the main challenges in term of community participation in the camps and discussed how to strengthen the collaboration between the CCCM actors and relevant stakeholders. The session was facilitated using different methodologies such as Power Point slides presentation, group discussion and games.

Objectives of the session

- explain how effective coordination can contribute to raising standards in camps and upholding the rights of the displaced,
- describe the coordination and information management cycle,
- explain the difference between global, country, inter and intra-camp coordination,
- describe a range of coordination mechanisms and tools to support inter- and intra-camp coordination activities throughout the camp life cycle, and
- map out the coordination structures, actors, mechanisms and tools needed for an emergency situation at the State level.

Process

This session was conducted with games, two ways discussion, group works and theoretical explanation with slides presentations to clarify the coordination mechanism of humanitarian agencies in Rakhine context and to have better understanding of State level Coordination Structures in IDP context.



This session was focused on coordination at the inter-camp and intra-camp levels and demonstrates how effective information sharing contributes to raising standards in camps/collective centers and upholding the rights of the displaced population and to clarify the government coordination mechanism at state level.

Output

- This session gave messages that coordination is a core responsibility at both the inter- and intra-camp levels. It aims to raise standards and ensure that gaps in service delivery are identified, duplication is avoided, and rights are upheld.
- The session explained the effective coordination and successful partnerships depend on the involvement of all relevant partners, including the affected population.
- The session also provided the technical aspect of coordination tools, mechanism and supporting factors to successful coordination is dependent on attitudes, skills and competences including active listening, good leadership, clear and transparent communication and an ability to reach agreements.
- This session also identified how effective inter-cluster coordination is necessary to ensure that cross-cutting issues that cannot be tackled by individual cluster are addressed appropriately and to ensure that inter-cluster gaps are filled and duplication is avoided.

CHALLENGES & POSSIBLE SOLUTIONS

No.	Challenges/Concerns	Possible Solutions
-----	---------------------	--------------------

1.	Government State level focal points have limited decision making authority and need to wait for the decision from State Government for some issues raised by CMAs.	<ul style="list-style-type: none"> Advocate to the State Government for identifying the role for focal points to clarify and agree the roles of State level focal points with the RSG.
2.	Some State level Focal points Department have limited access to the camps because of limitation of human resources, transportation and security concerns to fulfil their designated roles.	<ul style="list-style-type: none"> Provide transportation to focal points by CMA and find out possible solution for provision of security to their staff to conduct field visit to IDP camps. Advocate for the allocation of appropriate resources for the purpose from the RSG.
3.	The perception of Focal Points is that they have prioritized responsibilities assigned by their department rather than camp related matters.	<ul style="list-style-type: none"> Need more collaboration and supporting from CMAs and services providers and timely information sharing about the implementation of activities. Department need to commit human resources and support funding.
4	Lack of strong communication channel between humanitarian agencies and government focal points.	<ul style="list-style-type: none"> Propose regular monthly meeting with State Level Focal Points, CMA and services providers chaired by District Commissioner to establish better relationship and strong communication channel.

4.6 Module 6: Participation facilitation by Ms. Hnin Mya Khine, LWF and Tun Moe Khaing, IOM

This session was intended to inform about the concept of community participation and how it is important in displacement settings. Moreover, the session explored the main challenges in term of community participation in the camps and discussed how to strengthen the collaboration between the CCCM actors and relevant stakeholders. The session was facilitated using different methodologies such as Power Point slides presentation, group discussion and games.

Objectives of the session

- understand the participation and internalize the importance of participation,
- assess the participation practices in local context and its degree, and
- Identify challenges of participation and ensure meaningful participation.



Process

This session was focused on participation with aiming to enhance community participation in camp management. The session also discussed on present challenges to participate and enhance participation in camp level (see key concerns in earlier section) raised by Government Focal Persons. The facilitator used game, power point slides presentation and group work and open discussion during the session.

Output

- Participants understood importance of participation of all actors for better humanitarian assistance and community mobilization.
- Participants openly shared their concerns regarding their participation in camp management.
- Participants listed out challenges faced by CMA in camp management.

Key concerns raised while facilitating the session:

During the session, the Government camp focal points raised some challenges they face in working with the IDPs in the camps such as inability to get the right information, the language barrier, and resistance from the community to collaborate with them. They believe that it is fueled by religious leaders at camp level. Many reported that the IDPs trust more the humanitarian agencies staff than the government that is why they don't receive reliable information on the camps. Camp Focal Points also indicated the lack of coordination between local organizations, which don't need to request authorizations for their activities, and the Government. Moreover, they indicated the fact that some organizations stress that the support to the IDPs only comes from the international community as something that undermined the important relationship of Camp Focal Points with the community.

Inability to visit the camp frequently due to lack of resources both human and logistics was also brought up as a major challenge for the government focal persons. Finally, Government Camp Focal Points are also concerned about their personal security in accessing the camps on their own. The GFPs suggested that CMA share the information with them regularly or as necessary and they encourage them to work with the IDPs to expose them to the Myanmar language so that the population can better respect the rule and law of the country, make appropriate decisions, and better contribute to meetings with the government, NGOs, influential people, and religious leaders.

Another challenge mentioned is that the GFPs are not available most of the time when CMA invite them for camp level inter-agency meetings where the GFPs could have the opportunities to establish a relationship with IDPs and gather useful information, provide necessary guidance and meet with other partners. Therefore, it was agreed that CMA are to prepare quarterly work plan and share them with the GFPs in advance so that the responsible person or a deputy can attend in the meeting. Another approach is to organize the joint visit of GFPs and the CMA where LWF offered logistics support for the departments organizing such initiative 2-3 days in advance.

The session also explored some common challenges faced by the CMA such as lack of women participation in camp management and CMCs, poor undertaking of responsibilities and ethical behavior of CMC members, language barrier, and pressure for providing incentives to the CMC members by themselves. Other challenges faced IDPs include they not being invited to join the meetings, more influence by the CMC, irregular schedule of food ration distribution, lack of information in advance, and lack of knowledge. Based on these challenges, the working groups suggested that the CMA reviews the approach inviting representatives of the IDPs to share

information at camp coordination meetings, and that is included in the General Administrative Department's ongoing reform process in the CMC structure.

4.7 Module 7: Community Governance by Nan Oo Hlaing and Yadu Lal Shrestha, LWF

This session was intended to discuss on community governance and its indicators for further improvement. Community Governance in IDPs is crucial but complex too. However, the session intends to provide idea and frame regarding community governance.

Objectives of the session

- understand community governance, and
- able to assess governance situation by using indicators.

Process

The session was facilitated by Ms. Nan Oo Hlaing, LWF using different power slides presentation, group work and group work presentation.



Output

- Participants received knowledge on community governance and indicators to assess.

Outcomes of the training workshop

The program was first experience in Rakhine context as well as engagement of partners for such activity. So it has following results:



- established and strengthened relation between focal persons.
- Participants understand CCCM framework, roles and responsibilities of actors and their nature of work,
- extend relation between LWF and Government Focal Persons
- all participants agreed work together and share information
- the participants received reference materials to further enhancement of their knowledge.
- CCCM ToT participants from LWF and UNHCR developed confident to facilitate the session.

Session report prepared by:	Report organized by:
Mr. Kyaw Kyaw San, UNHCR Mr. Tinn Moe Khaing, IOM Ms. Nan Oo Hlaing, LWF	Yadu Lal Shrestha, LWF Date: 30 th May, 2017

Workshop Modules

Time	Wednesday 24 May	Thursday 25 May
09:00-09:30	Registration	Recap from Day 1
09:30-10:30	<ul style="list-style-type: none"> Speech by RSG authority Introduction to the workshop: <ul style="list-style-type: none"> Objectives Agenda Expectations Introduction of Participants Ground rules 	Module 4: The Camp lifecycle and CCCM activities (Zaw Win Maung – LWF and Kyaw Soe KHINE – IOM)
10:30-11:00	Break	Break – Group Photo
11:00-12:30	Module 1: The complexities of displacement and CCCM Framework (Tun Moe KHAING – IOM)	Module 5: Coordination (Hey Mar Wai Hinin – CCCM Cluster)
12:30-13:30	Lunch	Lunch
13:30-15:00	Module 2: Roles and Responsibilities (Kyaw Kyaw San – CCCM Cluster)	Module 6: Participation (Hnin Mra Khine – LWF and Tun Moe KHAING – IOM)
15:00-15:30	Break	Break
15:30-17:00	Module 3: Actor mapping and identification of challenges (Yadu Shrestha and Nan Hlaing– LWF)	Module 7: Reflections on community participation and community governance (Yadu Shrestha and Nan Hlaing – LWF)
17:00-17:15		Recap and closing remarks

Participant List:

 IOM • OIM			Camp Coordination and Camp Management Workshop with camp focal person from RSG and LWF			 LWF	
actalliance							
Time - 09:00 - 17:15							
Date - 24 - 25 May 2017, Wednesday - Thursday							
Venue - Royal Sittwe Hotel							
SN	Name of Participant	Position	Dep/INGO	Contact Ph	Day 1	Day 2	
စဉ်	တက်ရောက် သူအမည်	ရာထူး	ဌာန ၊ အဖွဲ့အစည်း	ဆက်သွယ်ရန် ဖုန်း	လက်မှတ်	လက်မှတ်	
1	U Gyi Zaya	Director	State Electrical Department	98503015	Participant		
2	U Zaw Moe		District Electrical Department	95680611	Participant		
3	U Aye Thang	Deputy Director	Minstry of RSG	9250273441	Opening		
4	U Zaw Min Aung	Chief Director	Minstry of RSG	949640661	Opening		
5	U Aung Kyi Soe	Clerk	Administration Department	9257494884	Participant		
6	U Htoo Min Aung	Deputy Head of Section	Agriculture Department	9456968190	Participant		
7	U Aye Than	HA-1	State Medical Office	9252445130	Participant		
8	U Kyaw Kyaw Nyaut	Deputy Director	DISI	9422468900	Participant		
9	U Khine Min Soe	Office Clerk	Administration Department	9450542246	Participant		
10	U Win Zaw Tun	Office Clerk	Administration Department	9421712759	Participant		
11	U Kyaw Kyaw San	FA	UNHCR	944053662	Facilitator		

12	Hay Mar	FA CCCM	UNHCR	9421732845	Facilitator	
13	U Zaw Zaw	Director	Fire Brigade Department	9450444191	Opening	
14	U San Wai	Deputy Director	Immigration Department	9262502807	Opening	
15	Ba Nyar Oo	Chief Director	RSG	98664057	Opening	
16	Aung Kalay	Chief Director	RSG	9255773522	Opening	
17	Tun Min Zaw	Chief Director	RSG	9253870707	Opening	
18	Soe Thi Ha	Deputy	Fire Brigade Department	9420206029	Opening	
19	U Htin Lin	Minister	Ministry of Security & Border affairs	9459006004	Opening	
20	U Aung Chan Min				Opening	
21	U San Shwe	Deputy Director	Rakhine State Government	94923149	Opening	
22	Nan Oo Hlaing	CCCMO	LWF	9421736272	Facilitator	
23	Robert	ACCCMO	LWF	9252820470	Participant	
24	Zaw Win Tun	ACCCMO	LWF	9254167998	Participant	
25	Khin Moe Win	ACCCMO	LWF	9458583987	Participant	
26	Thein Win	ACCCMO	LWF	9450712287	Participant	
27	Khin Mg Hla	ACCCMO	LWF	9450592339	Participant	
28	Hni Myat Khine	ACCCMO	LWF	9254308063	Participant	
29	Saw Myat Khine	DMA	LWF	941770798	Participant	
30	Zaw Win Maung	ADRRO	LWF	9421726708	Facilitator	
31	Tun Moe Khine	CCCM PA	IOM	9450542059	Facilitator	
32	Kyaw Soe Kine	CCCM NPC	IOM	9425020868	Facilitator	
33	Yadu Shrestha	CCCM PC	LWF	9967657017		