



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

CAMP COORDINATION AND CAMP MANAGEMENT AND DISASTER RISK MANAGEMENT CAPACITY BUILDING PROGRAMME IN SOUTHERN AFRICA: PHASE III

EVALUATION REPORT

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ABBREVIATIONS

CCCM	Camp Coordination and Camp Management
CNPC	National Commission for Civil Protection
CT	Counter Trafficking
CTDGC	Districts Management Technical Committee
CNPC	National Commission for Civil Protection
DDRM	Directorate for Disaster Risk Management
DMMU	Disaster Management and Mitigation Unit
DRM	Disaster Risk Management
EPR	Emergency Preparedness and Response
GACOR	Post-Disaster Reconstruction Coordination Office
GBV	Gender-based violence
GRN	Government of the Republic of Namibia
HIV	Human Immunodeficiency Virus
IDP	Internally Displaced Person
IFE	Infant Feeding in Emergency
INGC	National Institute for Disaster Management
IOM	International Organization for Migration
LCDRM	Local committees of disaster risk management
MFEZ	Multi-Facility Economic Zone
MINARs	Ministry of Social Assistance and Reinsertion
NDMIS	National Disaster Management Information Systems
NDRMC	National Disaster Risk Management Committee
NDRMP	National Disaster Risk Management Plan
NGOs	Non-governmental organization
NPCS	National Civil Protection Service
NRCS	Namibian Red Cross Society
OCHA	Office for the Coordination of Humanitarian Affairs
OFDA	Office of Foreign Disaster Assistance
OPM	Office of the Prime Minister
RDRMC	Regional Disaster Risk Management Committee
RIASCO	Regional Inter-Agency Standing Committee
SADC	Southern Africa Development Community
SOPs	Standard operating procedure
SPCB	Civil Protection Service and Fire Brigades
SGBV	Sexual and Gender-based Violence
ToR	Terms of Reference
ToT	Training of Trainers
UNICEF	United Nations Children's Fund
ZRCS	Zambia Red Cross Society

EXECUTIVE SUMMARY

This report reflects the results of the final evaluation of the International Organization for Migration (IOM) interventions in the Camp Coordination and Camp Management and Disaster Risk Management capacity building programme in Southern Africa: PHASE III, whose main partners were the national coordinating bodies for the disaster risk management of 5 countries participating in PHASE III for the implementation of the capacity building programme namely:

- Angola: the partner was the National Commission for Civil Protection (CNPC), which coordinates disaster management, contingency planning and civil protection units and with Civil Protection Service and Fire Brigades (SPCB) as operational partner for the project implementation.
- Malawi: the main partner was the Department of Disaster Management Affairs (DoDMA).
- Namibia: the partner was the Office of the Prime Minister (OPM) and the Namibian Red Cross Society (NRCS).
- Mozambique: the main partner was the National Institute for Disaster Management (INGC).
- Zambia: the partner was the Disaster Management and Mitigation Unit (DMMU) under the office of the Vice President.

The implementation of the third phase of this regional programme in the period 2015-2016 was a continuation of the previous two phases that started in 2013 and 2014 respectively.

The main objective of the evaluation was to assess the extent to which PHASE III of the project strengthened the national capacity of key stakeholders in disaster risk management in Southern Africa to protect and assist Populations at risk in Mozambique, Malawi, Namibia, Zambia and Angola.

The evaluation aimed to identify specifically:

- Impact of the CCCM/DRM phase III, project activities at institutional level within country governments.
- Relevance of the project against national policies and strategic priorities,
- Effectiveness of project management, implementation modalities and strategy
- Sustainability of the project achievements

The evaluation was carried out using a methodology that combined qualitative and quantitative approaches. Qualitative data were obtained through semi-structured individual interviews with key informants and through a workshop in Pretoria, South Africa. Qualitative data were used to gauge opinions, perceptions of key stakeholders in the implementation of phase III of the project, to understand the challenges, successes and constraints inherent in the phase III implementation process. The quantitative data were obtained through the application of a questionnaire containing closed and semi-closed questions focused on aspects related to the scope and effectiveness of the project.

The results of the evaluation highlight the following **programme findings**:

CCCM capacity-building programme

A CCCM capacity-building strategy was developed by adopting a Master trainers/Traing of Trainers (ToT) approach to ensure its sustainability. The trained trainers delivered trainings to reach vulnerable communities, including most at risk communities and affected populations. Additionally, manuals and tools were developed, respectively for CCCM, information management and minimum standars in Humanitarian response to support the relocation of internally displaced person (IDP).

The model, based on the key principles of partnership, country ownership, participation and sustainability, has proven to be particularly appropriate for countries with existing disaster risk management systems, such as the countries participating in Phase III of the programme.

Capacity building manuals/tools for national and local level actors

Tools and Manual developed under the CCCM programme included:

- Contextualized CCCM training packages improved, including Mainstream Protection in CCCM Manuals, coaching Manuals, awareness materials, training tools and other support documents;
- Development of trainings and trainers' database;

Training Component

In order to enhance capacity and boost confidence of disaster risk management practitioners to become trainers, applying their knowledge by training other disaster risk management actors at national, regional and local level, the programme encompassed a Training of trainers (ToT) approach, complemented by a mentorship and coaching component. The ToTs included and introductory training, training skills, practical sessions, strategic discussion and action planning as well as presentation on the trainers' roster, training database and administrative procedures. A key element of success is the efforts extended by the trainers trained in the previous phases of the project in terms of coaching and integration of the new trainers.

Refresher Trainings

Based on the needs assessed during the consultative visits to the countries participating in Phase III of programme implementation in August 2014, a recycling methodology was created to complement the existing disaster risk management guidelines and to further support trained trainers in implementing its activities and work plan. Trainers emphasized the need to develop refresher courses with topics such as minimum standards and issues related to protection mainstreaming in emergency situations, in order to deepen these topics.

Both modules and corresponding training tools have been developed as a complement to the previously developed disaster risk management training package, complementing the information and content previously included in the existing disaster risk management training package. Support was provided to trainers to implement the action plan developed during refresher courses.

Interviews Results

The evaluation of the results shows that:

The project has had significant **impacts** as the actors involved in disaster risk management at different levels benefited from being trained receiving skills that have and can further contribute to protect and assist people of concern. Among other impacts we can highlight, enhanced collaboration between actors; Increased levels of awareness about displacement and how to handle it; Increased appreciation of the importance of coordination among stakeholders; Increased awareness of the three elements of rights, needs and assistance relating IDPs, Identification of lack of local legislation relating to IDPs, decentralized camp set up process with key local government and community actors with no need to mobilize national level resources, and local governments are in possession of reference materials for consultation whenever needed.

The CCCM and DRM capacity building programme in Southern Africa: PHASE III implemented in five countries proved to be **relevant** as it is aligned with the Disaster Management Legislation of each of the the

countries participating in the programme by defining objectives and activities that respond to the disaster management documents of those countries. The programme's investment in human resources training was considered timely in terms of covering the training needs of personnel from public institutions linked to disaster management at the level of each of the countries participating in PHASE III of the programme. The relevance of the programme is also recognized at the sub-national levels of the countries participating in the programme (Regional, provincial, district and local) that have benefited from the training actions. The feedback received as a result of the interviews conducted in the countries visited by the consultant shows the relevance of capacity building in the CCCM and DRM Capacity Building Programme in Southern Africa: Phase III, as well as the themes addressed in the training.

With regard to **effectiveness**, in the CCCM and DRM Capacity Building Programme in Southern Africa: Phase III has achieved results at different levels in each of the countries participating in the programme. The training of officials of the institutions responsible for disaster management in each of the countries participating in the CCCM and DRM Capacity Building Programme in Southern Africa: Phase III programme, the identification, selection and training of local actors and the development of tools for the Camp Coordination and Camp Management and Disaster Risk Management were the areas that stood out the most. The training component of the local disaster management committees working on emergency response at local level was the least highlighted because this was an action that was not foreseen at this stage of programme implementation.

The **recommendations** of the evaluation point to the need to (i) implement a fourth and final phase of the programme, where a series of training sessions planned for the members of the local disaster management committees in each of the countries (ii) strengthen Coordination and institutional integration of the objectives of the capacity building programme, (iii) capitalize on the action of trainers, taking into account that in the interviews in the context of the evaluation of the programme demonstrated that trainers being locally located have a great potential for conducting the training process without this entailing large sums of money; (iv) Review the period for the training of trainers and the capacities at sub-national level in each of the countries so that trainers have sufficient time for training at the local level; (v) Strengthen the Monitoring component of the programme.

I. INTRODUCTION

Southern Africa is a region prone to natural hazards, such as floods, cyclones, earthquakes, and droughts. Countries in Southern Africa are experiencing increased climate variability/change characterized by extreme weather conditions resulting in disasters that cause population displacement in urban as well as rural settings.

The International Organization for Migration (IOM) has been providing support to enhance national capacity in several countries of Southern Africa to prepare for, respond to and recover from disasters building on the advances that many of the Governments of Southern Africa have made by establishing Disaster Risk Management (DRM) systems. Even though such advances are significant, challenges still remain in terms of low capacity, limited technical capacities and human resources, as well as in weak coordination. IOM supported Angola, Botswana, Malawi, Mozambique, Namibia, and Zambia, in addressing these challenges through the implementation of the first two phases of the Regional Capacity Building programme with a focus on Camp Coordination and Camp Management (CCCM) and Disaster Risk Management (DRM). The programme has reached a third phase where consolidation of previous achievements is critical, and continuation of support focused on building CCCM and DRM capacity of national actors, as well as dissemination of information, is crucial.

The main objective of this evaluation is to assess, the effectiveness, impact, challenges, achievements, and lessons learned and propose recommendations of PHASE III of the Camp coordination and Camp management and Disaster Risk management project, which aimed to strengthen the national capacity of key stakeholders in disaster risk management in Southern Africa to protect and assist Populations at risk in Mozambique, Malawi, Namibia, Zambia and Angola.

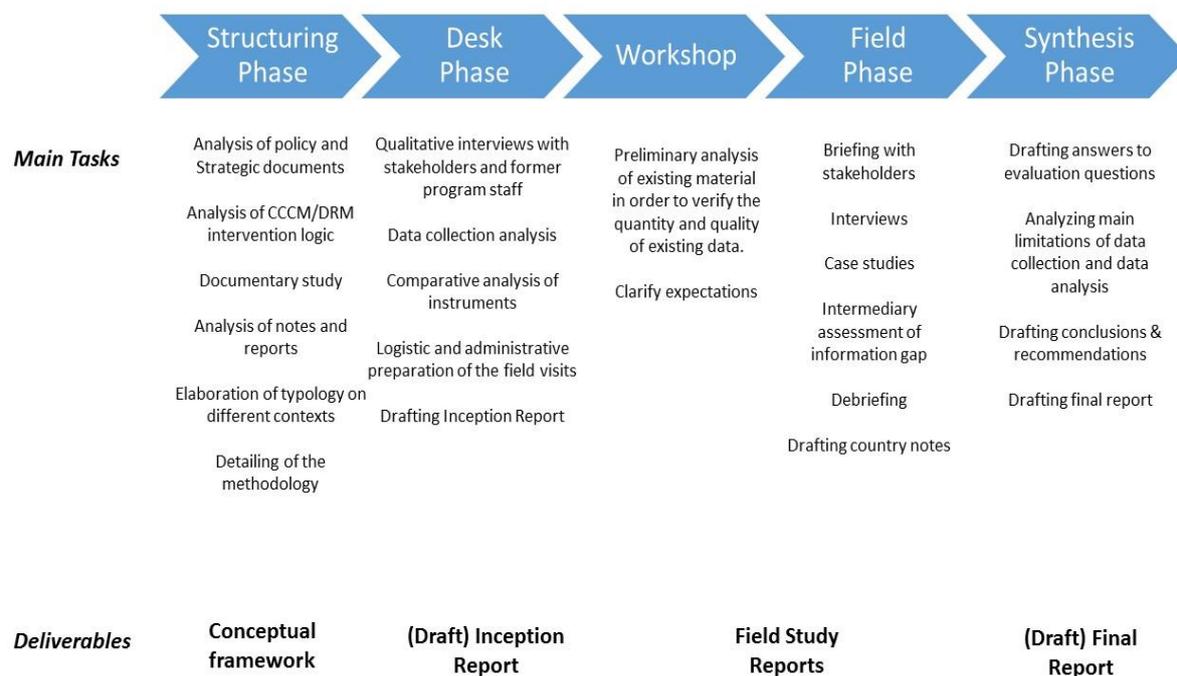
For data collection, the evaluator used both qualitative and quantitative methods. These methods were supported by questionnaires, skype and phone calls, interviews, field visits and and documentary analysis to allow a broader understanding of the project implementation process and its impact.

II. METHODOLOGICAL PROCEDURES FOR EXTERNAL EVALUATION

This section provides an overview of the methodology applied in this assessment.

II.1. STEPS

Five phases led to the preparation of this report. The phases are illustrated in the figure below.



II.2. METHODS OF DATA COLLECTION AND TREATMENT

The first phase for data collection was through a workshop called "Regional Workshop on Evaluation of the CCCM and DRM Capacity Building Programme in Southern Africa: Phase III", held on December 5 and 6, 2016 in Pretoria South Africa to establish the first contact between the consultant, programme managers, IOM mission experts responsible for implementing the programme, country government counterparts responsible for programme implementation from each of the 5 participating countries. The workshop also served as an opportunity for the consultant to interact with IOM experts at the IOM Regional Office (Pretoria), IOM Global level (Geneva) and SADC representative.

A second phase of data collection at the local level followed and the methodology adopted by the consultant focused on the evaluation of the programme's intervention sites and the beneficiaries of the training using a consistent and structured methodology for the analysis of the programme implementation and tools produced under the programme and demonstrating evidence of their impact on the target group of the programme and on decision-makers regarding the adoption of these tools by programme implementation partners in response to disasters.

The consultant prioritized the use of participatory methodologies, as described below, since the programme was designed to promote and strengthen the capacity of local actors to assist and protect at risk populations in times of crisis. Three (3) national trainers, three regional / provincial / district level trainers were chosen to be targeted with interviews per country, depending on the administrative structure of the country. Also 10 beneficiaries of the training activities at local level were consulted and involved in the evaluation phase to ensure that their real concerns were addressed through a bottom-up approach and assess their sentiment

in regard to the impact of the training program. The definition of the number of beneficiaries interviewed in the evaluation process was based on the total universe of the beneficiaries of phase III of the project.

A qualitative approach was used to carry out this evaluation, with a view to collecting and processing the data. The evaluation, in the first stage, focused on the documentary analysis, allowing to frame and consult the documents produced during the implementation of the programme. In a second step, a case study design (multiple case study with multiple units of analysis) was chosen (Yin, 1994), where the countries participating in the programme, the trainers participating in the programme and the local level of training beneficiaries were selected to strengthen capacities in the CCCM and DRM Capacity Building Programme in Southern Africa. From these the sample of the study was constituted.

The methods selected for data collection were as follows: face to face or telephone/skype interviews with IOM managers and technicians, counterpart institutions of the implementation of the programme. The data collected were subject to content analysis processes (Bardin, 2009).

In order to evaluate learning in the training processes, the method used gave rise to the data collection instruments that were anchored in the identification of content-related objectives. To this end, the training programs of each of the countries participating in the program were analyzed.

In this way the evaluation of the methodological competences of the trainees was done, in articulation with the knowledge developed through the implementation of the actions of the CCCM and DRM Capacity Building Programme in Southern Africa. The analysis of the data collected on the learning expressed by the trainers throughout the proposed activities followed an ethical methodology.

II.3. LITERATURE REVIEW

The literature review constituted the first part of the evaluation since it allowed the consultant to understand the theories and to know the available information that was used to understand the problem. A review of the literature on emergency situations in each of the programme countries, particularly displacement camps, as well as existing statistics and operational documents, has been conducted to understand the capacity of local institutions to manage the cycle of the calamities and their impact. Data collected in the form of reports of interventions in the programme and in the Workshop held in the South African city of Pretoria in December 2016 were also used. The international literature on similar interventions on the internet was reviewed.

II.4. DIRECT OBSERVATION

The Direct observation was selected as one of the data collection methods, due to the possibility of capturing a variety of situations, which would not be accessible only through questions to the workshop participants. Visits to Zambia, Malawi and Mozambique were undertaken to understand the context of the countries in relation to program activities of the project implementation process. Direct observation allowed for cross-checking of data collected through document review, interviews with various stakeholders and key informants.

II.5. SELECTION OF COUNTRIES FOR PRIMARY DATA COLLECTION

Three countries (Malawi, Zambia and Mozambique) were sampled for field visits and data collection through a process of consultation with the programme coordination team. The observation to Malawi was limited to the verification of the actions that were developed after the roll out trainings were carried out in the Camp Coordination and Camp Management, whereby interviews with the trainers, beneficiaries and coordinating actors at the national level were carried out.

Zambia was selected because during the workshop in Pretoria it was noticed that several training activities were still under way and it was an opportunity to obtain the sensitivity of the beneficiaries of these capacities.

Mozambique was the country that completed the list of countries observed and the choice was due to the fact that it is a country prone to several natural disasters and there are several displacement camps that were set up using the knowledge of the qualification actions of the programme being evaluated and also because it was the country that was managing the programme.

II.6. FIELD VISITS

Fieldwork was carried out in three of the five countries benefiting from the programme, namely Mozambique, Malawi and Zambia. These field visits were an essential component in ensuring the triangulation and validation of data. These missions enabled the Consultant responsible for evaluating the programme to meet key stakeholders, interview beneficiaries and monitor the results of the implementation of the CCCM and DRM Capacity Building Programme. Field visits also provided the opportunity to check the sustainability of the actions undertaken.

The field visits agenda was organized by the consultant responsible for evaluating the programme, in close consultation with IOM management and technical team. Final decisions on key respondents to the evaluation were made in mutual agreement between the consultant and the IOM-level programme management team.

II.7. SEMI-STRUCTURED INTERVIEWS

The evaluation privileged the realization of individual interviews that were carried out in person, by mobile phone and through Skype. According to the evaluator's perception, there are several actors involved in emergency actions, namely public institutions, NGOs, private sector as well as individual, however, coordinated by the institution responsible for disaster management in each of the countries participating in PHASE III of the implementation of the programme. This technique was used to identify the right mix of stakeholders to interview in addition to direct beneficiaries of the programme.

At the local level, interviews served to gain insights from the beneficiaries of capacity building and training through the methodologies and tools produced and implemented under the capacity building programme for the CCCM and DRM Capacity Building Programme in Southern Africa.

The consultant used a questionnaire (see annexes) for the interviews, which, by its nature, allowed a systematic collection of information. Questions were systematically posed and responses were recorded, resulting in an image of the different phases of the programme and the impact the programme had at the central, regional, provincial, district, municipal level allied to the local context of implementation.

The interviews served to help understand the perception of managers, technical staff, trainers and other actors who benefited from the training and capacity building actions, as well as serve to understand apparent inconsistencies or needs found in written documents, for example related to the information contained in the results matrix presented in section IV.7, and also serve to confirm information and data. Having found that each of the countries participating in the evaluation had a political and administrative structure that sometimes did not coincide with the others, it was sought to evaluate all levels of trainers in Camp Coordination and Camp Management in the countries participating in the regional programme.

As a starting point, a list of persons to be interviewed was used for each country, which can be seen in the Annex (Annex C). However, it was not always possible to interact face-to-face with the people who had been selected for the interviews, having opted to carry them out by telephone and Skype calls because

many of these people were key informants and had to be reached by one mean or the other. Through these interviews, the evaluator has gained a clearer picture of the different actors and their role in disaster response and recovery. He also realized the strengths and weaknesses of coordination and leadership in training and capacity building processes. The opportunities for adopting the tools produced during programme implementation in the countries under evaluation by other actors were also explored.

II.8. QUESTIONNAIRES

Since it would not be possible to visit all countries, much less interact with all the beneficiaries of the training of trainers trainers given the limited time for the conduct of this evaluation, a questionnaire was produced which was sent to the IOM missions that which in turn made it possible for all beneficiaries of the training to complete and return it. The questionnaire had an anonymity format. The consultant's departure assumed that it was not possible to obtain the questionnaire reply from all trainers and hoped that this process would have a rate of return of around 50% of the questionnaires sent.

II.9. POPULATION

The target population of the assessment includes IOM managers, trainers, disaster management staff in the 5 countries, national disaster risk management actors, areas of disaster-prone government units, districts / localities / councils), Community / local leaders and local government actors and civil protection actors (police, social welfare, etc.)

The planned evaluation population includes 3 IOM mission heads, 2 programme managers, 4 IOM mission technical staff, 9 national level trainers, 9 regional / provincial / district level trainers, 30 Beneficiaries of the roll out trainings. From the sample of trainers it was not possible to interview 1 trainer of national level and 1 trainer of regional level / provincial / district due to agenda overlap. The evaluation sample includes the technical personnel involved in the implementation of the programme and for this case 2 technicians were selected.

Table 1 - Populations covered by the assessment

Method	no. of respondents
Face to face interviews	28
skype/telephone interviews	12
Self administered questinairre	17

II.10. LIMITATIONS OF THE EVALUATION

The main limitation of the evaluation is, that despite the capacity building efforts undertaken to strengthen capacities of local CCCM and DRM actors in the countries participating in PHASE III, only in Mozambique it was possible to capture concrete evidence of the use of the tools in a real emergency situation (floods in Inhambane and Maputo in January 2017). In addition, only in Mozambique is there evidence to demonstrate the replication of the training process for local disaster management committees. Thus, the evaluator emphasizes that the current assessment may not demonstrate throughout the program robust evidence of the general secondary and internal effects of the use of program tools during an emergency, as there are no emergencies in the period to allow us to demonstrate specific indications Indirect beneficiaries of the program.

III. RESULTS

The external evaluation of the CCCM and DRM capacity building programme in Southern Africa: PHASE III, implemented in 5 countries, focused on review of the IOM reports, interviews, questionnaire sent to IOM missions about the design and implementation of the Programme.

In general terms, the documentary collection compiled and analyzed focused on the programme proposal, which aimed to identify the necessary conditions for the implementation of the programme, in its objectives and methodological options adopted. We also used the activity reports where it was possible to gather information on the capacity building process in the CCCM and DRM Capacity Building Programme in the 5 countries participating in the programme, the process of training provided to the trainers involved, and in turn the training of trainers at the regional, provincial, district, municipal and local level according to the organizational administrative structure of each of the countries participating in the program, as well as in the monitoring system implemented.

In the following paragraphs, a summary of the main elements drawn from the documentation analyzed is given, and a brief appreciation of their contribution is made to the understanding of the Programme and its implementation process.

III.1. PROGRAMME FRAMEWORK

During the previous phases of the project, the Regional Capacity Building Programme successfully increased technical capacities of government officials in the region, who demonstrated an interest in improving sub-national level capabilities. Target countries have taken concrete steps to integrate the CCCM and DRM into sub-national capacity building initiatives and national level planning and systems.

The PHASE III of the project continued to target DRM institutions at the national level and DRM practitioners at regional/provincial and district levels, as well as other key partners involved in disaster preparedness and response. According to the evaluation carried out by the Regional Inter-Agency Standing Committee (RIASCO) in 2013 many states have disaster management agencies and structures, there is limited capacity to train state actors on disaster management systems and coordination mechanisms beyond the central levels, leaving a large gap in implementation capacity for laws, policies and contingency plans developed by the member states. For example, the flood response in Malawi in 2013 has underlined the need to further support the institutionalization of adapted and context-specific CCCM structures, at the district level. Decentralized training reinforced sub-national contributions to national-led humanitarian efforts, particularly in addressing needs among internally displaced populations. Malawi is not an isolated case; many local actors in the region lack basic knowledge required for effective and coordinated emergency action: CCCM tools and mechanisms, SPHERE standards, legal structures, coordination mechanisms, roles and responsibilities, Information Management.

Based on an assessment conducted in 2013 by the Regional Inter-Agency Standing Committee (RIASCO), which provides an analysis of needs and gaps to improve disaster management and disaster risk reduction and resilience in Southern Africa, IOM intends to improve human and technical capacity for member states of the Southern African Development Community (SADC) to mitigate the impact of natural disasters in the region, targeting the following recommendations:

- Strengthen human capital and capacity in national disaster management centres
- Improve strategic information management on recurrent emergencies, risks and disasters; and
- Revisit the scope and focus of current contingency plans.

III.2. PURPOSE OF THE TRAINING PROGRAMME

The objective of the capacity-building programme was to strengthen the national capacity of key Southern African disaster risk management stakeholders to effectively protect and assist displaced and at-risk populations in Mozambique, Malawi, Zambia, and Angola, by building on and consolidating the achievements from previous phases of the programme and addressing challenges and gaps identified during project implementation.

During the previous phases of the project, the Regional Capacity Building Programme successfully increased technical capacities of government officials in the region, who demonstrated an interest in improving sub-national level capabilities. Target countries have taken concrete steps to integrate the CCCM and DRM into sub-national capacity building initiatives and national level planning and systems. In Mozambique for Exmple CCCM issues are now addressed with the attention it deserves in planning and. Trained personnel in each province are always called upon to support with camp set issues. In Zambia, the DMMU is in the process of including CCCM and DRM as part of their disaster management laws and so is the Angola which integrate CCCM contents in the firefighter school as part of the curriculum.

The proposed phase of the project continued to target DRM institutions at the national level and DRM practitioners at regional/provincial and district levels, as well as other key partners involved in disaster preparedness and response. Although many states have disaster management agencies and structures, there is limited capacity to train state actors on disaster management systems and coordination mechanisms beyond the central levels, leaving a large gap in implementation capacity for laws, policies and contingency plans developed by the member states. For example, the ongoing flood response in Malawi has underlined the need to further support the institutionalization of adapted and context-specific Camp Coordination Camp Management (CCCM) structures, at the district level. Decentralized training reinforced sub-national contributions to national-led humanitarian efforts, particularly in addressing needs among internally displaced populations. Malawi is not an isolated case; many local actors in the region lack basic knowledge required for effective and coordinated emergency action: CCCM tools and mechanisms, SPHERE standards, legal structures, coordination mechanisms, roles and responsibilities, Information Management.

IOM National Offices continued to work with their respective government counterparts to implement the capacity building plan, which was initiated in the previous phase of the project, for improved coordination, improved understanding of roles and responsibilities, and improved knowledge of tools developed at the national level for communication, information gathering, and operational planning.

Based on the national capacity building plans and lessons learned from previous phases of the project, IOM developed or strengthen existing countryspecific tools and manuals, including training modules, as well as operational tools to facilitate the required level of response to emergencies in each of the countries. IOM also train national actors, either through additional roll-out of training sessions or refresher trainings, and mentor these IOM trained trainers in the roll out of further capacity building activities throughout the region. The mentorship initiative included the establishment of a monitoring system to capture lessons learned and support the ongoing evaluation of trainers' capacities to transfer knowledge effectively at a decentralized level.

The implementation of the proposed training programme builds on previously implemented capacity building activities under phase I and II of the project.

At this point in the project, each country has staff dedicated to identifying specific training needs related to the national context and provide technical support to disaster management authorities on a regular basis, which helped strengthen coordination and emergency response.

The general primary tools and activities envisioned are as follows:

- Development of new or strengthening of existing training modules to be integrated in the previously developed training curriculum, based on IOM Global CCCM training package, and in coordination with other actors with relevant experience and tools specifically on new topics, and adapted to the local displacement scenarios, context, languages, local contingency plan, and DRM policies and legal frameworks. The request for the development of the new training modules comes from the different governmental partners in the different countries, as well as from the trainers that have been trained in those countries and that have the possibility to work directly in the field having the opportunity to understand the concerns of the populations and deal directly with those issues.
- Continuation of trainings focusing on National DRM authorities and actors and also providing targeted assistance in communities that are vulnerable to hazards. Training activities included how to ensure participation of local chiefs, religious institutions, and vulnerable people such as elders, women and children.
- Refresher trainings delivery to core teams of trained trainers, identified by their capacity to ensure transfer of knowledge and skills to DRM partners, and vulnerable communities. The new training modules developed specifically for each country based on their needs and request introduced to the trainers during the refresher trainings, together with the training sessions and tools.
- Strengthen utilization of SPHERE, CCCM and Shelter pocket tools for disaster management actors through the development and adaptation of the Standards Calculator tool previously developed in the remaining target countries.
- Development of CCCM and DRM awareness raising campaigns at local and national levels in the countries based on the developed training packages and tools.
- Creation of a national roster of trained personnel for rapid response within each country.
- Higher engagement of local governments through their Disaster Management units

IOM provided technical support to government entities and, advocated for the allocation of contingency budget under the national budget to support and ensure the sustainability of roster maintenance and deployments of DRM-trained officials. Through this activity, IOM encouraged governments to make a demonstrated commitment to advancing DRM through the allocation of contingency resources for IDPs. This project activity has been added for this phase based on previous experience. In disaster-affected countries, deployments of trained government officials have been delayed due to a lack of funds, logistical challenges, and a lack of plans for job coverage in times of emergency.

IOM has piloted this methodology with great success across the globe. In the Southern Africa region, the methodology has been tested and improved over the past three years in Namibia, Botswana and Mozambique, and in Angola, Malawi, and Zambia in the previous year. The project continued to consolidate a sustainable human capital resource at the national level, in the form of trainers, and at local levels, in the form of trained local government officials with increased knowledge on disaster management tools, policies and plans.

With government counterparts, IOM develops the contextual tools, drawing on its global toolkits and curriculum programmes for DRM and CCCM training.

Following curriculum design and approval, the training materials are printed and used in refresher trainings for key government officials who have attended the TOT and are best placed to train other government and non-government actors. IOM followed-up on the training by supporting and mentoring the trained trainers in their roll outs and providing governments with a roster of trained personal for rapid response within their country. The training component and contextualized tools developed and adapted to the countries for the implementation of an awareness raising campaign at national and local levels in the countries, and translated in local languages.

III.3. OVERVIEW OF TRAINING

The trainings in the countries participating in PHASE III of the programme were based on an adult learning approach with a specific focus on the skills, attitudes and behavior of trainers, with interactive sessions and participant-led practices where participants put their new skills into practice with immediate effect, guided by the IOM training team. The idea behind the sessions conducted by the participants was to introduce the training package and the tools to the participants, while promoting the practice of transferring knowledge to a target audience.

III.4. TRAINING PACKAGE

The training package used to train trainers of trainers was specifically designed looking at the context of each of the countries participating in the programme with the aim of facilitating training sessions for a smaller local public (communities, local authorities) based on the needs. The training package was based on documents such as the disaster risk management policies of the countries participating in the programme and material produced globally from the CCCM and DRM, and the same was influenced by the principles of simplicity, practicality and ease of use. The package used in the training process bridged disaster risk management as a measure to prevent population displacement and recommended de facto displacement and CCCM.

The training package for the CCCM and DRM developed by each of the countries participating in the programme was distributed to all participants in the training actions, including:

- Trainer's Guide
 - The trainer's guide was developed to address the key aspects of facilitation and training and to provide guidance on how to prepare and conduct training sessions.
- 12 chapters
 - The chapters were developed for training sessions primarily at the local level, targeting local authorities, community / district development committees, accommodation camps management committees, and displaced and host communities. Each chapter corresponds to a topic and a training session on a specific aspect of the practice, implementation, or response of Camp Coordination and Camp Management and Disaster Risk Management. This approach allows the facilitator to choose the most relevant chapter (s) for the specific context of the accommodation camps, the target group to be trained and the type of intervention
- Toolbox with 50 tools

- ☑ The tools in the toolbox were inspired and adapted primarily from a participatory learning approach commonly used for community development and other accommodation camps management training packages developed by global partners in the Camp Coordination and Camp Management. Other tools were created specifically for this training package. In both cases, the intention was to offer the trainer practical ways to encourage reflection, analysis and learning in coordination and management of accommodation and disaster risk management.

Participant's further received a copy of International Organization for Migration (2011), *Camp Management in Practice*, and a CD with reference material from the training package (including key CCCM resources such as Norwegian Refugee Council/The Camp Management Project (2008), *The Camp Management Toolkit*; OCHA (1998), *Guiding Principles on Internal Displacement*; The Sphere Project (2011), Humanitarian Charter and Minimum Standards in Humanitarian Response; Tom Corsellis (2005), *Transitional Settlement – Displaced Populations*, Oxfam/University of Cambridge. These items supported the trainers in planning their roll out trainings in both community and district level and helped to have an indepth understanding of CCCM and DRM as well the humanitarian world as hos CCCM fits in the system.

III.5. PARTNERSHIPS AND COORDINATION

IOM Mozambique was responsible for the management and supervision of phase III of the programme as it maintained the largest and most active disaster management and operations department in the region. In addition, IOM Mozambique had language skills in English and Portuguese to support all countries participating in the implementation of the programmes. To this end, the IOM mission in Mozambique has supported the programmes of each of the countries participating in the programme, focusing on training capacity, support for training, curriculum package and awareness programme.

Coordination with the local partners of the programme was the responsibility of each of the participating missions. It was incumbent upon the missions to coordinate with the entities responsible for disaster management in each of the countries and with these institutions to develop actions to improve the capacity of response in the Camp Coordination and Camp Management and Disaster Risk Management.

In Mozambique, Malawi, Zambia, Angola and Namibia, coordination has been remarkably good, not only with implementing partners, but also with all actors involved in Camp Coordination and Camp Management and Disaster Risk Management, and Whether or not they benefited from IOM capacity building. Information and guidance meetings were held regularly. The humanitarian and development community related to disaster risk management was also involved in the process.

The partners in the training programme were the national coordinating bodies for disaster risk management in each country. Below is described how the coordination process was in each country and the specific goals that had been identified through government consultations with IOM prior to the start of Phase III of the programme:

MALAWI

IOM collaborated with the Department of Disaster Management Affairs (DoDMA). As part of the 2015 emergency response to the floods that displaced more than 336,000 individuals, IOM supported the deployment of 12 of the 42 DoDMA trained staff to coordinate and manage accommodation centers at the district level to further support coordination mechanisms and to reinforce the response to the needs of the

populations that were in the accommodation centers. The modest participation of trained officials compared to the demand underlined the need to reinforce and institutionalize the CCCM component into national and decentralized DRM structures. Factors that contribute to limited deployment and participation of IOM-trained officials includes the lack of government resources available to support dedicated positions and the fact that most of the trained officials have various responsibilities within their respective ministries. This can be addressed through technical support for the integration of standard operating procedures intended to help the government prepare and respond to natural disaster-induced risk of internal displacement, as well as constant advocacy with DoDMA officials for funding allocation to support logistical costs related to these deployment as part of their contingency funding. DoDMA has expressed interest in receiving support from IOM in the continuation CCCM roll out trainings at field and community levels, development and integration in the Malawi CCCM training package of new training modules such as Gender Based Violence and others, development of a coaching manual for CCCM to provide ongoing learning and additional information to assist trainers in specific development practices and materials within CCCM training, delivery of refresher trainings on CCCM to recall and reinforce previously acquired knowledge and skills, development of CCCM/DRM related awareness raising materials for wider distribution to target groups, and provision of support to the development of the national and district levels contingency planning and simulation.

ANGOLA

IOM continued its work in partnership with the National Commission for Civil Protection (CNPC), which coordinates disaster management, contingency planning and civil protection units and with Civil Protection Service and Firefighters (SPCB) as operational partner for the project implementation. The Government has requested for IOM to continue to use the National Contingency Plan (2014-2019) as a basis for adaptation of CCCM and DRM tools for training. The Government of Angola has requested additional support in training roll-outs in CCCM, development of a coaching manual to provide ongoing learning and additional information to assist trainers in specific development practices and materials within CCCM training, development of new modules to be incorporated in the Angola CCCM training package, mentorship, and refresher courses for trainers, development of CCCM/DRM related awareness raising materials for Angola, and development of National SOP's for CCCM.

NAMÍBIA

Although Namibia has joined the training programme for the CCCM and DRM Capacity Building Programme at a different stage than that of other countries, the national disaster management authority has benefited from the efforts of the regional programme and during the PHASE III of the programme this national authority demonstrated ability to lead the process in the near future.

Thus during Phase III the programme offered short-term support through the IOM mission, which included delivery of activities, along with the development of an exit strategy, including an impact assessment and the establishment of a plan for future activities Without the support of IOM. The transition period lasted four months and was led and coordinated by the IOM mission in Namibia, covering Namibia and Botswana.

IOM Namibia assisted partners in both countries during the transition period by supporting the development of a plan for the continuation of capacity-building activities in the Camp Coordination and Camp Management and Disaster Risk Management, assessing the impact of the capacity building programme and ensure that all necessary elements are delivered to the national authorities in order to ensure the transition and continuation of the programme, with the national authorities of both countries as implementing actors.

An implementation report on the training programme for the CCCM and DRM Capacity Building Programme was developed at the end of the four months and was shared with the partners.

Through the process, the IOM mission continued to partner in Namibia with the Prime Minister's Office (PMG) and the Namibian Red Cross Society.

MOZAMBIQUE

In Phase III of the programme, IOM's mission continued its partnership with the National Institute for Disaster Management (INGC) and the Mozambican Red Cross, as well as members of the Humanitarian Country Team Working Group (NGOs and UN Agencies involved in Disaster Management). IOM support has been requested for continuation of the roll out training at field level focusing on DRM actors and communities vulnerable to hazards, local chiefs, religious institutions, and vulnerable people such as elders, women and children. Further support has been requested for the development of a coaching manual to provide ongoing learning and additional information to assist trainers in specific development practices and materials within CCCM training, development of new modules to be incorporated in the Mozambique CCCM training package, for example - Information Management, shelter, standards calculator, Protection mainstreaming (GBV, HIV and CT), delivery of refresher Training for Trained Trainers – Short training (1 or 2 days) to recall and reinforce the previously acquired knowledge and skills, as well as to introduce the new modules and tools developed. Along with this, development of CCCM/DRM related awareness raising materials for wider distribution to target groups and translated into local languages, and development of specific DRM operational tools such as the Standards Calculator for Mozambique.

ZAMBIA

The IOM mission continued to partner with the Disaster Management and Mitigation Unit (DMMU) under the office of the Vice President. The DMMU has requested support for the continuation of the roll out of CCCM trainings at field and community levels, the development of a coaching manual to provide ongoing learning and additional information to assist trainers in specific development practices and materials within CCCM training, the delivery of refresher training for trained trainers in order to recall and reinforce previously acquired knowledge and skills, together with the development and integration in the Zambia CCCM training package of new training modules such as Gender Based Violence and others, development of CCCM/DRM related awareness raising materials for wider distribution to target groups, and development of national Standard Operating Procedures for CCCM in Zambia.

III.6. MAIN ACTIVITY ACHIEVEMENTS

ANGOLA

- Knowledge provided: Introduction to CCCM/Roles and Responsibilities/Protection in the Camps/Camp Life Cycle/Community Participation
- Relation with partners continue strengthened
- National and local government authorities continue applying the CCCM approach;
- Government showing interest in including CCCM as a cross cutting issues and National curriculum for the national school for Fire Fighters.

- 18 trainers trained during the first phase of the project attended Refreshment workshop in September 2016.
- 18 of 22 SPCB trainers trained during the first phase of the project demonstrate ability to train other members at national and provincial level on CCCM.
- Roll-out Trainings covered: 13 trainings on 8 provinces from October to November 2016
- .
- 360 Local actors trained on CCCM and able to respond in a coordinated manner.
- Training manual and tools for national and local level actors available to stakeholders – CCCM training Manual, CCCM in Practice Booklet, Protection Mainstreaming in Emergency, Trainers Guide.
- 52 Civil Protection Actors have increased their Knowledge and ability to prepare for and respond to natural hazard through training including counter trafficking, HIV and gender Based Violence modules

MALAWI

- CCCM Training manual in local language to use for trainings at community level produced
- Trainers equipped with CCCM/DRM modules (soft copies) to enable them roll out trainings. Addition of Protection modules such GBV, HIV and human trafficking to CCCM/DRM modules package
- 14 CCCM/DRM ToT refreshed
- 180 District Protection Committee members trained
- 20 District Civil Protection Committee members trained participated to train during the roll out training at community level with the support of the CCCM/DRM ToT
- 684 village/wards civil protection committee members trained at community level
- 43 members from the civil protection organizations trained in Mainstreaming Protection in Emergencies/ CCCM
- Coaching manual for Malawi approved by the National authorities
- Increased awareness, knowledge and skills in CCCM at national, district and local levels
- Disaster prone communities capacity built in protection and CCCM and DRM
- Participation of CCCM/DRM TOT and the trainees at district level and community level to the activities of UN agencies and NGOs and application of standards learned from the CCCM/DRM capacity building project
- CCCM/DRM ToT invited to facilitate some sessions organized by other actors in Malawi

ZAMBIA

- 18 personnel trained in ToT refresher
- 503 personnel out of 500 personnel trained at national level
- Two Protection Mainstreaming Emergency training held in (2) provinces namely Lusaka & Central provinces with a total of 47 officers trained (Lusaka 22 and Central 25)
- One CCCM in practice Booklet produced in English and translated into one local language to be used at community level
- One Protection Mainstreaming in Emergency Manual (Gender Based Violence, HIV in Emergency and Counter Trafficking) produced and made available to government stakeholders and partners
- One coaching Manual to be used by trainers to guide them in planning and delivering trainings,

NAMÍBIA

- Development of the Exit Strategy Roadmap/ Consultation with regions and stakeholders
- CCCM/DRM Capacity Building Programme Report 2011-2015 was produced and shared with the government.

MOZAMBIQUE

- One coaching Manual produced to serve as a guide for all the trainers to prepare for and conduct the roll out trainings
- One protection mainstreaming in emergency Manual produced to address relevant issues concerning: Gender Based Violence, HIV and Counter Trafficking in Emergency
- One CCCM in practice booklet produced and distributed to training participants during and other relevant camp management actors
- Do and don'ts in camp management tools updated to suit the Mozambique context
- Wooden miniatures produced to give participants the opportunity to have a more practical exercise in camp set up exercises rather than drawing
- Governments are more effective in preparing for and responding to natural disasters at the regional, national and local level
- 13 active CCCM Trainers refreshed on key training methodologies and overcome possible gaps
- 478 local actors trained in trainings by Trained Trainers in Govuro, Mutarara, Pemba, Muidumbe, Guija, Inhaka, CTDGC, Mecufi, Metuge, Moma, Dondo and Cuamba
- 246 community/local leaders and local government actors reporting an increased capacity to manage disaster risks and camp situations
- 47 trained DRM actors were used during emergencies countrywide in camp set up and rescue in Mossurize and Zambezia
- One radio programme to raise awareness on DRR CD of living with floods. The programme was spread through the country's community radios, Save, Homoine and Inhambane
- 75 Civil protection actors trained on protection mainstreaming in emergency covering the following topics: Gender Based Violence, Counter Trafficking and HIV in Emergency.
- 10 provincial, district and community actors training on CCCM
- Supporting in the camp set up in Mossurize and Inhambane

III.7. RESULTS MATRIX

	Indicators	Angola	Malawi	Zambia	Mozambique	Namibia
		Baseline/Target				
<p>Objective Strengthen the national capacity of key Southern African disaster risk management stakeholders to effectively protect and assist displaced and at-risk populations in Mozambique, Malawi, Namibia, Zambia and Angola</p>	Increased the % of Disaster Prone Regions in each Country that have been Trained on DRM, CCCM and/or DRR	Target: 75% Result: 61% 14 trainings on 11 provinces (Zaire, Benguela, Cuando Cubando, Cuanza Sul, Bengo, Cunene, Bie, Luanda, Uige, Namibe, Moxico)	Target: 75% Result: 100% All Provinces	Target: 75% Result: 100% All Provinces	Target: 75% Result: 75% Except Niassa, Tete and Cabo Delgado	N/A
<p>Outcome 1 <i>Governments are more effective in preparing for and responding to natural disasters at the regional, national and local level.</i></p>	# of National DRM Actors reporting an increased capacity in disaster risk reduction and CCCM	Target: 15 Result: 18	Target: 15 Result: 19	Target: 15 Result: 23	Target: 15 Result: 25	N/A
	% of disaster prone government unit areas (districts /localities/ councils) that have received training on disaster risk management or CCCM.	Target: 70% Result: 68%	Target: 70% Result: 79.4%	Target: 70% Result: 71.43%	Target: 70% Result: 75%	N/A
	% of trained National DRM Actors utilized during emergency response	Target: 50 % Result: 50%	Target: 50 % Result 45%	Target: 50 % Result: 83.33%	Target: 50% Result: 60%	N/A
<p>Outcome 2 <i>Disaster-prone communities have increased their ability to prepare for and respond to natural hazards through training and awareness raising at sub-national levels.</i></p>	# of countries receiving hand over of programme activities have been done	N/A for Angola	N/A for Malawi	N/A for Zambia	N/A for Mozambique	Target:2 Result: 2
	# of community/local leaders and local government actors reporting an increased capacity to manage disaster risks and camp situations	Target: 250 Result: 450	Target: 250 Result: 684	Target: 250 Result: 503	Target: 250 Result: 246	N/A

	# of civil protection actors (police, social welfare, etc.) capable of providing protection services in emergencies including counter-trafficking, SGBV and Infant Feeding in Emergencies (IFE)	Target: 50 Result: 52	Target: 50 Result: 43	Target: 50 Result: 50	Target: 50 Result: 75	N/A
<i>Outputs</i>						
1.1 Capacity building manuals/tools for national and local level actors available to stakeholders, including new training modules and tools.	# of manuals/tools created and approved for national and local level DRM actors	Target: 2 Result: 5	Target: 2 Result: 4	Target: 2 Result: 5	Target: 2 Result: 6	N/A
1.2 Selected government officials demonstrate ability to train others on -CCCM -DRM - Other disaster response tools	# of National DRM Actors refreshed as Trainers in approved CCCM/DRM tools	Target: 35 Result: 18	Target: 25 Result: 14	Target: 25 Result: 18	Target: 15 Result: 13	N/A
1.3 Disseminated radio and video programmes for DRM in the region	# of DRM radio and TV spots developed for the region	Target: 2 Result: 0	Target: 2 Result: 0	Target: 2 Result: 0	Target: 2 Result: 2	N/A
1.4 CCCM and DRM Capacity Building Programme hand over to Governments.	# of CCCM and DRM Capacity Building Programme implementation report	N/A	N/A	N/A	N/A	Target: 2 Result: 2
2.1 Local actors are trained and able to respond in a coordinated manner	# of trainings conducted by Trained Trainers	Target: 8, Result 14	Target: 10 Result: 8	Target: 10 Result 35	Target: 10 Result: 14	N/A
2.3 Disseminate DRM tools and information through television and radio programmes	# of local actors trained in trainings by Trained Trainers	Target: 500, Result: 450	Target: 500 Result: 684	Target: 500 Result: 646	Target: 500 Result: 478	N/A

	# of civil protection and social welfare personnel trained in emergency counter-trafficking, SGBV and IFE	Target: 50, Result: 52	Target: 50 Result: 43	Target: 50 Result: 75	Target: 50 Result: 75	N/A
	# of programmes designed	Target: 0, Result: 0	Target: 0, Result: 0	Target: 0 Result: 0	Target: 0 Result: 0	Target: 2 Result: 2

III.8. RELEVANCE

- Strengthened capacity of DRM structures and stakeholders in CCCM/ DRM;
- All CCCM/DRM ToT, civil protection members trained, are able to train, share information and support to manage the displacement;
- Almost all districts prone to natural disasters received the trainings through the CCCM/DRM trainings and protection mainstreaming trainings organized for civil protection committees and Civil protection organizations.
- All trainees at different levels are involved in activities related to Disaster risk management and will contribute to implement necessary activities according to humanitarian standards by protecting and assisting people of concern.
- The programme served as support to several DRM and DRR activities carried out by the government.
- Considering that the government conducts emergency simulation every year, the CCCM trainings contributed to ensure that various issues regarding protection are taken into account during camp set up.

III.9. LESSONS LEARNED (REGIONAL VISION)

- Unfamiliarity with Kampala Convention in the region.
- Limited knowledge on IDP frameworks and Climate Change Adaption.
- Government engagement is critical for the success of the project/programme;
- Partnerships with other development partners and non-state actors also vital for the project/programme (for technical skill exchange, complementarity of actions/efforts);
- Community awareness of DRM/DRR service, essential for effective DRM;
- Government at all levels take within their own budget (resources) a shift during an emergency for all sectors to respond to save emergencies.
- At community level a two-way exchange where the local resiliency measures are used and communities know what to do.
- The regional warning system would capitalize on RIASCO community level (others as well?) information management systems to set thresholds of when different emergency response would be required..

III.10. WAY FORWARD (REGIONAL VISION)

- More effort and resources to be aligned to crosscutting issues such as:
 - Gender Based Violence in camps and camp like settings
 - Disaster risk management
 - Protection – rights based approach
- Incorporate CCCM/DRM section into National Disaster Management Information Systems (NDMIS).
- Design system to retain services of trained personnel.
- Advocate for IDP legislation.
- Tap into climate change country policy.
- Complete sensitizations in remaining priority regions/districts.
- Set-up monitoring and evaluation tool.
- Develop concept note to steer buy-in and sustainability by government.
- Trainings using the National DRM Training Manual that has incorporated the CCCM component
- Incorporation/ utilization of CCCM through trainings by other agencies
- Implementation of action plans proposed during the trainings

- Continue advocating for implementation using locally available resources including the translated CCCM coaching Manual;
- Continue to training without the external support using the CCCM coaching manual
- Implement the action plans proposed during the roll out CCCM/DRM trainings and protection mainstreaming in emergency training sessions
- Advocate for a project that support the durable solutions and early recovery activities to put in practice what was learned during the capacity building project and assist the people of concern
- Joint project evaluation with the Government for the report production
- Final Reporting on activity implementation and government approval
- Report Sharing with key National, Provincial and Regional actors.
- Project handover to the government
- Seek for possible funding for DRR/DRM activities in the country with National and Regional Offices involved
- Development of SOPs to address the countries needs in DRR/DRM

III.11. SUSTAINABILITY

- The project used existing DRM structures and government and Civil society organizations partners;
- The project partnered with government agency hence encouraging ownership hence sustainability;
- The increased awareness has resulted into most partners to incorporate protection and CCCM in their trainings sessions;
- Community structures in some flood prone areas have been trained in CCCM;
- Availability of district trainers to continue undertaking training at level community;
- The training manual package in English and local language;
- Database of trained actors that allows assigning responsibilities related to camp management whenever there is an emergency;
- Develop actions to ensure that there are trainers at the district and community levels to ensure a more and more decentralized process;
- Monitor the involvement of trained actors in their engagement in emergency settings.

III.12. DEGREE OF OWNERSHIP BY THE BENEFICIARIES OF THE PROJECT

- During the roll out training and protection mainstreaming trainings, the beneficiaries of the project (trainees) made action plans to implement even after the end of the project
- Joint facilitation of CCCM/DRM ToT and trainers at community level in local language
- The government has always been involved from the start and all trainings were conducted by government trainers.
- The roll out plans and prone disaster districts were all led by the government.
- The government is willing to embrace the CCCM activities and include it in their regular activities.

III.13. CHALLENGES OF PROGRAMME IMPLEMENTATION

Although there has been significant progress in all of the areas mentioned above, significant challenges remain:

- High Rotativity of People in Management Positions and limited trainers availability which contributed to a reduced number of refreshed trainers as compared to the initially trained trainers in all countries
- Lack of government investment in monitoring and implementing programmes.

- Information and Knowledge Management Systems for disaster risk reduction and weak disaster risk management;
- Non-integration of Camp Coordination and Camp Management and Disaster Risk Management in the National and Sub-national Contingency Plans
- Training material was complex for trainees at the level of local committees;
- Some senior leaders tend not to pay attention to training for disaster-related issues before the disaster strikes;
- Limited resources for the implementation of disaster risk management training;
- Lack of contingency planning and disaster risk management budgets at sub-national level;
- Lack of information on disaster risk management at management levels;
- Guidance documents on disaster risk management are not integrated at all levels.
- Lack of prioritization of activities on disaster risk management and integration into day-to-day activities undertaken by trainers and their supervisors.
- Decision-makers or policy-makers who are not always trained in disaster risk management;
- Adaptation of the activities planned in the programme to the governmental structures and plans
- Mobilize government through a motivation package and allow technicians time to do other jobs
- Limited participation of communities in the processes of preparation of Contingency Plans;
- The unavailability of employees who hold management positions to participate in activities related to the Camp Coordination and Camp Management;
- The video objective was not reached given that governments chose to enhance the number of trainings to build more capacity within each country since this was the last phase of the project.

III.14. SWOT ANALYSIS

NAMÍBIA

<p>STRENGTH</p> <ul style="list-style-type: none"> ▪ Existing Political, Institutional and Legal Framework; ▪ Good relationship, collaboration and coordination with international, Regional, National and Local Levels; ▪ Willingness of people to be trained; ▪ Availability of various materials, tools and manuals; ▪ Available capacity to train. 	<p>WEAKNESS</p> <ul style="list-style-type: none"> ▪ DRM information not integrated (no database); ▪ Poor planning on DRM budgets at all level (Sectorial, regional and local); ▪ Lack of commitment from some office beavers;
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Potential funding from development partners and others; ▪ Strategy on mainstreaming DRR is available (as cross cutting issue); ▪ Opportunity to share the best practices; 	<p>THREAT</p> <ul style="list-style-type: none"> ▪ Staff Turnover; ▪ Unviability of high land (safe heaven) ▪ Gender based violence

MOZAMBIQUE

<p>STRENGTH</p> <ul style="list-style-type: none"> ▪ Decentralization of CCCM for response within 72 hours (Act. 15/2014); ▪ Existence of trainers in areas that are most vulnerable for disasters within the country; ▪ Coordinated interventions in emergency situation; 	<p>WEAKNESS</p> <ul style="list-style-type: none"> ▪ Non accessible terminology for local level; ▪ Comprise government partner's activities in annual plan; ▪ Number of trainers and targeted location trainings; ▪ Monitoring systems and its assessment tools ▪ Lack of database of ToT
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Continuation of the research to simplify the tools; ▪ Mayor involvement of the partners in Government planning process; ▪ Increase de number of CCCM trainers; ▪ Creation of monitoring and assessment mechanisms; ▪ Set up of database and refreshment of ToT; 	<p>THREAT</p> <ul style="list-style-type: none"> ▪ Movement of Disaster Management technical staff out of the system; ▪ Budget instability

ZAMBIA

<p>STRENGTH</p> <ul style="list-style-type: none"> ▪ Institutional framework in place from national to community level; ▪ Skills built in 446 ToTs (2016) + 200 (2015); ▪ Contextualized training manuals; ▪ IDP policy in place; ▪ Partner resources from IOM, ZRCC, World Vision, Private Sector, etc; (technical, financial, human, material, etc); 	<p>WEAKNESS</p> <ul style="list-style-type: none"> ▪ Lack of local legislation relating to IDPs; ▪ Refresher ToTs for DDMC; ▪ Omission of IDPs in roles and responsibility framework ▪ Community engagement and sensitization
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Advocating for local legislation, drawing on case studies from MFEZ-Lusaka, Mindolo-Kitwe, Namwala/ITT; ▪ Enhancing/increasing of cross-cutting issues e.g gender, protection and DRM; ▪ Rolling trainings to communities; ▪ Increased incidents of displacements and IDPs; ▪ Applying CCCM to camp like settings (students camps); ▪ Positioning CCCM in line with climate change country policy; ▪ Protection Training 	<p>THREAT</p> <ul style="list-style-type: none"> ▪ Inactivity in relation to incidents of displacement; ▪ Local financing

MALAWI

<p>STRENGTH</p> <ul style="list-style-type: none"> ▪ Partnership with Government; ▪ Existence of structures; ▪ Existence of policies, legal framework; ▪ Dedicated CCCM Team (coordinator ToT); ▪ Availability of resources; ▪ Application of CCCM in response; ▪ Training Manual in local language; 	<p>WEAKNESS</p> <ul style="list-style-type: none"> ▪ Restricted to training (Missed on contingencies for response);
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<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Incorporation of CCCM in the programme of different humanitarian actors; ▪ Recognized by DRM policy priority; ▪ CCCM incorporated into DRM training Manual; ▪ Availability of National DRM platform; ▪ Regional sco 	<p>THREAT</p> <ul style="list-style-type: none"> ▪ Staff turn over; ▪ Limited resources (Lack of budgetary support);
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ANGOLA

<p>STRENGTH</p> <ul style="list-style-type: none"> ▪ Government involvement at National and Provincial Level; ▪ Existence of DRM Policy ▪ Trained actors in CCCM 	<p>WEAKNESS</p> <ul style="list-style-type: none"> ▪ Only 11 provinces covered out of 18; ▪ Reduced/low number of trainers; ▪ Lack of awareness raising material in Local languages
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Willing of government to build capacity to key actors; ▪ Local leaders equipped with basic knowledge to first respond in case of an Emergency 	<p>THREAT</p> <ul style="list-style-type: none"> ▪ Lost of capacity due to internal government restructuring; ▪ Financing for the continuation of CCCM activities /trainings

IV. ANALYSIS OF RESULTS

IV.1. RELEVANCE / ADEQUACY OF THE RESPONSE STRATEGY

In the issue of relevance / adequacy assessed if the contributions of the programme were in accordance with local needs and priorities and adapted to the context. This issue is related to the tension between the need for pre-positioning, responsiveness and the need to be context-oriented or culturally appropriate.

In general, the CCCM and DRM capacity building programme in Southern Africa: PHASE III, is relevant because it responds to the plans and programmes of the countries participating in the programme in Management of disasters. A more detailed account of the objectives of this programme shows that their relevance is reflected in the Disaster Management legislation of each of the participating countries where in their action matrix they mention the need to (i) strengthen institutional capacities; (ii) carry out strategic actions of prevention and mitigation measures for the management of disasters and finally (iii) establish coordinated multisectoral intervention mechanisms to respond to the prevention and mitigation of disaster management.

The creation of training sections for the Camp Coordination and Camp Management and Disaster Risk Management in the countries participating in Phase III of programme implementation in Southern Africa responds to the need to train these institutions, to share experiences and to enable better Response to this problem of disaster management.

Concerning relevance, we find the question of tool development, composed of the guide of the trainer and technical modules, with their respective guidelines and tools for the development of training, constituting a strategy to convey information on Camp Coordination and Camp Management in each of the countries participating in the programme.

Another relevant action under the programme was the involvement of various actors working on disaster management in the countries participating in the programme. The involvement of the actors allowed, on the one hand, through their influence, to raise awareness of the other actors involved in disaster management, as well as through their activities to advocate on the use of training methodology used by IOM in training actions at central and local level.

From the local interviews in the countries visited it was clear that the programme created an opportunity for IOM and local level institutions in disaster management to offer a space for training for technicians working at the sub-national level. Other relevant issues were identified, such as the following:

- Ensure capacity building of disaster risk management structures of stakeholders in the Camp Coordination and Camp Management;
- Members of disaster management at all levels of government have been trained and able to train, share information and support to manage displacement using the minimum humanitarian standards in case of emergency;
- Nearly all areas prone to natural disasters received training through trainers in Camp Coordination and Camp Management and Disaster Risk Management and protection mainstreaming training;
- All trainees at different levels have been involved in activities related to disaster risk management and contributed to implementing the necessary activities in accordance with humanitarian standards, protecting and assisting people of concern.
- The programme supported a number of disaster risk management and disaster risk reduction activities carried out by the countries participating in Phase III of the programme.

- ☑ Training for the Camp Coordination and Camp Management has helped to ensure that a number of protection issues are taken into account during the installation of displacement camps.

IV.1.1. RESPONSE TO NEEDS

The provision of training sessions on CCCM and DRM under the program to staff members of the partner institutions of the programme responds to the need to train these institutions, share experiences and also enable a better response to CCCM problems.

The realization of capacity-building activities in the countries encountered some challenges for future processes, of which the following stand out: although it is not the specific task of the programme to train local committees, the impact of the programme has highlighted the need for training and equipping of these structures.

IV.1.2. CROSS-CUTTING ISSUES

Phase III of the programme brought new approaches during the implementation of the programme, which led to the introduction of mainstreaming of protection focus and a particular emphasis in 3 new chapters in which the first addresses issues related to gender-based violence and the second chapter related to HIV awareness and the third on counter trafficking in the displacement camps. From the interviews it can be noted that these themes were considered relevant for all interviewees.

IV.1.3. ADAPTABILITY TO THE CONTEXT

The context of the countries where Phase III of the programme was implemented was, in fact, very varied and distinct. However, it can be verified that all material produced as materials and tools used for the training process in Camp Coordination and Camp Management and Disaster Risk Management was produced looking at the administrative, political and economic context of each of the countries participating in the programme. It was also possible to verify that in some cases the manuals have been translated into the most spoken local languages in the countries in order to facilitate the understanding of the actors in disaster risk management who have been trained using the local languages.

IV.1.4. EXPLICIT OBJECTIVES AND REALISTIC SELECTION OF BENEFICIARIES

The selection of beneficiaries for the training actions was based on the criterion of targeting key players and has an important role in the Camp Coordination and Camp Management and Disaster Risk Management. Whenever capacity-building was carried out at the sub-national level, it was the sub-national entity's responsibility to select the institutional actors and civil society that should benefit from capacity building.

IV.1.5. ADAPTABILITY TO CHANGE

From the interviews it was possible to verify that the material used for training in matters of Camp Coordination and Camp Management and Disaster Risk Management was adapted to the reality of each of the countries participating in the programme and that, if necessary, it could be adapted The reality of the place and the participants where the training was being given.

IV.1.6. MONITORING AND EVALUATION

In order to determine how participants in the training component complied with the guidelines / recommendations of the training processes, and how the trainers mobilized the training actions in each of the countries that participated in PHASE III of the programme implementation, monitoring activities were carried out of the training activities carried out by trainers as the training component of the programme included funding for supervision visits which would serve to assess the progress of trainers on the ground. It

should be noted that at the programme level, monitoring did not only include travel and different instruments were defined for monitoring and evaluation of the programme implementation process.

Supervision was created to allow the monitoring of some teams of trainers who were identified as having more limited capacities. These visits included the IOM trainers' co-participation in the training process for National Trainers and the subsequent levels as part of the process of strengthening Trainers, feedback to trainers.

By analyzing the monitoring reports, the results of the observations of the training actions, in general, reveal that the trainers fulfilled the requirements for certification as trainers, have well defined routines in the training actions, interact with the trainees, learning. In addition, trainers use most of the new training methodology, encourage trainees to take part in the teaching activities and give them time to respond so they can think about the issues raised.

With regard to the feedback given to trainers by the IOM monitoring team, it focused on their strengths and aspects to be improved during the training processes, essentially addressing the issue of materials used and the sequence of training.

A number of strengths and constraints result from interviews with trainers and beneficiaries of the various capacity building actions. In terms of strengths, the following should be highlighted: trainers have generally met the objectives for which capacity-building was proposed. IOM guidelines / recommendations to trainers were mostly met in all training activities. Regarding the strengths, the competence and professionalism of the trainers were highlighted; Collaboration among trainers; the existence of assistance from trainers by the IOM team. From the interviews it was evident that the greatest difficulty faced by the trainers was related to the time management in the conduction of the training actions.

In summary, the analysis of the documentary corpus was fundamental, proving to be relevant and adequate for the understanding of the micro and macro decision-making, design, implementation and monitoring processes underlying the development of the programme, as well as the identification of the various dimensions of the programme.

Although the documentation has made it possible to gain access to the overall approach adopted in the programme, the methodology and procedures adopted, which were complemented by the collection of data from the external evaluation, it is considered that in future analogous situations it would be important to define the level of knowledge and skills, for the different skills, which it aims to achieve. In addition, an initial and continuous characterization of skills in terms of response to trainees needs, as well as the trajectory of learning, is highlighted. This information becomes important in that it allows more informed and comprehensive learning regulation.

IV.2. EFFICIENCY

The activities carried out under the CCCM and DRM capacity building programme have achieved the objectives set out. The activities carried out show that it was possible to achieve the general objective at different levels.

IV.2.1. TRAINING OF MAIN TRAINERS

The first step in Phase III implementation of the programme was the refreshment of national trainers who had been trained during the first two phases of programme implementation.

In terms of the process, it can be stated from the interviews carried out that this was one of the activities that performed positively in the implementation of the programme. According to the

interviewees, these training actions contributed to increase knowledge regarding CCCM and DRM Capacity Building roles and responsibilities, elaboration of contingency plans and information management.

It was also clear from the interviews that the tools of the CCCM and DRM capacity building programme deal directly with the needs identified by the partners implementing the programme in each of the countries participating in PHASE III.

However, to achieve this objective, some constraints and challenges were encountered. In particular, there was a need to translate the technical content of the modules of the tools provided by the Trainers in some countries, which forced the post-refresher action in all countries IOM missions to coordinate with the implementing partners and identify the languages for which the materials were translated, and then there were capacities at the sub-national levels and the Have been more proactive.

From the analysis to the process of replication of the capacities carried out by the national trainers stands out that there the need to improve the mechanisms to follow the results of the training provided at the sub-national level in each of the countries and more engagement from government structures. However, partial internal monitoring of local capacity-building actions can be attributed to existent budget constraints and the small number of technical staff available

IV.2.2. IDENTIFICATION, SELECTION AND TRAINING OF LOCAL ACTORS

This has been one of the most effective areas under the programme, with relevant actors from government institutions, partners and members of civil society in each country being identified and selected to serve as direct beneficiaries of the programme and on the basis of Develop in these municipalities to expand the same to other Municipalities and Districts.

At the sub-national level, a 2-day training was given by the trainers and, in some cases, IOM staff. The main objective of the training action was to provide the same actors to the Camp Coordination and Camp Management and Disaster Risk Management.

In their different areas of action, the members of the Regional/District/local Technical Councils for disaster management interviewed in each of the countries referred to their involvement in actions under the programme, whether through the participation of training actions for the constitution of the Regional/District technical councils, participation in training actions of local councils for the management of disasters and dissemination of information on disaster management at the local level. One of the aspects highlighted by Regional/District technical councils members was the improvement of communication between them and the institution responsible for disaster management in each of the countries participating in PHASE III of the programme, together with the need to ensure regularity in Members of the Regional/District councils and local Councils.

IV.2.3. TOOL DEVELOPMENT

During the Phase III period of the programme, tools were produced. The tools produced highlight the simplicity and clarity of the materials produced and to be used by local government officials in emergencies and on the basis of these decisions.

From the interviews with the members of the technical councils it was evident that the use of the tools produced at different times and in a specific way in the training provided an opportunity for the

dissemination of information on the Camp Coordination and Camp Management and Disaster Risk Management in the participating countries from the programme.

IV.3. IMPACT OF THE PROGRAMME

The information presented here reflects changes, the main lessons and some aspects that made an impact in the medium and long term.

Some changes in the lives of beneficiaries resulting from the capacity building programme in the CCCM and DRM capacity building programme in the countries participating in the programme were mentioned by the interviewees. All key trainers acknowledge that the training received by them has had a positive impact and have shifted their approach to training at sub-national levels.

For the members of the technical councils of countries, capacity-building activities carried out under the CCCM and DRM capacity building programme had a concrete impact and changed their approach to the problematic Camp Coordination and Camp Management. It was also found that less than 10% of the members of the technical councils for disaster management in the countries where Phase III of the programme was implemented have already benefited from training related to the Camp Coordination and Camp Management and Disaster Risk Management. Roles and responsibilities was considered the most important subject. In the opinion of the beneficiaries of the trainings the matter that they had the most difficulty to assimilate was that related to the Contingency Plan.

It was also highlighted that the programme has created a space for debate and questioning on the Camp Coordination and Camp Management and Disaster Risk Management at national and sub-national level. Through the training the members of the technical councils were exposed to several topics on the Camp Coordination and Camp Management, thus creating a possibility for an open reflection on this problem.

IV.4. SUSTAINABILITY

Regarding the sustainability of the programme, it was verified during the data collection that it is sustainable and this finding refers to the fact that for the realization of a training it is not necessary to use technological means such as a computer or datashow. The methodology used for the training is dynamic and does not require the trainer to use these means.

As it is not necessary to use many means to carry out the training, the trainers interviewed are of the opinion that one of the windows that allowed the continuity of the actions initiated under the programme would be the creation of partnerships with the different National disaster management actors. This partnership with the national disaster management actors would allow the training of technical and local councils that were not trained under the programme.

Another alternative identified was the creation of partnerships with the media to create a more regular space for the dissemination of messages on the Camp Coordination and Camp Management and Disaster Risk Management, an opportunity to give greater visibility and allow the constant Debate on this topic.

The involvement of the partners by integrating the various actions of the programme into their programmes is another alternative to continue the actions initiated in the programme, it is important to clarify the expectations and tasks of all those involved in this process for greater effectiveness.

V. CONCLUSIONS

Overall, the results of this evaluation show that interventions implemented under the CCCM and DRM capacity building programme in Southern Africa: PHASE III have succeeded in materializing one of the main objectives that was that disaster management authorities in the countries participating in the programme should develop the resources and capacities to train and oversee the technical and local disaster management councils in their countries in relation to their roles and responsibilities and tools to use during emergencies.

The programme's investment in human resources training was considered timely in terms of covering the training needs of the personnel of the institutions responsible for disaster management in the countries participating in the evaluation phase. The relevance of the programme is also recognized at the level of the beneficiaries of the programme to which the training actions carried out by the Trainers have been directed. The feedback received as a result of the programme through interviews carried out shows the relevance of the themes discussed in the training as well as the identification of the target audience with the themes addressed.

The data obtained from the interviews show the positive performance of the training interventions, since all the interviewees recognized that the methodology used in the CCCM and DRM capacity building programme was important for their professional life and their role as trainers. It was also found that more than half of the members of the local councils and councils interviewed in the countries visited by the evaluator recognized that both the training actions they benefited from and the materials they received from those capacities facilitated a better understanding of issues related to Camp Coordination and Camp Management and Disaster Risk Management.

Although local councils were not the target group of this program, data collection showed that there was a less notable performance in the qualification component of these disaster management actors.

As a result of the implementation of the programme's interventions, there are visible gains for the technicians of the bodies responsible for disaster management in the countries, and especially for the involvement of local actors in the rapid response to emergency situations in each country. This involvement is one of the best good practices of the programme. The programme had a considerable impact at this level as well as educational and institutional capacity building.

With regard to **effectiveness**, the CCCM and DRM capacity building programme has achieved in each component its results at different levels. Refreshment of key trainers and training of sub-national trainers, identification, selection and training of local actors in each country to improve CCCM and DRM capacity building programme were the areas that stood out the most.

The analysis of the results also reveals that, in general, the CCCM and DRM capacity building programme in Southern Africa: PHASE III is **relevant** because it responds to the plans and national disaster management programmes. The implementation of sections for methodological strengthening and training within the scope of the programme to the staff of the bodies responsible for disaster management responds to the need to train these local structures, share experiences and also allow a better response to this problem of Camp Coordination and Camp Management and Disaster Risk Management.

On the **sustainability** of the programme some alternatives such as the creation of partnerships with the different sectors that do not necessarily demand high financial costs are relevant. Partnering with local actors working in the area of disaster management, training of technical and local councils using the tools produced by the programme is one of the alternatives to consider. The involvement of partners through the integration of the various actions of the programme into their programmes is an alternative for continuity, but it is important to clarify the expectations and tasks of all stakeholders in this process for greater effectiveness.

VI. RECOMMENDATIONS

IOM

1. Since the local councils were not a target group under Phase III of the program and since these disaster management actors are important for the management of the disaster cycle, it is recommended that IOM **design and seek financing for implementation a specific program centered on DRR at community level**. Where selected and critical local councils of the countries that participated in PHASE III should be trained. It should be noted that it is the members of these bodies that will ultimately benefit from the systematic use of the tools produced by the programme in the first instance. This process would further impact and add on the current project achievements
2. Coordination and institutional integration of programme objectives: This recommendation includes the need to promote more joint meetings between IOM missions and institutions responsible for disaster management to inform other actors involved in the implementation of the programme on the programme stage. How to define strategies for the integration of the same in the plans of the actors and NGOs that implement activities in the area of Camp Coordination and Camp Management at national and local level;
3. **Capitalize on the action of trainers:** the results of the interviews in the framework of the PHASE III evaluation of the programme indicate that the training activities carried out by the trainers have been reached and accepted by the beneficiaries of the programme. In order to capitalize on the action of trainers, it is recommended to advocate that trainers have the financial resources to continue the local training process;
4. **Training Actions:** the time for training of trainers should be reviewed. For this component it is suggested that the training be in a modular way to allow trainees to capture the contents. The same recommendation extends the training to the technical and local councils whose suggestion of the interviewees was that it was carried out in 3 days, instead of 2 days as the duration of the training during Phase III.

INSTITUTIONS RESPONSIBLE FOR DISASTER MANAGEMENT

1. Ensure that budget activities are included in its annual activity plans, which should ensure the continuity of actions initiated with the support of IOM;
2. Design a trainer system for trainers who, even if they are transferred to other departments, continue to practice as trainers;
3. It is strongly recommended that continued support on capacity building is required for Camp Management Committee to perform their specific job. Suggested trainings are management and coordination skills, financial management and accounting skill, technical standard and monitoring skill on services, community mobilization skill, office administration and asset management skills.
4. Strengthening the monitoring component of the programme: for future monitoring processes of the trainers' actions, it is recommended that monitoring should be carried out jointly between the disaster management institutions in each country (Master Trainers) and experts from the missions of the IOM;

5. The monitoring actions will be used to: validate the information received in the accountability system; Examine each moment and highlight the factors of success and failure; Verify the implementation contained in the feedback reports and overcome the difficulties indicated in the reports; The monitoring system should have a more or less fixed periodicity. Thus, monitoring is proposed to municipalities once every 2 months. The principal trainers should do the same at least once every three. However, it must be borne in mind that many visits can complicate more than helping. Therefore, the Municipalities / Districts selected for Monitoring should vary widely and whenever possible to match multi-level monitoring on the same day.

IMPLEMENTATING PARTNERS (NGOs and DEVELOPMENT AND ADVOCACY ORGANISATIONS)

1. Incorporate their activities into the annual plan of the institutions responsible for disaster management;

ANNEX A - TERMS OF REFERENCE



IOM International Organization for Migration
 OIM Organisation Internationale pour les Migrations
 OIM Organización Internacional para las Migraciones

TERMS OF REFERENCE

Title: CCCM and DRM Capacity Building Programme in Southern Africa: Phase III

Duty Station: Mozambique

Classification: Evaluation

Type of Appointment: Three months consultancy

Final report submission deadline: 28th February 2016

Language: English

1. Background:

Southern Africa is a region prone to natural hazards, such as floods, cyclones, earthquakes, and droughts. Countries in Southern Africa are experiencing increased climate variability/change characterized by extreme weather conditions resulting in disasters that cause population displacement in urban as well as rural settings.

The International Organization for Migration (IOM) has been providing support to enhance national capacity in several countries of Southern Africa to prepare for, respond to and recover from disasters building on the advances that many of the Governments of Southern Africa have made by establishing Disaster Risk Management (DRM) systems. Even though such advances are significant, challenges still remain in terms of low capacity, limited technical capacities and human resources, as well as in weak coordination. IOM supported Angola, Botswana, Malawi, Mozambique, Namibia, and Zambia, in addressing these challenges through the implementation of the first two phases of the Regional Capacity Building Programme with a focus on Camp Coordination and Camp Management (CCCM) and Disaster Risk Management (DRM). The programme has reached a third phase where consolidation of previous achievements is critical, and continuation of support focused on building CCCM and DRM capacity of national actors, as well as dissemination of information, is crucial. Dissemination of information is being achieved through a variety of modalities, including refresher trainings that utilize new training modules and topics that expose the trained trainers to new content and information, as well as “on the job” training and mentoring as a way to directly apply the contents in the field in a practical way.

The objective of the project “**CCCM and DRM Capacity Building Programme in Southern Africa: Phase III**” is to strengthen the national capacity of key Southern African disaster risk management stakeholders to effectively protect and assist displaced and at-risk populations in Mozambique, Malawi, Namibia, Zambia and Angola.

The partners in the capacity building programme are the national coordination bodies for disaster risk management in each country, namely:

- Angola: the partner is the National Commission for Civil Protection (CNPC), which coordinates disaster management, contingency planning and civil protection units and with Civil Protection Service and Fire Brigades (SPCB) as operational partner for the project implementation.
- Malawi: the main partner is the Department of Disaster Management Affairs (DoDMA).
- Namibia: the partner are the Office of the Prime Minister (OPM) and the Namibian Red Cross Society.

- Mozambique: the main partner is the National Institute for Disaster Management (INGC).
Zambia: the partner is the Disaster Management and Mitigation Unit (DMMU) under the office of the Vice President..

2. Objectives of the evaluation

The main objective of the evaluation is to assess the extent of the current phase III of CCCM/DRM project strengthened the national capacity of key Southern Africa disaster risk management stakeholders to effectively protect and assist displaced and at-risk populations in Mozambique, Malawi, Namibia, Zambia and Angola.

The evaluation aims to specifically identify:

- Identify the impact of the CCCM/DRM phase III, project activities at institutional level within country governments.
- Relevance of the project against national policies and strategic priorities,
- Effectiveness of project management, implementation modalities and strategy
- Sustainability of the project achievements

This evaluation should serve as an internal and donor document, to identify the best practices and lesson learned of the program in general and identify the future options in the region in DRR and to give recommendations how IOM has cooperated intensively with all governments. The evaluation should also focus more on the current technical phase, taking into account that this is the last phase for the CCCM process in these countries.

3. Structure and Coordination:

Under the overall supervision of the Chief of Mission (which country) and under the direct supervision of the Program Coordinator DOE/IOM Mozambique, the consultant/s will do an evaluation report about the **CCCM and DRM Capacity Building Programme in Southern Africa: Phase III**.

Roles and responsibilities of the consultant

The successful applicant will :

- a) Understand the context of the countries: Mozambique, Zambia, Namibia, Angola and Malawi vis a vis the program activities namely:
 - a. Development of new or strengthening of existing training modules to be integrated in the previously developed training curriculum, based on IOM Global CCCM training package.
 - b. Trainings focusing on National DRM authorities and actors and also providing targeted assistance in communities that are vulnerable to hazards.
 - c. Refresher trainings delivery to core teams of trained trainers, identified by their capacity to ensure transfer of knowledge and skills to DRM partners, and vulnerable communities.
 - d. Development of CCCM and DRM awareness raising campaigns at local and national levels in the countries based on the developed training packages and tools.
 - e. Creation of a national roster of trained personnel for rapid response within each country.
- b) Conduct desk review of relevant documents/training materials and evaluations;
- c) Facilitate a methodology development workshop and develop a report on the same :
“Regional Workshop for CCCM Evaluation – phase III” to collect information from the

delegates of the governments and IOM team in Johannesburg, South Africa on the first week on December 2016 (2 days).

- d) Incorporating views and feedback from the workshop develop an evaluation methodology and tools for the evaluation
- e) Meet and discuss with any relevant partners (IOM team, government counterparts, trainees, etc);
- f) Compile the evaluation report of findings and make recommendations for future CCCM/DRM capacity building opportunities

4. Deliverables

Draft version of the evaluation report and recommendation on the program **CCCM and DRM Capacity Building Programme in Southern Africa: Phase III** - according with the above context of the countries and the goals of the proposal for the program. The report has to specifically present the following components, among others to determine:

- a) Report of the December 2016 preparation workshop
- b) Evaluation Inception plan (detailed methodology and work plan)
- c) Draft evaluation report. (An analytic document with the conclusions and recommendations on how the program could improve the impact for the institutes' responsible for CCCM/DRM in each country, as a prospective analysis to identify the future options in the region regarding DRR).
- d) Incorporate feedback and comments from IOM (and any stakeholders) in a final evaluation report.
- e) Submit any raw data including photography to support the findings

5. Application Proposal:

Interested candidates should submit a technical and financial proposal (maximum 15 pages) For the selection process, the proponents have to present the proposal in the following issues:

1. Technical Proposal: 85%

- a. Proposed Methodology of the evaluation
- b. Methodology and schedule for the workshop (2 days)
- c. Work plan
- d. Support required

2. Financial Proposal(Budget) : 15%

- a. Consultancy (professional) Fees
- b. Travels (transport, accommodation, food)

3. Support documents:

- a. CV of main applicant and any other individual(s) in the evaluation team with contacts of at least 3 referres.
- b. Confirmation of work permit or Company registration

Proposal selection will be made based on an average rating considering that technical proposal (85%) and the financial proposal (15%.)

The financial proposal presented for selection needs to consider all expenses to deliver the evaluation under its terms: consultant fees; production and printing of report; travel for the consultant to work one week in Maputo and also to attend the workshop in Pretoria (tickets, accommodation, food), if required visits to any other program country; and it's not open for negotiation.

IOM upon selection will enter in a formal and legally binding agreement with the selected candidate. The fee for this service will consist on a lump sum to be liquidated in installments; later will be agreed with the selected candidate and in line with IOM internal policies and procedures. This consultancy has a fee ceiling of USD 20,000 (twenty thousand dollars).

6. Desirable Competencies of the consultants or the teams:

Behavioural

- a) Takes responsibility and manages constructive criticism;
- b) Works effectively with all clients and stakeholders;
- c) Promotes continuous learning: communicates clearly;
- d) Takes initiative and drives high levels of performance;
- e) Plans work, anticipates risks, and sets goals within area of responsibility;
- f) Displays mastery of subject matter;
- g) Contributes to a collegial team environment;
- h) Creates a respectful office environment free of harassment and retaliation, and promotes the prevention of sexual exploitation and abuse (PSEA);
- i) Incorporates gender-related needs, perspectives, and concerns, and promotes equal gender participation;
- j) Displays awareness of relevant technological solutions;
- k) Works with internal and external stakeholders to meet resource needs of IOM.

Technical

- a) Delivers on set objectives in hardship situations;
- b) Effectively coordinates actions with other implementing partners;
- c) Works effectively with local authorities, stakeholders, beneficiaries, and the broader community to advance country office or regional objectives.

Required Qualifications and Experience

- a) Completed advanced university degree from an accredited academic institution preferably in planning, risk reduction management, monitoring and evaluation ;
- b) Three years (or five years for those with first level university degree) of practical experience in evaluating programs and implementation at national and local levels;
- c) Broad sector knowledge and/or field experience in the areas of disaster risk reduction and management;
- d) Experience in DRR and training related activities, preferably in natural disaster, and other displacement situations;
- e) Thorough knowledge in English. Final report must be presented in English.
- e) Experience in liaising with governmental authorities, and with other national and international institutions;
- f) Experience working and implementing projects and advocacy tools on DRR preferred;
- g) Familiarity with the region an advantage

Application Procedure Interested applicants should submit their application (technical and financial proposal) to scastaneda@iom.int and fmendes@iom.int, earlier or not later than 12:00 of 25, November of 2016

ANNEX B - PHOTOGRAPHIC REGISTER

ZAMBIA

Photo 1 - Defining Gender Based Violence- Protection Mainstreaming Training

Photo 2 - Discussing the core pillars of Camp Management

Photo 3 - Group Photo

Photo 4 - Mapping out protection Actors in case of an incident

Photo 5 - Participants presenting a camp layout

Photo 6 - Site Planing

ANGOLA

Photo 7 - Defining Referral mechanism for protection incedents in camps

Photo 8 - Discussing International Minimum standards

Photo 9 - Group Photo

Photo 10 - Group presentation - Definig Gender Based Violence

Photo 11 - Protection Mainstreaming - Defining referal mechanism for protection incidents (2)

Photo 12 - Protection Mainstreaming - Defining referal mechanism for protection incidents

MOZAMBIQUE

Photo 13 - Camp set up simulation - Civil protection

Photo 14 - Defining a referral mechanism for protection incidents in camps - pequenos Libombos

Photo 15 - Group Presentation of camp set exercise with wooden miniatures

Photo 16 - Setting Camps using Wooden Miniatures

Photo 17 - Simulation - CAmP Set Up

ANNEX C - LIST OF PERSONS TO BE INTERVIEWED

EVALUATION OF CCCM AND DRM CAPACITY BUILDING PROGRAMME IN SOUTHERN AFRICA: PHASE III

LIST OF PERSONS TO BE INTERVIEWED IN DIRECT OBSERVATION COUNTRIES

Mozambique

- IOM Chief of Mission in Mozambique
- Sandra Castaneda - OIM
- Justino Júnior – OIM
- Aida Temba – OIM
- Rosa Mindu - OIM
- Higino Rodrigues – INGC
- Wilson Manhique – INGC
- 3 National Level Trainers
- 3 Provincial / Regional Level Trainers
- 10 beneficiaries of training of Trainers;
- Visits to at least 2 camps;

Malawi

- IOM Chief of Mission in Malawi
- Pierre Nyandwi
- Representative of the Department of Disaster Management Affairs (DoDMA).
- 3 National Level Trainers
- 3 Provincial / Regional Level Trainers
- 10 beneficiaries of Trainers' training actions

Zâmbia

- IOM Chief of Mission in Zambia
- Mr. Charles Phiri - IOM Zambia
- Ms. Noma Ncumbe - IOM Zambia
- Representative of the Disaster Management and Mitigation Unit (DMMU)
- 3 National Level Trainers
- 3 Provincial / Regional Level Trainers;
- 10 beneficiaries of training of trainers;

ANNEX D - DATA COLLECTION INSTRUMENTS

EVALUATION OF CCCM AND DRM CAPACITY BUILDING PROGRAMME IN SOUTHERN AFRICA: PHASE III

GUIDE TO THE PROJECT COORDINATION TEAM

DECEMBER / JANUARY 2017

1. Identification, Structure of the interventions and their Relevance:

- Date and Place of the Interview:
- Duration of Interview:
- Name and occupation of the Participant:
- How long have you been involved in this initiative:
- What were OIM's responsibilities in implementing the intervention?
- How was the implementation / management of the intervention structured?
- Do you think this structure / management model was the most appropriate and why?
- What were IOM's interventions in the project?
- Why has IOM needed to fund / implement these interventions?
- When did they start funding / implementing interventions?
- To what extent did the objectives and activities of the interventions meet the real needs of the beneficiaries?
- Do you think the methodology adopted for the implementation of interventions is the most appropriate? In your opinion what were the strengths and weaknesses of it.
- Has there been a need to make changes and / or contextual or other adaptations in interventions? If yes what consisted of?
- To what extent have interventions implemented by IOM been or have been aligned / harmonized with government policies and programmes?

2. Monitoring and Coordination

- What mechanism was adopted by IOM to see if interventions were progressing well or were progressing (monitoring system)?
- Did these mechanisms provide effective information that allowed the IOM team to know whether the results achieved were intended or not?
- Which partner institutions (public, non-governmental and / or community) with which to articulate to implement the interventions?
- What was the role and contribution of each partner in achieving the expected results of the interventions?
- Was this articulation efficient (highlighting positive and less positive aspects of it)? Because? What can be learned from this coordination for future IOM interventions?

3. Effectiveness of Interventions:

- Do you think that the activities carried out have made it possible to achieve the objectives of the interventions?
- Have the interventions produced the expected effects / objectives?
- What did you think were the active components of the interventions (activities with better results or more expressive achievements)? What factors facilitated success?
- What happened to the other activities that did not deserve such expression? What were the barriers?

4. Impact

- What changes in the lives of the recipients do you think were produced by the interventions? What benefits did they have?
- To what extent have the changes produced really been important to the lives of the recipients of the interventions?
- What real differences did the interventions have in society and in those covered?
- What are the effects of medium- or long-term interventions?

5.Sustainability of interventions

- What ideas do IOM have for the period after the end of the interventions, especially to continue the activities?
- What mechanisms of articulation and interaction with partner organizations and entities have been adopted and implemented to ensure the continuity of ongoing actions?
- Are IOM's implementing partners prepared and trained to maintain the positive effects of interventions in the long term? In what way?

6.Recomendations

- If the interventions were renewed / changed, in your opinion what would IOM do differently? It's because?
- What are the main lessons learned in the areas advocated by IOM interventions and how can they be used for other similar initiatives?
- Other specific recommendations?

EVALUATION OF CCCM AND DRM CAPACITY BUILDING PROGRAMME IN SOUTHERN AFRICA: PHASE III

GUIDE FOR ToT TRAINERS

DECEMBER / JANUARY 2017

1. Identification, Structure of the interventions and their Relevance:

- Date and Place of the Interview:
- Duration of Interview:
- How long have you been involved in this initiative:
- What were the responsibilities as a trainer in the implementation of the intervention?
- How was the training process structured?
- Do you think that this training model for ToTs was the most appropriate and why?
- What were the trainings for ToTs?
- When did the ToTs train?
- In your opinion, to what extent did the objectives and activities of the training participants meet the real needs of the beneficiaries?
- Do you think that the methodology adopted for the implementation of the training is the most appropriate? In your opinion what were the strengths and weaknesses of it.
- Has there been a need to make changes and / or contextual or other adaptations during the training? If yes what did they consist of?

2. Monitoring and Coordination

- What mechanism was adopted by you as a ToTs trainer to know if the ToTs training process was going well or were you making progress (monitoring system)?
- Did these mechanisms provide effective information that made it possible to know if the results achieved were or were not intended?

3. Effectiveness of Interventions:

- Do you think that the activities carried out have achieved the objectives set out in the IOM project?
- Have the interventions produced the expected effects / objectives?
- What did you think are the active components of the training process (activities with better results or more expressive achievements)? What factors facilitated success?

4. Impact

- What day-to-day changes in the project beneficiaries that benefited from the training do you think were produced by the interventions? What benefits did they have?

- To what extent have the changes produced really been important in the day-to-day of the beneficiaries of the project who benefited from the training?
- What real differences did the interventions have in the beneficiaries of the project who benefited from the training?
- What are the effects of training in the medium or long term?

5.Sustainability of interventions

- What ideas do you have as a ToTs trainer to continue the activities initiated by the IOM project?

6.Recomendations

- If the interventions were renewed / changed, in your opinion what would you do as a ToTs trainer? It's because?
- What are the main lessons learned in the areas advocated for IOM project interventions and how can they be used for other similar initiatives?
- Other specific recommendations?

EVALUATION OF CCCM AND DRM CAPACITY BUILDING PROGRAMME IN SOUTHERN AFRICA: PHASE III

QUANTITATIVE ANALYSIS QUESTIONNAIRE - SEND TO ALL TOT

DECEMBER / JANUARY 2017

Country				
Name:				
Organization / Institution:				
		Agree	Neutral	Disagree
1	The objectives and activities carried out for the training participants were in line with the real needs of the beneficiaries			
2	The methodology adopted for the implementation of the most appropriate training			
3	There was a need to make changes and / or contextual or other adaptations during training			
4	It was adopted by you as a trainer mechanisms to know if the training process was going well or that they were recording progress (monitoring system)			
5	The mechanisms adopted provided effective information that allowed us to know whether the results achieved were or were not intended			
6	The activities carried out achieved the objectives set out in the IOM project			
7	The interventions produced the expected effects / objectives			
8	Do you think that the training has produced changes in the day to day of the beneficiaries?			
9	Do you think that the changes produced were indeed important in the day-to-day			
10	Trainings will have positive effects in the medium or long term			
11	It sensed from the training participants some local initiative to continue the activities initiated by the IOM /			
12	There is a mechanism for articulating and interacting with partner organizations and entities to ensure the continuity of project actions.			
13	Implementing partners are prepared and empowered to maintain the long-term positive effects of			
14	IOM would use the same project implementation approach should it be renewed			

EVALUATION OF CCCM AND DRM CAPACITY BUILDING PROGRAMME IN SOUTHERN AFRICA: PHASE III

EVALUATION ON THE PERFORMANCE OF CAMP MANAGEMENT COMMITTEES

DECEMBER / JANUARY 2017

INFORMATION OF INTERVIEWEE

GENDER (M) (F). INTERVIEWEE NAME _____ . POSITION _____

CAMP NAME _____

DATE OF INTERVIEW _____ . INTERVIEWER NAME _____

Camp Management

1. How do you understand the main roles of camp management?

2. Do you have complaints and grievance procedures? Yes, No.
What is the existing mechanism?

3. Is the camp committee selection participated by the IDP population? Yes, No If yes how

4. Does the CMC draw a code of conduct for the committee members? Yes, No

5. Does it include the participation of women and youth? Yes, No

6. Does it include host community representative? Yes, No

7. Does it fix the term of committee chairperson and member? Yes, No

8. Does it include how to remove unwanted member or chairperson? Yes, No

9. Do camp management staffs have clear ToR or job descriptions? Yes, No
Which positions have JD

10. What specific role CMC member has to take and sub-committee

11. Which activities are burden workloads for CMC? Why?

12. Is there a forum with host community and IDP population? Yes, No
If yes, how many time _____

13. Do you keep update distribution list. Yes, No.

A combined book

A file

Store in Computer

14. Do you have monthly data collection/checking on camp registration and demographic data?
 Yes, No.

15. Do you report on monthly base to camp management agencies/humanitarian agencies on camp population status, Protection incident and related sectorial update?

Yes, No. comment on this _____

16. Whom do you report emergencies and urgent issue? How do you report?

17. What will be your next step if the informed agencies do not respond/attend to your request?

18. Do you have Care and Maintenance committee to repair and mend camp facilities/ infrastructure?

Yes, No. How do they function? _____

19. Do you have Religious and cultural committee? Yes, No.

What is their main role and how do they support IDP population? _____

20. Do you have visibility of CMC activities in the committee office? Yes, No.

What topic are they? _____

Protection in the camp

1. How do you understand about protection in the camp?

2. What kind of mechanism and referral system exist in the camp if a protection related issue happen. E.g. How do you settle SGBV case, if that happen _____

3. Do you have care programme for Disable and Old age group, chronic patient? Yes, No.

How do you perform? _____

4. Do you have protection and care programme to the children? Yes, No.

How do you perform? _____

CRC/Camp fund

1. Does CRC guideline clearly mention about how to administer the fund? Yes, No.

2. Do you need financial guideline? Yes, No.

3. Does the camp receive any other fund/income apart from CRC. Yes, No.

How do you use it? _____

4. Do you practice community contribution for general camp expense? Yes, No.

5. If CRC is not sufficient for a number of camp expense to cover how to you deal with it.

6. How do you manage camp fund and expenditure? E.g.: segregation of duty, clear policy to demonstrate transparency of cash flow.

Community Participation

1. Do you usually organize public meeting? Yes, No.

2. What kind of public meeting usually holds and how often?

3. What are the mechanism exist for public information. Public meeting , Notice board , Others

Sustainable solution?

1. Does the camp management committee have a plan for future solutions of displacement?
 Yes, No.

2. Does the CMC organized a programme to support IDPs to find the solutions Yes, No

3. How do the CMC support and assist to IDP who visit the place of origin (village)

4. What kind of capacity-building, livelihood opportunity did you camp population request to you?

Local authority

1. How do you understand about the role of local authority in relation to camp management?

2. Do you have regular contact/coordination with local authority? Yes, No.

3. How often? Once in two week Monthly , Not very frequently , Never .

4. What level of authority do you contact? Ward/village , Township , Other _____

5. What issue do you usually address to local authority? Health referral , education , documentation , thief and crime in the camp , violence committed to IDP , other _____

6. Do you think local authority participation in the camp administration is important? Yes, No

7. What is the effective way to coordinate and address with local authority?

8. Do you have (emergency) contact list of GAD ward and township, police station, hospital, fire brigade? Yes, No

Other question

1. Did you get CCCM introduction training? Yes, No.

How many times _____

2. Do you still need CCCM training? Yes, No.

3. What area of CCCM capacity do you need?

4. Do you have exchange/exposure visit programme to other camp? Yes, No.

5. Do you think it's a learning practice for CMC to have exchange/exposure visit? Yes,
No.

6. What kind of support do you get from Area CCCM facilitator/Coordinator?

7. What do you expect from humanitarian agencies/local authority to support you in your camp
management role?

8. Other comment

EVALUATION OF CCCM AND DRM CAPACITY BUILDING PROGRAMME IN SOUTHERN AFRICA: PHASE III

ANNEX E - LIST OF PARTICIPANTS OF THE WORKSHOP OF PRETORIA

Name	Country	Position	Contact
Blessing Kamtema	Lilongwe, Malawi	Disaster Risk Management Officer	bblssing@gmail.com / +265 994 200 509
Fyawupi Mwafongo	Lilongwe, Malawi	Principal Relief and Rehabilitation Officer	fmwafongo@gmail.com / +265 991 005 681
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EVALUATION OF CCCM AND DRM CAPACITY BUILDING PROGRAMME IN SOUTHERN AFRICA: PHASE III

ANNEX F - LIST OF INTERVIEWED PERSONS

Name	Country	Position	Contact
Blessing Kamtema	Lilongwe, Malawi	Disaster Risk Management Officer	bblssing@gmail.com / +265 994 200 509
Fyawupi Mwafongo	Lilongwe, Malawi	Principal Relief and Rehabilitation Officer	fmwafongo@gmail.com / +265 991 005 681
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Wilson Manhique	Maputo, Mozambique	Technician	wmanhique@gmail.com / +258 828903763
Higino Rodrigues	Maputo, Mozambique	National Director for Reconstruction Cordinatio Office (GACOR)	higinorodrigeues@hotmail.com / +25882 722 19 70
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Rosa Mindú	Moçambique	Trainig Assistant	
Manuel Marques Pereira	Moçambique	Regional Project Manager DOE	mpereira@iom.int
Marcelino Guirruta	Moçambique	Formador Gaza	
Ludovina Hilario	Moçambique	Formador Inhambane	
Isabel Cavo	Moçambique	Formador Nampula	
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Domingos	Moçambique	Secretaria Distrital Guija	+258 828040380
Mpilo Nkomo	Lilongue, Malawi	Country Representative	
Brenda Chimanya	Lilongue, Malawi	OIM Malawi - DTM Officer	bchimanya@iom.int /
Darina Chiwanla	Salima, Malawi	COOPI	
Hazrat Abdul Pillane	Salima, Malawi	COOPI	
Mwayi Katandu	Dedza, Malawi	Assistant Environmental Officer	
Bruno K. Kamanga	Dedza, Malawi	Environmental District Officer	
Evans Kapekele	Lusaka, Zâmbia	Disaster Management and Mitigation Unit (DMMU)	0977462252
Titus Ngandu	Lusaka, Zâmbia	Regional Coordinator	0979810504
Adam Mbewe	Lusaka, Zâmbia	Zâmbia Red Cross Society	0975256409
Duncan Musama	Lusaka, Zâmbia	Principal Land Resettlement Officer at Office	
Nancy Lufafa	Lusaka, Zâmbia	Ministry of Education	
Maquite Suta	Lusaka, Zâmbia	Principal Operation Logistics Officer - DMMU	

ANNEX G - PRETORIA WORKSHOP AGENDA



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

Regional Workshop for DRM & CCCM Evaluation – Regional Programme – III in South Africa

DAY 1: Monday 05 December 2016

REGISTRATION: 08h00–08h30

Time		Activity	Key Speaker
08h00 - 08h30	30 Min	Welcome to Workshop Introductions	Regional Director IOM
08h30 - 08h45	15 Min	Objectives and rules engagement	Evaluator
08h45 - 09h00	TEA (15 minutes)		
09h00 - 09h30	30 Min	CCCM Capacity Building Programme – Phase 3	Sandra Castaneda
09h30 – 10h00	30 Min	Project updates: Partners, Activities and Successes - Namibia	
10h00 – 10h30	30 Min	Project updates: Partners, Activities and Successes - Mozambique	
10h30 – 11h00	30 Min	Project updates: Partners, Activities and Successes - Zambia	
11h00 – 11h30	30 Min	Project updates: Partners, Activities and Successes - Malawi	
11h30 – 12h00	30 Min	Project updates: Partners, Activities and Successes - Angola	
12h00 – 12h30	30 Min	Project updates: Partners, Activities and Successes - Botswana	
12:30-13h30	LUNCH (1 hour)		
13:30-14h30	1 hour	SWOT analysis of the programme by country (Group discussion)	Evaluator
14h30 – 15h00	30 Min	SWOT analysis Presentation - Botswana	
15h00 – 15h30	30 Min	SWOT analysis Presentation - Angola	
15h30 -16h00	30 Min	SWOT analysis Presentation - Malawi	
16h00 – 16h30	30 Min	SWOT analysis Presentation - Zambia	
16h30 – 17h00	30 Min	SWOT analysis Presentation - Mozambique	
17h00 – 17h30	30 Min	SWOT analysis Presentation - Namibia	
End of Day 1			
17:15-17h30		Individual discussions with missions	



IOM International Organization for Migration
 OIM Organisation Internationale pour les Migrations
 OIM Organización Internacional para las Migraciones

DAY 2: Tuesday 06 December 2016

Time		Activity	Key Speaker
08:00 - 8h15		Recap from previous day	Evaluator
08:15-8h45	30 Min	Results Matrix, Activities Mapping, Challenges, Lessons Learnt and Way Forward -	Evaluator
8h45 – 9h15	30 Min	Results Matrix, Activities Mapping, Challenges, Lessons Learnt and Way Forward -	
9h15 – 9h45	30 Min	Results Matrix, Activities Mapping, Challenges, Lessons Learnt and Way Forward -	
09h45 - 10h00	TEA (15 minutes)		
10h15 - 10h45	30 Min	Results Matrix, Activities Mapping, Challenges, Lessons Learnt and Way Forward -	
10h45 – 11h15	30 Min	Results Matrix, Activities Mapping, Challenges, Lessons Learnt and Way Forward -	
11h15 - 11h45	30 Min	Results Matrix, Activities Mapping, Challenges, Lessons Learnt and Way Forward -	
12h00 - 13h00	LUNCH (1 hour)		
13h00 - 14h00	1 hour	Regional Challenges & Lessons learnt Way forward (brain storming) Group work	Evaluator Participants
14h00 - 16h30	2,5 hour	Brain storming of Evaluation	Evaluator Participants USAID/OFDA
16:30 - 16h45	15 Min	Closure	USAID/OFDA Chief of Mission IOM Mozambique