

**INTER – AGENCY STANDING COMMITTEE – WORKING GROUP
48th MEETING**

**13-14 March 2002
at
WFP Headquarters, Rome
Green Tower, Room 6G19**

Internal Displacement Unit: IDP Training Strategy/Programme

Circulated 1 March 2002

Introduction

This is a proposed implementation strategy for the *Basic Course in Internal Displacement: Background, Program Foundation and Program Approaches* (hereby referred to as the IDP Training Program) pursuant to the decision of the IASC-WG in Nov. 2001 that:

- the OCHA IDP Unit officially take responsibility for the training program and that
- Interested IASC members should jointly develop a strategy.

This document is intended to serve as a discussion paper. The first section provides a brief overview of the history and development of the training program. The second section provides a three-point strategy for implementation and a discussion of points related to the strategy such as logistical arrangements for the workshops, distribution of training material and the formation of the IDP Training Advisory Group. Section Three contains a proposed timetable. There is also an annex detailing the content of the training program.

Section I: Background and history

Recognition of the need for the UN to develop training materials on protection and assistance to internally displaced persons dates back to 1998 when the Inter-Agency Standing Committee (IASC) made the recommendation as part of a review of the humanitarian response capacity of the United Nations (UN) system. It stated that,

"An IDP-related training module should be developed and include training for IDP reporting and legal norms dealing with protection of and humanitarian assistance to IDPs as well as practical measures for providing protection and assistance to IDPs, especially women and children. IASC members will work closely together with the RSG on IDPs on the development of such a module." (August 14, 1998 para 24)

Subsequently the IASC Task Force on Training reconfirmed the need for an inter-agency training module on IDPs and requested OCHA to follow-up. In February 1999, OCHA outlined a proposal for the development of a training package and recommended that as a first step, existing agency training material relevant to IDPs be collected and collated. In April 1999 OCHA submitted to the IASC-WG a list of existing training material and a draft outline of key thematic elements.

In May 1999 an inter-agency consultation on IDP training was convened in New York during which the Norwegian Refugee Council (NRC), because of its previous work in developing IDP training material, and UNICEF, due to its prior interest in the IDP issue, were delegated

the responsibility of leading an inter-agency drafting process. NRC and UNICEF developed a Project Proposal for the training packet based on the Guiding Principles on Internal Displacement which included broad participation by member organizations of the IASC. Six individual modules were drafted by six agencies (UNOCHA, UNHCR, UNHCHR, UNICEF, UNDP, and NRC). (*See Annex for overview of training package*)

Between July 1999 and January 2000 drafters and/or agency contact points met to discuss the module contents and review the drafts. UNICEF volunteered the services of an IDP consultant to refine the drafts. In January 2001 a draft training package was reviewed by an informal group from UNICEF, NRC and the Representative of the Secretary General's office on IDPs. Between the end of September and early November 2001 IDP focal points within the IASC were invited to submit comments that were incorporated into the text.

On Nov. 22, 2001 the training package was formally presented to the Inter-Agency Standing Committee-Working Group which requested that the OCHA IDP Unit take responsibility for the training program and prepare a training strategy.

Section II: Implementation and Delivery

Given the complex nature of internal displacement and the multifaceted dimension of the international response, an interagency approach to training is a necessity. This in fact has been one of the distinguishing features of the development of the IDP Training Program. Several members of the IASC have either contributed or commented on drafts of the training package and many have expressed an interest in participating in the implementation.

From the Unit's point of view, the training program will be one of the primary vehicles to promote an improved response towards the internally displaced and to expand understanding and implementation of the Guiding Principles. As such the Unit will act as the custodian of the training program and secretariat for its implementation. Although the Unit intends to play an active and central role, significant emphasis will be placed on creating system-wide ownership and responsibility among UN organizations and the NGO community towards implementation of the strategy.

Based on expected interagency interest and involvement it is logical that the primary - but not exclusive vehicle- for delivering the training program be a workshop approach at the country level where all actors involved in the international humanitarian response to internal displacement can participate. The main advantages of the interagency approach will be to encourage an exchange of ideas at the field level on the implementation of the Principles. (*For more details on the complete learning objectives please refer to Module One of the training program*).

An interagency approach however cannot be the only delivery mechanism. In order to achieve greatest impact other delivery mechanisms should be encouraged. It is proposed therefore that implementation of the IASC Training Program on IDPs will initially be based on a three-pronged approach which will include:

- a) interagency workshops,
 - b) integration into existing UN and NGO training programs and
 - c) web-based training.
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- a) Inter Agency Training workshops

The primary vehicle for delivering the training package will be through interagency workshops at the country level. For 2002 five training workshops are forecasted.

A cadre of trainers

It is proposed that a cadre of IDP Trainers from all interested agencies be formed. Selected either on substantive competency related to issues of internal displacement or training experience, the trainers will be instructed on how to deliver the *Basic Course in Internal Displacement: Background, Program Foundation and Program Approaches* in a train-the-trainers workshop.

Once someone has attended the train-the-trainer workshop they and their sponsoring agency or organization commit themselves to assist in the delivery of at least one training session within the following twelve months of attending the train-the-trainers workshop. Each sponsoring organization must agree to allow the sponsored trainers time to attend the train-the-trainers session, prepare and deliver one training session per year and pay for travel costs to and from the workshops.

In order to ensure a valid roster over the long term and a viable cross-section of trainer profiles it is proposed that each agency sponsor two trainers for the train-the-trainers workshop.¹ One train-the-trainers workshop will be held every year to ensure the continued availability of trainers. The IDP Unit will maintain a roster of potential IDP Trainers who will be available to deliver parts or all of a workshop. Depending on the number of participants at least two trainers will be required for each national workshop. Trainers will be expected to deliver at least two to three modules each. The distribution of modules will be according to the profile of the trainers. It is expected that in addition to the IASC trainers, members of the country team or national experts may be requested to assist or complement the training agenda of the actual workshops.

Hosted Workshops

In order to avoid duplication or over saturation in some areas, the IDP Unit will act as a secretariat to implement interagency training workshops. Each interagency training session/workshop will be officially hosted by one or several agencies at the field level. The Unit will pursue a two-phase approach to manage implementation of the interagency workshops.

The priority during 2002 will be to successfully launch the training program with a minimum amount of administrative or budgetary complexity. After 2002, a more sustainable administrative and cost sharing process will be implemented.

During initial implementation of the training program, the IDP Unit will directly supervise preparations and logistical arrangements required to deliver the training program in conjunction with field level hosts. In most cases, but not necessarily all cases, it is expected that the field level hosts will be OCHA offices who, with the support of the IDP Unit, will make appropriate arrangements such as booking venues, sending out invitations etc. Offices of other organizations can co-host with OCHA offices or will be considered as hosts if they can provide the necessary logistical support.

The IDP Unit will out of its own budgetary resources pay for all costs associated with the workshops at the field level to a maximum of 25,000 USD per workshop. If additional short-term staff are required by country offices for making logistical arrangements the costs may be

¹ It will be preferable that the training team incorporate trainers with a wide cross-section of profiles including for example protection and programming experience in emergency field operations.

covered by the IDP Unit. Costs not covered by the Unit include international travel and/or DSA of expatriate participants.²

Following the conclusion of training activities in 2002 and based on lessons learned, a sustainable logistical framework and cost sharing mechanism among agencies will be proposed. Requests for training should continue to be made to the Unit and endorsed by the IDP Training Advisory Group on an annual basis.

Participation and target audience

It is expected that the target audience for each session will reflect the character of the country team and the needs on the ground. Given that primary responsibility for assistance and protection of the internally displaced reside with national authorities it is logical, even necessary, that national authorities participate where and when possible. It will be the preference therefore that the workshops be targeted at the mid and senior level of the country teams including NGOs and corresponding national authorities.

b) Integration into existing training materials and Individual Agency workshops

Agencies will be encouraged to integrate portions of the training package into their existing training programs or undertake internal training activities using the IASC Training Program according to their own priorities and considerations. It is expected that those trainers sponsored to attend the train-the-trainers workshop could act as the in-house trainers for participating organizations. The Unit may suggest other trainers from the roster when requested.

The role of the Unit will be assist to agencies integrate the modules where possible. It is understood that integration of the material into existing training programs will be done at the initiative of the organizations concerned.

To facilitate integration the Unit will arrange that core messages from the existing six modules be synthesized into an abbreviated program that can be adapted according to the design of agencies existing training materials.

c) Internet web-based training

Given the current trend towards more individualized learning and the likelihood that some UN officials may not have the time to attend a three-day workshop, the training package should also include a web-based capacity to allow individuals to pursue their own personal training program.

The Unit will outsource development of the web-based training to a private consultant or training firm which has experience in the area. The web-based learning program will be based on the current modules.

Updating of Training Program.

It is expected that the content of the training material will need to be updated regularly to reflect changes in the international response towards the internally displaced as well as apply

² Since the workshops are targeted at country teams of specific countries it is expected that if any international travel is required to attend a workshop it will be at the expense of the participant or their organization.

changes in the program to improve the delivery of the material. The Unit will ensure that updated program is available on the Unit's website or by CD-ROM.

IDP Training Advisory Group

It is suggested that an IDP Training Group be formed from existing IDP Focal Points and designated trainers from all participating agencies to act as an advisory panel for content changes and to suggest training venues and dates. It is also recommended that the advisory panel play a central role in assessing the impact of the training and measuring its success in improving the response for the displaced.³

Distribution of Training Material

In order to ensure that updated copies of the training package are constantly available the primary method of distribution for training material will be through the Unit's website. The training material will also be available in other formats such as CD-ROM upon specific request.

Section III: Timetable

Strategy building

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| 1) Develop a draft implementation strategy | Jan. 2002 |
| 2) Convene IDP Training focal points mtg to discuss strategy | Feb. 2002 |
| 3) Obtain institutional support and approval through IASC-WG | March mtg |

Delivery and testing

- | | |
|---|-------------------|
| 4) Hold train-the trainers workshop | April 15-19, 2002 |
| 5) Refine training modules as necessary | April 2002 |

Full implementation

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| 6) Undertake five hosted workshops | May onwards |
| 7) Integrate into existing training programs | ongoing |
| 8) Web based training | June 2002 |

³ Measuring the success of a training program is never an easy task. Proposed methodology will be discussed at a later date.

Annex One: Contents of the Training Course

The *Basic Course on Internal Displacement: Background, Program Foundations and Program Approaches for International Agency Staff*, organizes the training material in six modules.

The first three modules are intended to provide a basic level of knowledge in the nature of internal displacement, the standards that underpin international programs, and mechanisms for institutional coordination. The second set of modules -- which closely parallel the organizational structure of the Guiding Principles on Internal Displacement -- are intended to suggest program priorities before, during, and after displacement.

Since internal displacement is a diverse phenomenon and an evolving area of knowledge, the information presented in these modules is often suggestive, rather than definitive.

Module I, *Introduction to Internal Displacement*, provides basic information on the internally displaced, their circumstances, critical policy issues, the international institutional framework for addressing internal displacement, and the Guiding Principles on Internal Displacement ("the Guiding Principles").

Module II, *The Basis for Action in International Law and Humanitarian Principles*, describes the legal and other foundations for programmatic action by international agency staff on behalf of internally displaced persons. Within the module the role of human rights law, humanitarian law and other international standards are discussed as they apply to the internally displaced.

Module III, *The Institutional Framework for Activities on Behalf of Internally Displaced Persons*, describes how UN agencies, international organizations, NGOs and other institutions can and must coordinate to support displaced communities. Included is a discussion on the current international coordination mechanisms for managing programming on behalf of the internally displaced, how the current system evolved, and options for providing protection and assistance at the country level.

Module IV, *Preventing, or Preparing for, Internal Displacement*, discusses how international organizations can, when possible and appropriate work to prevent displacement or, when necessary, coordinate to prepare for internal displacement. Included is a discussion on the critical steps to prepare for impending displacement and methods that can be taken by the international community to head off unwarranted internal displacement.

Module V, *Protection and Assistance during Internal Displacement*, covers the appropriate role of international organizations when displacement has taken place and displaced populations are at risk. Included is a discussion of the critical importance of both assistance and protection activities, and techniques for accessing and assisting displaced communities.

Module VI, *Return, Resettlement, and Reintegration of Internally Displaced Populations*, describes factors affecting the return of the displaced to their home areas or resettlement in a new permanent setting. Included is a discussion on the appropriate roles for international agencies in assisting return and resettlement and the importance of ongoing reintegration activities.