



MIGRANT CENTRES TOOLKIT TRAINING MANUAL

Practical guidance to train field practitioners

FOREWORD

Why are migrant centres so important?

Migration journeys are interrupted when people get stranded along their route without any form of protection, shelter, food or health care, and this is when situations become critical.

IOM, Governments and partners have set-up migrant centres along the main migratory routes, to provide life-saving assistance. Centres ensure a tailored and holistic response to migrants' needs, including accommodation, psychosocial support, liaison with consular authorities, accurate information on their journey, referrals to specialized services and assisted voluntary return and reintegration for those who desire to return to their country of origin.

The data collected through the registration of migrants, respecting IOM Data Protection Principles, contributes to drawing a clearer picture of migration trends and migrant vulnerabilities, informing better policies and programming.

Thousands of migrants benefit from this crucial assistance every year.

For this reason, such centres are an essential contribution to humanitarian interventions assisting people on the move.

The Migrant Centres Toolkit – Practical Guidance to Train Field Practitioners (2023 edition) represents the most comprehensive guidance for those engaged in migrant centres operations, in the framework of migrant protection and assistance services. It is an IOM open-source tool open to all.

The present practical guidance provides guidelines to facilitate capacity building initiatives targeting national authorities, national and international actors involved in the set-up and running of migrant centres facilities.

The overall goal of the Migrant Centres Toolkit – Practical Guide to Train Field Practitioners aims to provide specific guidance on how to uphold migrant centres' highest standards and ensure migrants' needs and rights are met.

This publication has been made possible through the generous support from the [EU-IOM Joint Initiative for Migrant Protection and Reintegration in the Sahel and Lac Chad Region](#), as well as the [Cooperation on Migration and Partnerships to Achieve Sustainable Solutions \(COMPASS\) program](#).

I am pleased to see the launching of this tool which we hope will concretely support all actors engaged in migrants' protection and help ensure more effective right-based assistance in migrant centres.

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The opinions expressed in this publication are those of the authors and do not necessarily reflect the views of the International Organization for Migration (IOM). The designations employed and the presentation of material throughout the publication do not imply expression of any opinion whatsoever on the part of IOM concerning the legal status of any country, territory, city or area, or of its authorities, or concerning its frontiers or boundaries.

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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INTRODUCTION

Protection and assistance to migrants in vulnerable situations is a core activity of the International Organization for Migration (IOM) in line with its mandate, the 2030 Agenda and its Sustainable Development Goals, and the New York Declaration for Refugees and Migrants. Over the past years, IOM has capitalized on its expertise on identification, assistance, and protection of migrants in need through the establishment of migrant centres. Migrant centres are integrated into **IOM’s model for migrant protection and assistance in key hubs in countries of origin, transit, and destination.**

The aim of these **facilities, referred to in this toolkit as “migrant centres”** is to ensure that the human rights of migrants are respected and to provide an effective way to refer migrants in need to specialized services unavailable within the centres. The nature of migrant centres varies in each location and throughout time, but it is characterized by three core elements: a cooperative framework, a one-stop shop, and a mechanism.

All migrant centres seek to formalize co-operation among IOM, government agencies, civil society organizations, and United Nations (UN) agencies providing assistance to migrants in need, including shelter, protection from physical and psychological harm, as well as support services and sustainable solutions.

Migrant centres are neutral spaces that provide migrants with protection and assistance services at all stages of the migration process, in countries of origin, transit and destination. Services greatly vary depending on the specificities of each context and may include shelter and basic needs provisions such as food, non-food items (NFIs) and medical and mental health care, as well as administrative and legal support, information about the risks of irregular migration and alternatives to it, referral services, pre-departure and post-arrival integration support as well as assisted voluntary return and reintegration (AVRR).

Migrant centres can play a significant role in data gathering, mainly through the registration of migrants during assistance. Information on the reasons for migrating, immediate migrant needs, the experience of hardships and human rights abuses, as well as demographic information is collected in line with IOM Data Protection Principles and it contributes to building a clearer

picture of migration trends and migrant vulnerabilities, which can feed into evidence-based advocacy, policy, and programming.

Basic principles for migrant protection and assistance including self-determination and participation, non-discrimination, respect and protection of human rights, informed consent, age, gender and diversity (AGD) mainstreaming and data protection are core elements of migrant centres, as well as accountability to affected populations (AAP) and protection from sexual exploitation and abuse (PSEA).



PURPOSE OF THE TRAINING PACKAGE

The training package has been developed to support field-based capacity building of all relevant actors involved in migrant’s protection and assistance operations. There are three different capacity-building goals. The first is that all participants understand the importance of mainstreaming the core protection principles to ensure migrants benefit from safe and dignified programming. Secondly, that they develop skills for effective set-up and running (inclusive of phasing out) of migrant centres facilities, in line with the above-mentioned principles. Thirdly, by demonstrating the centrality of safe and dignified programming in migrant centres operations, participants are able to encourage strong cooperation and coordination among key actors involved at all stages of migrant protection and assistance services. The anticipated result of these efforts is that those who participate in this capacity building initiatives place migrant’s rights at the centre of migrant assistance operations. The specific objectives of the training package are:

- ✓ To provide comprehensive instructional material for trained facilitators to disseminate the Migrant Centre Toolkit for protection and non-protection staff in the field
- ✓ To increase understanding of what protection mainstreaming in migrant protection and assistance services means in a practical and accessible manner based on local contexts
- ✓ To encourage participant, and encourage others, to ensure safe and dignified programming in all stages of migrant centre management as part of IOM migrant protection and assistance programs
- ✓ To enable practitioners to support safe and dignified programming efforts within coordination systems
- ✓ To increase awareness in the field of materials and resources available, globally and in-country, to support effective implementation of migrant Centres facilities and services
- ✓ To support the identification of ways to better mainstream human rights in migrant protection and assistance programs

PURPOSE OF THE TRAINING PACKAGE

There are three modules that are each targeted to a specific audience for a specific length of time.

A training workshop will only use one of the modules.

Module	Target Audience
Blue module: Introduction to the Migrant Centres Toolkit	All actors contributing (or potentially interested to contribute) to the establishment and management of migrant centres facilities
Yellow module: Practising the Migrant Centres toolkit	Operational partners, protection and non-protection actors providing services and support to migrant centre facilities
Red module: Operational application of the Migrant Centres Toolkit	IOM implementing partners and staff working in the field (or providing field support) for the implementation of migrant assistance services in migrant centres facilities.

The training is modular in format. Each module has been designed with a specific target audience in mind and for a prescribed length of time. The modules range from the most basic and introductory (in the form of a 1-day session) to a full three to five-day workshop.

As content in the shorter module is repeated in the longer modules, facilitators should not attempt to run the blue module followed by the yellow and red modules. Instead, facilitators should choose one module most appropriate to the audience and length of time available. This training package includes session plans, facilitator notes and session resources for each module.

Resources for all training modules are in the last section of the manual.

Where a resource is required for an exercise or to explain a concept, it is noted in the resources section of the session summary and the resources column of the session plan. Some of the resources may be updated over time. In order to access the most recent version of any resource please refer to [IOM Migrant Centres Toolkit](#).

- The training modules may require participants to have prior knowledge or understanding of IOM Protection framework, as well as specific migrant protection and assistance guidelines.

While the blue module is designed for a wide range of stakeholders with different background or providing non-specialized services, the yellow and red modules assume basic to good knowledge of specific procedures and framework for the provision of specialized services, which are not extensively treated in the Migrant Centres Toolkit. Specific topics, such as for instance case management (CM), Assisted Voluntary Return and Reintegration (AVRR) procedures, can be further explored by consulting IOM Knowledge Management platforms ([E-campus](#) and [I-Learn](#) for instance) as well as relevant specialists and thematic experts.



PLANNING A WORKSHOP

Conducting a training needs assessment

When Migrant Centres Toolkit training is requested, it is important to conduct a basic training needs assessment to further analyse and identify the particular training needs required in the relevant field context. The package has been designed to accommodate various standard training needs; however, it should always be adapted to suit particular needs of those it is aiming to support.

Protection teams or the potential facilitator should aim to collect information on:

- Country context: facilitators should familiarise themselves with basic country information. What are the most common protection issues? What coordination mechanisms are in place (sector specific clusters, working groups, and interagency)? Who are the main actors involved in migrant response mechanisms? What are the existing legal frameworks?
- What migrant protection and assistance services and associated tools are in place? What typologies of migrant centres facilities have been established in specific contexts?
- Desired outcomes and impact of the training: What is it anticipated will be the result of the training? How will it be measured? Who will provide support to the relevant target group to ensure further action will be taken?
- Potential target group: what will the target group look like? Sector-specific? Agency-specific? Interagency? National or field level? Governmental representatives and/or civil society members?
- The present training package provides suggested forms of pre and post-test questionnaires that may help to establish baselines against which to measure the knowledge improvement of the participants, and the overall effectiveness of the training module. These questionnaires are flexible tools and can be adapted and used depending on the specific context and possibly in close coordination with relevant monitoring and evaluation teams.

- Potential facilitators: the ideal composition of the training team is outlined below.
- Logistical requirements: What practical issues need to be dealt with to ensure training runs smoothly? For example: what will be the size of the participant group; the location; the training facilities and resources required; translators, time-break for prayers, lunch and/or coffee breaks.

These questions will support facilitators to identify the correct module/s to use, to advise on the relevant target group and to adapt the training package to support in-country needs.

Selecting participants

While there are no strict requirements regarding participant numbers, the following should be used as a guide to assist with decision-making:

- Blue-Yellow Module: up to 25 participants
- Red Module: up to 20 participants

In the planning phase, facilitators and training organisers should discuss the composition of the target participant group, based on an understanding of the needs and current skills levels.

It is recommended that, where possible, groups have reasonably similar levels of knowledge, skills, expertise, positions of seniority. This will better enable the training team to adapt the content of the package to participant's needs. Where this is not possible, facilitators should make sure they encourage peer support, feedback and group work to better engage those more experienced and/or knowledgeable.

It is recommended, where possible, to provide participants with content/related reading material and topic specific online short training courses available on IOM e-learning platforms (especially for the Yellow and Red modules) one week prior to the training, to encourage self-paced learning and preparation. This will allow the participants to refresh some basic knowledge and concepts that will be further explored during the training. These arrangements may also facilitate the time management aspect of the training, given the wide range of topics that will be covered.

Facilitation Team

The size and composition of the facilitation team will vary depending on the module selected. Ideally, the training team should consist of a least two facilitators with some administrative support available in the lead up to the training. At least one facilitator should be national from the country-context, and speak the relevant national/local language. Facilitators should have experience in facilitating training and also be familiar with concepts and field-based realities related to centres management, protection, humanitarian and migrant assistance operations.

Training Venue and Materials

The training venue will vary depending on the module chosen for implementation. All modules will require:

- A training room with sufficient space for table seating 4-5 people and dynamic group exercises
- Laptop, projector, screen and Audio-Video equipment for short videos to be shown
- Flip-Charts and Markers
- Sticky-tape and/or blu-tack
- A4 reams.

For Red Module, it is recommended that the training be residential only upon assurance that IOM personnel participants will not be distracted by daily tasks or meetings. If this minimum requirement is not met, it is recommended to rent a facility outside of office premises.



OVERVIEW OF TRAINING MODULES

There are three modules that are each targeted to a specific audience for a specific length of time. A training workshop will only use one of the following modules.

BLUE MODULE: INTRODUCTION TO MIGRANT CENTRES TOOLKIT																				
<p>Length: Length: 1 day minimum (adaptable to 2 days)</p>																				
<p>Target Audience: relevant national authorities, potential partners, working group, sector/cluster leads and members contributing (or potentially interested to contribute) to the establishment and management of migrant centres facilities in the framework of migrant protection and assistance services, considering stakeholders with very different backgrounds.</p>																				
<p>Aim of the module: this module introduces the concept of safe and dignified programming and provides an operational overview of the Migrant Centres Toolkit (how to access, what to use, how to use it) in the framework of migrant centres facilities. As it is only a 1-day session (with the possibility of extension to 2 days), it should not be used for any purpose other than basic familiarisation. Specific audience's needs can be addressed through additional subsequent trainings. This module may be used also to promote the IOM Migrant Centres Toolkit, associated training package and other relevant specialized dedicated training initiatives.</p>																				
<p>Instructional Objectives:</p> <ul style="list-style-type: none"> • Demonstrate the importance and relevance of protection mainstreaming in humanitarian context and applied to migrant protection and assistance operations in migrant centres • Explain, contextualize, demonstrate rationale of the Migrant Centres Toolkit • Encourage a commitment to safe and dignified programming in migrant protection and assistance services with a focus on migrant centres • Demonstrate importance of coordination between different actors for the provision of comprehensive and inclusive assistance 																				
<p>Learning outcomes After this course, participants will be able to:</p> <ul style="list-style-type: none"> • Encourage a commitment to safe and dignified programming in migrant protection and assistance services. • Demonstrate general understanding of the operational application of the Migrant Centres Toolkit • Demonstrate the importance of the variety of actors involved in migrant centres interventions and the importance of coordination for the provision of comprehensive and inclusive assistance 																				
<p>Module Outline and Suggested Timing:</p> <table border="0"> <tr> <td>8:30 – 09:00</td> <td>Introduction, Ice-Breakers, House-Keeping and Pre-test training survey</td> </tr> <tr> <td>09:00 -10:30</td> <td>S1.Safe and Dignified Programming</td> </tr> <tr> <td>10:30- 11:150</td> <td>S2.1 Migrant Centres Toolkit - Introduction</td> </tr> <tr> <td>11:15 – 11:30</td> <td>BREAK</td> </tr> <tr> <td>11:30 -12:30</td> <td>S2.2 Migrant Centres Toolkit -Administration</td> </tr> <tr> <td>12:30 – 14:00</td> <td>S2.3 Protection and Assistance</td> </tr> <tr> <td>14:00 – 15:00</td> <td>LUNCH</td> </tr> <tr> <td>15:00 – 16:30</td> <td>S2.4 Management of Migrant Centres</td> </tr> <tr> <td>16:00 – 17:00</td> <td>S2.5 Information Management and Migration Data</td> </tr> <tr> <td>17:00 – 17:30</td> <td>Closing and Evaluation</td> </tr> </table>	8:30 – 09:00	Introduction, Ice-Breakers, House-Keeping and Pre-test training survey	09:00 -10:30	S1.Safe and Dignified Programming	10:30- 11:150	S2.1 Migrant Centres Toolkit - Introduction	11:15 – 11:30	BREAK	11:30 -12:30	S2.2 Migrant Centres Toolkit -Administration	12:30 – 14:00	S2.3 Protection and Assistance	14:00 – 15:00	LUNCH	15:00 – 16:30	S2.4 Management of Migrant Centres	16:00 – 17:00	S2.5 Information Management and Migration Data	17:00 – 17:30	Closing and Evaluation
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16:00 – 17:00	S2.5 Information Management and Migration Data																			
17:00 – 17:30	Closing and Evaluation																			
<p>The schedule is flexible and can be adjusted according to context-specific requirements.</p>																				

YELLOW MODULE: PRACTISING THE MIGRANT CENTRES TOOLKIT

Length: 2 days minimum (adaptable to 3 days)

Target Audience: Operational partners, protection and non-protection actors providing specialized services and support to migrant centres facilities. This module is also tailored for relevant non-governmental and international organizations program and project management personnel as well as governmental agents and civil society members contributing to the establishment and management of migrant centres facilities

Aim of the module: this module aims to provide an overview of key protection principles, migrants assistance framework and an operational overview of Migrant Centres Toolkit (how to access, what to use, how to use it) in the framework of the migrant protection and assistance services and facilities. It also provides opportunities, through short activities, to practice using some of the tools and resources available for effective set-up and running of migrant centres facilities. It is suitable for Partners and service providers that require concrete support to align with, and implement, migrant assistance operations, and with modest to good expertise on migrant protection and assistance services. It is suitable for protection and non-protection personnel and can be used with a combination of participants from both groups. Using a combined target group will facilitate greater engagement between the two group and will enable greater collaboration throughout the training.

Instructional Objectives:

- Demonstrate the importance of understanding protection, protection mainstreaming and core principles to ensure safe and dignified programming applied to migrant protection and assistance operations in migrant centres
- Provide a comprehensive overview of the operational application of the Migrant Centres Toolkit within the framework of the migrant protection and assistance services and facilities.

Learning outcomes: after this course, participants will be able to:

- Appreciate and demonstrate the importance of protection, protection mainstreaming and core principles to ensure safe and dignified programming
- Demonstrate the importance of the variety of actors involved in migrant centres interventions and therefore, of coordination between them for the provision of comprehensive and inclusive assistance
- Confidently apply and contextualize the Migrant Centres Toolkit for effective set-up and running (inclusive of phasing out) of migrant centres facilities.

Module Outline and Suggested Timing:

Day 1

- 8:30 – 09:00 Introduction, Ice-Breakers, House-Keeping and Pre-test training survey
- 09:00 -11:00 S1.Safe and Dignified Programming
- 11:00- 11:20 TEA BREAK
- 11:20 – 12:30 S1. Safe and Dignified Programming
- 12:30 -13:30 S2. Safe Communication of Protection Incidents - PSEA
- 13:30 – 14:30 LUNCH
- 14:30 – 15:30 S3.1 Migrant Centre Toolkit – Introduction
- 15:30 – 17:00 S3.2 Migrant Centres Toolkit - Administration

Day 2

- 08:30 – 09:00 Recap Day 1
- 09:00 – 11:00 S3.3 Protection and Assistance Services
- 11:00 – 11:20 TEA BREAK
- 11:20 – 13:45 S3.4 Management of Migrant Centres
- 13:45 – 14:30 LUNCH
- 14:30 – 16:00 S3.4 Management of Migrant Centres
- 16:05 – 17:00 S3.5 Information Management and Migration Data
- 17:00 – 17:30 S4. Simulation, Closing and Evaluation

The schedule is flexible and can be adjusted according to context-specific requirements.

RED MODULE: OPERATIONAL APPLICATION OF THE MIGRANT CENTRES TOOLKIT

Length: Length: 3 days minimum (adaptable to 4 and 5 days)

Target Audience: IOM implementing partners and staff, protection and non-protection personnel working in the field or providing field support for the implementation of migrant assistance services in migrant centres facilities. This module is also tailored for IOM program and project management personnel contributing to the establishment and management of migrant centres facilities within migrant protection and assistance programs under the overall IOM Protection framework.

Aim of the module: this module aims to provide a comprehensive overview of the operational application of the Migrant Centres Toolkit in the framework of the migrant protection and assistance services and facilities. It has a strong focus on strengthening or building the capacity of participants to use available tools and resources to ensure safe and dignified programming. It enables participants, both protection and non-protection personnel, to carry out comprehensive protection analysis of migrant vulnerabilities, thus striving to ensure context-specific, inclusive, meaningful and dignified assistance. It is suitable for protection and non-protection personnel and can be used with a combination of participants from both groups. Using a combined target group will facilitate greater engagement between the two groups and will enable greater collaboration throughout the training.

Instructional Objectives:

- Demonstrate the importance of understanding protection, protection mainstreaming and core principles to ensure safe and dignified programming applied to migrant protection and assistance operations in migrant centres
- Provide a comprehensive overview of the operational application of the Migrant Centres Toolkit within the framework of migrant protection and assistance services and facilities.

Learning outcomes: after this course, participants will be able to:

- Describe the importance of mainstreaming protection across migrant protection and assistance operations in migrant centres and appreciate its importance for safe and dignified programming
- Confidently apply the Migrant Centre Toolkit in context specific settings

Module Outline and Suggested Timing:

Day 1

08:30-09:00	Introduction, Ice-Breakers, House/Keeping and Pre-test training survey
09:00-11:00	S1.1 Safe and Dignified Programming
11:00-11:20	TEA BREAK
11:20-12:30	S1.2 Safe and Dignified Programming
12:30-14:00	S1.3 Safe and Dignified Programming
14:00-14:45	LUNCH
14:45-15:45	S2.Safe Communication of Protection Incidents
15:45-16:45	S3.1 Migrant Centre Toolkit – Introduction
16:45– 17:50	S3.2Migrant Centres Toolkit - Administration

Day 2

08:30 – 09:00	Recap Day 1
09:00 – 11:00	S3.3 Protection and Assistance
11:00 – 11:20	TEA BREAK
11:20 – 13:45	S3.3 Protection and Assistance
13:45 – 14:30	LUNCH
14:30 – 17:30	S3.4 Management of Migrant Centres

Day 3

08:30-09:30	Recap day 2 (allow time for Q&A)
09:30-11:30	S3.5 Information Management and Migration Data
11:30-11:50	TEA BREAK
11:50-13:45	S4.Scenario and Simulation / Group Work
13:45-14:30	LUNCH
14:30-16:00	S4.Scenario and Simulation
16:00-16:45	Closing and Evaluation

The schedule is flexible and can be adjusted according to context-specific requirements.

BLUE MODULE

INTRODUCTION TO THE MIGRANT CENTRES TOOLKIT

Time: 1 day (adaptable to 2 days)

Target Audience: Relevant national authorities, potential partners, working group, sector/ cluster leads and members contributing (or potentially interested to contribute) to the establishment and management of migrant centres facilities in the framework of migrant protection and assistance services, considering stakeholders with very different backgrounds.

Aim of the Module: This module introduces the concept of safe and dignified programming and provides an operational overview of the Migrant Centres Toolkit (how to access, what to use, how to use it) in the framework of migrant centres facilities. As it is only a 1-day session (adaptable to 2 days), it should not be used for any purpose other than basic familiarisation. Specific audience's needs can be addressed through additional subsequent trainings. This module may be used also to promote the full IOM Migrant Centres Toolkit training package and relevant specialized dedicated training initiatives.

Preparation and resources: This module is accompanied by a dedicated pre-established power point presentation, trainer's resources, exercises and handouts that can be made available by IOM under certain conditions. To receive further information and the complete Migrant Centres Toolkit – Training Manual please [contact us](#).

<p>Module Instructional Objectives</p>	<p>This module will:</p> <ul style="list-style-type: none"> • Demonstrate the importance and relevance of protection mainstreaming in humanitarian context and applied to migrant protection and assistance operations in migrant centres • Explain, contextualize, demonstrate rationale of the Migrant Centres Toolkit • Encourage a commitment to safe and dignified programming in migrant protection and assistance services with a focus on migrant centres • Demonstrate importance of coordination between different actors for the provision of comprehensive and inclusive assistance
<p>Learning Outcomes</p>	<p>After this module participants will be able to:</p> <ol style="list-style-type: none"> 1. Encourage a commitment to safe and dignified programming in migrant protection and assistance services. 2. Demonstrate general understanding of the operational application of the Migrant Centres Toolkit (MCT) 3. Demonstrate the importance of the variety of actors involved in migrant centres intervention and the importance of coordination for the provision of comprehensive and inclusive assistance
<p>Module Outline and Suggested Timing</p>	<p>DAY 1: Introduction, Ice-Breakers, House keeping and Pre-test training survey</p> <p>1. Safe and Dignified Programming</p> <p>2. The Migrant Centres Toolkit (MCT)</p> <ul style="list-style-type: none"> • 2.1 MCT- Introduction • 2.2 MCT – Administration • 2.3 Protection and Assistance <ul style="list-style-type: none"> • Case management • Referral mechanism • Reception, orientation, information sharing • Food, nutrition, non-food items (NFIs) • Health • Mental health and psychosocial support (MHPSS) • Education, training • Administrative, legal services • Sustainable solutions • 2.4 Management of Migrant Centres <ul style="list-style-type: none"> • Types of facilities • Management models • Migrant centres life cycle • Standards of assistance and minimum requirements • Inclusivity and age, gender, diversity (AGD) mainstreaming • Safety, security, incident management • Beneficiaries' participation and accountability • Community relations, host fatigue, environment building • 2.5. Information Management and Migration Data <ul style="list-style-type: none"> • IOM data protection provisions • Information management <p>3. Closing and Evaluation: training evaluation, certificates of attendance</p> <p>The schedule is flexible and can be adjusted according to context-specific requirements.</p>

SESSION 1

SAFE AND DIGNIFIED PROGRAMMING

Session Overview

Session aim: The session is critical in framing the training in terms of understanding the importance and responsibility of safe and dignified programming, how it is relevant in the context of the migrant protection and assistance programs and, more specifically within the Migrant Centres Toolkit (MCT). This session introduces also the objectives of the workshop and provides participants with an opportunity to meet and learn a little about each other. It aims to influence and inform attitudes, set the “tone” for the training and persuade participants as to the value of the training itself.

Session length: 90 mins.

Session type: plenary discussion/ paired introduction and exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> Facilitate introductions between participants and facilitators Highlight objectives of the day Illustrate and emphasize the importance of protection, protection mainstreaming for all humanitarian actors Illustrate and emphasize the importance and relevance of protection mainstreaming to ensure safe and dignified programming in the context of migrant protection and assistance services with specific reference to the Migrant Centres Toolkit (MCT), therefore its implementation in a specific context and its operational impact
<p>Learning Outcomes</p>	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> Appreciate the relevance and value of protection mainstreaming, and safe and dignified programming, in the context of migrant centres facilities and services Promote this to others, including relevant coordination mechanisms and cluster/ working group leads in-country Recognize that protection mainstreaming is the responsibility of all actors
<p>Key Messages</p>	<ol style="list-style-type: none"> All actors have a role to play in ensuring protection of migrants in vulnerable situations All actors have a role to play in mainstreaming protection across sectors' interventions By mainstreaming protection, actors can support people to safely access and enjoy their rights and services There are 4 key elements of protection mainstreaming
<p>Preparation</p>	<p>Have the photo of the boy on a wheelchair on a PPT slide or use an alternative locally appropriate photo if available</p> <p>Check the protection mainstreaming video is working and ready to play</p> <p>Projector and audio-video systems</p>

<p>Resources</p>	<p>This session is partially built on the Protection Mainstreaming training package developed by the Global Protection Cluster.</p> <p>And partially on IOM existing training material (notably IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation, and Abuse).</p> <p>Resource: PPT slides with videos. S1S4_BlueModule_Pre-/Post training Survey S1.GPC Brief on Protection Mainstreaming Video: GPC_Protection Mainstreaming Video Video: IOM_Protection Mainstreaming Video</p>
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Session 1 Plan

TIME	ACTIVITY	RESOURCES
15 min	<p>Welcome and introduction</p> <ul style="list-style-type: none"> • Introduce yourself (and training team if any) • Provide information on any housekeeping points: bathrooms, tea breaks, emergency exits and contact point for feedback • Ask participants to complete the pre-/post Training survey. Explain that is useful for participants and trainers to be able to track and measure learning over the course of the training. • Once participants have completed the survey, you may ask them to introduce themselves: their name, role, organization or institution they work for, their background and/or experience when it comes to migrant protection and assistance and/or migrant centres administration. • Present the session learning outcomes on a PPT slide: After this module participants will be able to: <ul style="list-style-type: none"> • Appreciate the relevance and value of protection mainstreaming, safe and dignified programming, in the context of migrant centres facilities and services • Promote this to others, including relevant coordination mechanisms and cluster/working group leads in-country • Recognize that protection mainstreaming is the responsibility of all actors 	<p>PPT Slides 1 - 5</p> <p>Resource:</p>
20 min	<p>Why Mainstream Protection?</p> <ul style="list-style-type: none"> • Explain that the training will start with exploring why we are all here at this training, and why, within the Migrant Centres Toolkit, protection is important and how it is relevant to the context of migrant's assistance operations. • Show the picture of [migrant with physical disabilities in a Transit centre] • Ask participants in plenary: where do you think the individual is going? <i>Responses may include: to the health centre/to the food distribution point/to the individual MHPSS counselling session/ to the school/ to the toilet. The purpose of this question is to elicit a long list of services that could equally correspond to specific sector's services/ protection and assistance service (health, education, water sanitation and hygiene (WASH) for example).</i> • Facilitate a discussion about the individual's experience using some of the following prompt questions: <ul style="list-style-type: none"> • Do you think he has meaningful access to those services? • What barriers might he/she experience and why? • Is he/her safe accessing those services? • Do you think he/she has been consulted on the location and access routes to those services? <p><i>See facilitator note 1.1.1</i></p>	<p>PPT Slide 6 - 7</p>

TIME	ACTIVITY	RESOURCES
	<p><i>See facilitator note 1.1.1</i></p> <ul style="list-style-type: none"> • Explain that each one of these services could also correspond to a specific service: WASH, education, MHPSS, health for example. • Write the services on a flipchart. • Ask participants in plenary: who is responsible for ensuring he can safely access those services? Responses often refer to specialised agencies (e.g., Humanity & Inclusion, UNHCR, IOM, WFP) The correct answer is that all have a measure of responsibility. <p><i>See facilitator note 1.1.2.</i></p> <ul style="list-style-type: none"> • Explain that specialized agencies may be required for some activities, like building ramps for ease of access, but all actors have a responsibility to make sure the individual has access to their services. <p>Give an example: An actor that is providing recreational activities services in a migrant centre which has children in wheelchairs (less than 5%- average attending recreational activities). This actor made sure to have wheelchairs and child-seized crutches available in the centre so that children, boys, girls, like the one in the picture could easily "access" the service provided. They also made sure that latrines were accessible to persons with disabilities, and that the ground was flat and without gravel.</p> <p>Note: if possible, use an example from the context where training is being conducted.</p> <ul style="list-style-type: none"> • Explain that the previous example is an example of protection mainstreaming. Protection mainstreaming is the responsibility of all actors. They may have to work with specialised agencies for some things, but they are all responsible for ensuring the meaningful access in safety and dignity to their services. 	

TIME	ACTIVITY	RESOURCES
10 mins	<p>Safe and Dignified Programming by Mainstreaming Protection</p> <ul style="list-style-type: none"> • Ask participants to divide into pairs to discuss what protection mainstreaming means • Ask participants to share their ideas in plenary. Identify and reinforce any points that relate to: <ul style="list-style-type: none"> • Including protection principles in programs • Safety, dignity and rights in humanitarian programming • Ensuring access to services • Accountability • Participation <p>See facilitator note 1.1.3</p> <ul style="list-style-type: none"> • Hand out copies of the Global Protection Cluster (GPC) Brief on Protection Mainstreaming to all participants and read the GPC definition of protection mainstreaming from a PPT slide: <p><i>“The process of incorporating protection principles and promoting meaningful access, safety and dignity in humanitarian aid”.</i></p> • Explain that protection mainstreaming, or safe and dignified programming, is the process of incorporating protection principles and promoting meaningful access, safety and dignity in humanitarian aid. • Explain that protection mainstreaming focuses not on what we do (the product) but rather how we do it (the process) and that protection should be mainstreamed through all sectors and all phases of the program cycle. • Explain that protection mainstreaming is one part of protection. It is the part of protection that is the responsibility of all practitioners. Protection mainstreaming in our day-to-day work does not require the support of protection specialists. <p>See facilitator note 1.1.4</p>	<p>S1.GPC Brief on Protection Mainstreaming</p>

TIME	ACTIVITY	RESOURCES
40 mins	<p>Four key Elements of Protection Mainstreaming</p> <ul style="list-style-type: none"> • Ask participants to read the 4 key elements of protection mainstreaming articulated in the GPC brief you have just distributed: <ol style="list-style-type: none"> 1. Prioritise safety and dignity and avoid causing harm 2. Meaningful access – in proportion to need and without barriers 3. Accountability 4. Participation and empowerment <p>Note that strong linkages can be made between the GPC’s 4 key elements and Sphere principles and standards.</p> <p>See facilitator note 1.1.5</p> <ul style="list-style-type: none"> • Explain that a short video will introduce the 4 key elements of protection mainstreaming before discussion about the key elements • Play the video: An introduction to Protection Mainstreaming (PM), Global Protection Cluster 2014. Available online: GPC Protection Mainstreaming Video <p>Note: where the video is not available move straight into plenary discussion.</p> <p>Note: other protection mainstreaming videos may be available such as IOM Protection Mainstreaming video</p> <ul style="list-style-type: none"> • Discuss some of the following questions in plenary, giving some time for questions and discussion. <p>Note: Select the questions you ask according to how much time you have. If you have little time, only ask the questions in relation to the video.</p> <p>In relation to the video:</p> <ol style="list-style-type: none"> 1. What are your reflections on the video? 2. Did it introduce anything that was new/different? 3. Do you agree with everything in the video? <p>In relation to “prioritise safety and dignity and avoid causing harm”:</p> <ol style="list-style-type: none"> 1. How might an actor inadvertently expose people to increased danger or abuse of their rights? <p>See facilitator note 1.1.6</p> <ol style="list-style-type: none"> 2. What actions can an actor take to avoid or minimise any adverse effects? <p>See facilitator note 1.1.7</p> <ol style="list-style-type: none"> 3. What actions can an actor take to prioritise safety and dignity in programs? <p>See facilitator note 1.1.8</p>	<p>Flip chart, markers, papers</p> <p>Resources: GPC Protection Mainstreaming Video IOM Protection Mainstreaming video</p>

TIME	ACTIVITY	RESOURCES
	<p>In relation to “meaningful access”:</p> <p>4. Why might some individuals or groups not be able to access assistance? See <i>facilitator note 1.1.9</i></p> <p>5. What special measures can an agency take to facilitate access for individuals or groups who are excluded or not able to access assistance? See <i>facilitator note 1.1.10</i></p> <ul style="list-style-type: none"> • Summarise and explain that for access to be meaningful, assistance and services must be: <ul style="list-style-type: none"> a. Available in sufficient quantity and quality b. Provided based on needs and without discrimination c. Within safe and easy reach d. Inclusive e. Known by people potentially accessing services f. Physically and financially accessible g. Culturally relevant and socially acceptable <p>In relation to “accountability”:</p> <p>6. Why accountability is important?</p> <ul style="list-style-type: none"> • List ideas on a flip chart while eliciting responses from the participants <p>Note: 3 levels of accountability for IOM: upwards (donor), lateral (partners) and forward (to affected population). For the purpose of this session we will focus on the affected population, in line with the AAP framework.</p> <ul style="list-style-type: none"> • Show on a PPT slide, and discuss, the GPC Brief definition of accountability: “Accountability to beneficiaries: set-up appropriate mechanisms through which affected populations can measure the adequacy of interventions, or address concerns and complaints”. • Show on a PPT slide, an discuss, the 5 IASC commitments (from Accountability to Affected Populations (AAP) Operational Framework). See <i>facilitator note 1.1.11</i> • Remind participants that these are commitments that the entire [humanitarian] community has already made. Refer them to the AAP Operational Framework available at : AAP operational framework <p>Note the synergy of accountability with other key elements of protection mainstreaming – notably participation.</p>	

	<p>In relation to “participation and empowerment”:</p> <ul style="list-style-type: none"> • Ask why participation and empowerment are important • List ideas on a flip chart while eliciting responses from the participants. Make sure that at least the following responses are listed: <ul style="list-style-type: none"> • It builds dignity and self-esteem • It helps to ensure that interventions are appropriate and effective • It develops skills for life after displacement • It puts people back in control of their lives – decreases dependency and increases self-reliance • Discuss the GPC Brief definition of participation and empowerment: <i>Participation and empowerment: support the development of self-protection capacities and assist people to claim their rights to shelter, food, water, and sanitation, health and education.</i> • Optional: discuss the participation ladder and briefly explain each level. • Remind participants that we should always strive for ownership • Ask how ownership can be achieved in the context of migrant centres? How can actors assist people to claim their rights? • Write the answers on a flipchart. • Discuss the responses, highlighting good practices, as well as points that may have been missed. <p>See <i>facilitator note 1.1.12</i></p> <ul style="list-style-type: none"> • Explain that empowerment is not something that is “done” to people; it is the process by which individuals in the community analyse their situation, enhance their knowledge and resources, strengthen their capacity to claim their rights, and take action to achieve their goals. 	
5 mins	Summary of Key Messages	
	<ul style="list-style-type: none"> • All actors have a role to play in ensuring protection of migrants in vulnerable situations • All actors have a role to play in mainstreaming protection across interventions • By mainstreaming protection, actors can support people to safely access and enjoy their rights and services • There are 4 key elements of protection mainstreaming. 	

General note for the facilitator’s attention: There is a need for sensitivity and inclusiveness even with regards to terminology used in this training initiative, in every-day language and technical terms used in every-day operations. Throughout the training manual general terms have been used for ease of reference. The facilitator should, where applicable, utilize extended versions of acronyms and abbreviation, such as:

- **Migrant = Migrant Person: in general, there is a tendency to separate migrants as they were another entity, using “migrant person” may be helpful to bridge this.**
- **Case = Person: often encountered in case management technical explanations, or in everyday operations. It is preferable to adopt the term “person” where applicable.**
- **Any use of the term “vulnerable migrants” for stylistic purposes should be understood to mean migrants in vulnerable situations that might be exposed to violence, exploitation and abuse.**

Facilitator Notes

Protection and Protection Mainstreaming Facilitator Note 1.1.1

The purpose of guiding participants through the series of questions is to elicit some of the key components of protection mainstreaming (also called safe and dignified programming): safety and dignity, meaningful access, accountability, participation and empowerment.

- For access to be meaningful assistance and services must be:
 - Available in sufficient quantity and quality
 - Available/ provided in a timely manner
 - Provided based on need and without discrimination
 - Within safe and easy reach
 - Known by people potentially accessing services
 - Physically and financially accessible
 - Inclusive
 - Culturally relevant and socially acceptable
- In the case of the boy from the picture, his access is clearly limited in terms of being in safe and easy reach and being physically accessible.
- The fact that the boy cannot safely access the services suggests that he may not have been involved in a process of identifying suitable locations and access routes.

Facilitator may also consider eliciting participants’ reflections on risk and protective factors.

Risk factor: factors at the individual, household/family, community or structural level that increase migrants’ likelihood of experiencing violence, exploitation or abuse before, during or after migrating.

Protective factor: factors at the individual, household/family, community or structural level that decrease migrants’ likelihood of experiencing violence, exploitation or abuse before, during or after migrating.

Facilitator Note 1.1.2

The purpose of this question is for participants to identify that all actors have a role to play in ensuring that the boy is:

- Consulted on the location and access routes to services
- Able to safely access services
- Is being treated with dignity and respect

Acknowledge that protection mainstreaming is not solely the role of non-governmental organizations (NGOs), international non-governmental organizations (INGOs) and UN agencies, local and national government has primary responsibility. However, in the context of their own programs, migrant centres management, water, sanitation and hygiene (WASH), shelter, camp management personnel, must recognise the important role they can play.

Facilitator Note 1.1.3

Some ideas about what protection mainstreaming means (equivalent to safe and dignified programming):

- Including protection considerations in other sectors such as shelter
- Including protection considerations during all stages of project and program cycles.
- Thinking about whether people are safe
- Thinking about whether people’s rights are respected in programming
- Ensuring not only vulnerabilities, but also capacities and skills are considered in programs and projects
- Applying a mental health and psychosocial support (MHPSS) approach across interventions through active listening, non-judgemental attitude, empathy, respect and understanding, considering migrants as individuals not as numbers.
- Being aware of potential protection risks in programs/projects/specific interventions
- Ensuring participation of all groups

Some participants may work in organizations that use different terminology to convey similar ideas such as safe programming or safe and dignified programming. Be prepared to explain that protection mainstreaming is the agreed terminology of the IASC and the Global Protection Cluster (GPC).

Facilitator Note 1.1.4

The IASC definition of Protection

“All activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law (i.e., human rights law, international humanitarian law, refugee law.)” Inter-Agency Standing Committee (IASC, 1999)

The Inter-Agency Standing Committee (IASC) is the primary inter-agency coordination mechanism for humanitarian response and its representative nature (i.e., includes UN, Red Cross, Red Crescent Movement and NGOs).

The IASC definition is widely regarded as the umbrella definition for humanitarian and human rights actors, and that is important because it clearly establishes people’s rights at the centre of protection work. Protection is about ensuring that all women, girls, boys, and men are able to enjoy their rights on an equal basis, including in times of displacement. Protection work therefore boils down to identifying which rights people are entitled to in each situation, what are the legal obligations of States and other authorities under the law and whether those rights are upheld, promoted and respected.

Given the focus of this training on Migrant Centres Toolkit, which is developed and promoted by IOM, the facilitator may also explicitly refer to IOM's approach to Protection:

"IOM's protection interventions include, amongst others, child protection, risk mitigation, response to and prevention of gender-based violence, counter-trafficking, alternatives to detention, mental health and psychosocial support, land property and reparations and inclusion of persons with disabilities. IOM also focuses on mainstreaming protection across all its sectors of intervention, ensuring the principle of do no harm, prioritizing safety and dignity, enabling meaningful access, promoting accountability and fostering participation and empowerment". Source: [IOM-Protection](#).

Unpacking the IASC definition: 'all activities'

Responsive, remedial and environment building actions are sometimes described as short-term, medium-term, and longer-term respectively.

Examples of activities under the 3 types of protection action include:

1. **Responsive action:** Is any immediate activity undertaken in connection with an emerging or established pattern of violation and is aimed at preventing its recurrence, putting a stop to it and/or alleviating its immediate effects. Responsive activities have a sense of real urgency (but can last for many years) and aim to reach a particular group of civilians suffering the immediate horrors of a violation. They are primarily about stopping, preventing, or mitigating a pattern of abuse.

Example:

- safely referring a survivor or a human rights (HR) abuse to medical services
- providing firewood as part of a non-food items (NFIs) distribution, so women and adolescent girls do not have to travel outside an IDP, refugee camp, or migrant centre.

2. **Remedial action:** Is aimed at restoring people's dignity and ensuring adequate living conditions subsequent to a pattern of violation, through rehabilitation, restitution, compensation and repair. Remedial activities are longer term and aim to assist people living with the effects of abuse. This might include the recuperation of their health, tracing of their families, livelihood support, housing, education, judicial investigation, etc.

Example:

- education in migrant centres to prevent stigmatization of survivors of SGBV
- vocational training and PSS for migrants as part of a livelihood program

3. **Environment building:** Is aimed at creating and/or consolidating an environment-political, social, cultural, institutional, economic and legal – conducive to full respect for the rights of the individual. Environment-building is a deeper, more structural process that challenges society as a whole by aiming to change policy, attitude, belief and behavior. It is likely to involve the establishment of more humane political values, improvements in law and legal practice, the training of security forces, and the development of an increasingly non-violent public culture.

Example:

- advocating for designing, establishing or revising labor migration law in countries of destination that present a high influx of migrants for the domestic labor sector

Unpacking the IASC definition: 'the rights of the individual' under 'relevant bodies of law'

Relevant bodies of law include:

Customary International law: Is described by the International Court of Justice as "a general practice accepted as law". These are rules that States apply in practice because they believe that such practice is required or prohibited or allowed, depending on the nature of the rule.

International human rights (IHR) law sets out the legal obligations of governments to act in certain ways or refrain from certain acts, in order to protect HR and fundamental freedoms of individuals and groups (OCHCR). For example, Convention on the Rights of the Child (1989) and Convention on the Elimination of Discrimination against Women (1979)

Explain that in 2013, the IASC published a Statement on the Centrality of Protection. This statement affirms the commitment to ensuring the centrality of protection in humanitarian action and the role of humanitarian coordinators, humanitarian country teams and sectors to implement this commitment in all aspects of humanitarian action. It is part of several measures that are meant to ensure more effective protection of people in humanitarian crises.

Facilitator Note 1.1.5

The first two elements of protection mainstreaming in the GPC Brief correspond to Sphere Protection Principle 1, 'Avoid exposing people to further harm as a result of your action'; and Protection Principle 2, 'Ensure people's access to impartial assistance – in proportion to need without discrimination'.

The third element in the GPC Brief is covered in Sphere Core Standard 1, 'People-centred humanitarian response' and mainstreamed in the Sphere technical standards. The fourth element in the GPC brief is addressed in Sphere Protection Principle 4, 'Assist people to claim their rights, access available remedies and recover from effects of abuse', and Core Standard 1, 'People-centred humanitarian response'.

Facilitator Note 1.1.6

Examples of how an actor might inadvertently expose people to increased danger or abuse of their rights include:

- By not consulting sufficiently with different segments of the affected population and therefore reinforcing discrimination and marginalization of certain individuals or groups
- By setting up programs/projects in locations without considering how safe it is for people to travel to and from the project site.

Facilitator Note 1.1.7

Examples of actions an actor could take to avoid or minimize any adverse effect include:

- Include representatives of different segments of the population in consultation including women, boys, girls and men; people with diverse sexual orientation, gender identity, gender expression and characteristics (SOGI-ESC); different age groups; people with physical and mental disabilities; ethnic, political, religious minorities.
- Conduct regular risks assessments
- Establishing inclusive, safe and confidential procedures for receiving, managing, and responding to any feedback or complaints

Facilitator Note 1.1.8

Examples of actions an actor could take to prioritize safety and dignity of affected populations:

- Ensure safe location of facilities and services
- Support affected populations to set up safe environments for children
- Ensure all program staff and volunteers are trained on, and aware of, agencies' code of conduct, and preventing and responding to sexual exploitation and abuse (PSEA) policies.
- Implement activities in a way that keep families and kinship groups together, and enable people from the same support network to live together

Facilitator Note 1.1.9

Examples of reasons why some individuals or groups might not be able to access assistance include:

- Conflict and/or insecurity and violence, including fear of violence
- Presence of checkpoints, blockades
- Establishing migrant centres in remote or inaccessible locations
- Adopting food and NFIs distributions in migrant centres without ensuring measures for equal access (e.g., not taking into consideration potential rivalries among different ethnicities or nationalities hosted in the same facility)
- Information about entitlements is not available or not in a language or format that all people can understand

Facilitator Note 1.1.10

Examples of special measures an actor could take to facilitate access for individuals or groups who are excluded or not able to access assistance include:

- Ensuring program and/or project information is in a language and format that everyone can understand
- Providing mobile and/or outreach services outside of migrant centres
- Promoting universal access to the built environment by practicing inclusive planning and design of all buildings and facilities
- Adopting integrated approaches that take into consideration host-community's needs
- Providing safe space for at-risk groups

Facilitator Note 1.1.11

The 5 IASC Accountability Commitments:

1. **Leadership/governance:** Demonstrate their commitment to accountability to affected populations by ensuring feedback and accountability mechanisms are integrated into country strategies, programme proposals, monitoring and evaluations, recruitment, staff inductions, trainings and performance management, partnership agreements, and highlighted in reporting.
2. **Transparency:** Provide accessible and timely information to affected populations on organizational procedures, structures and processes that affect them to ensure that they can make informed decisions and choices and facilitate a dialogue between an organisation and its affected populations over information provision.
3. **Feedback and complaints:** Actively seek the views of affected populations to improve policy and practice in programming, ensuring that feedback and complaints mechanisms are streamlined, appropriate and robust enough to deal with (communicate, receive, process, respond to and learn from) complaints about breaches in policy and stakeholder dissatisfaction.
4. **Participation:** Enable affected populations to play an active role in the decision-making processes that affect them through the establishment of clear guidelines and practices to engage them appropriately and ensure that the most marginalised and affected are represented and have influence.
5. **Design, monitoring and evaluation:** Design, monitor and evaluate the goals and objectives of programmes with the involvement of affected populations, feeding learning back into the organisation on an on-going basis and reporting on the results of the process.

Facilitator Note 1.1.12

Participants will likely give answers such as: interviews, focus group discussion. And targets will include community leaders, key focal points, women and children. At this point it is good to remind people of the risks of always working through community leaders. It is also a good time to remind participants of people with specific needs, and the different categories of people that can participate through consultations, focus group discussions.

In reference to ways in which actors can assist people to claim their rights, some examples may include:

- Provide information about people's entitlements in a language and format that is accessible to all
- Facilitate human rights education
- Assist people to secure or replace documentation they may need to access their entitlements
- Ensure appropriate referral of protection issues.

SESSION 2

THE MIGRANT CENTRES TOOLKIT

SESSION 2.1: INTRODUCTION: THE MIGRANT CENTRES TOOLKIT

Session Overview

Session aim: This session provides participants with a brief overview of the Migrants Centres Toolkit (MCT), which is intended as a **practical resource for field practitioners** providing access to key guidance material, tools, best practices, and examples on Migrant Centres' facilities and services' design and implementation. In particular, **the focus of this toolkit is on the management of physical facilities, referred to in this toolkit as "migrant centres"**.

This and the following sessions of this course are built on the Migrant Centres Toolkit – electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 35 mins.

Session Type: Presentation/Plenary discussion

Session Instructional Objectives	This session will: <ul style="list-style-type: none"> Introduce participants to the Migrant Centres Toolkit: purpose, usage, applicability Provide a brief overview of the 4 categories of the Migrant Centres Toolkit
Learning Outcomes	After this session participants will be able to: <ol style="list-style-type: none"> Contextualize the Migrant Centres Toolkit within migrant protection and assistance programs Understand the relevance of the Migrant Centres Toolkit in relevant context of operations Be familiar with Migrant Centres Toolkit content
Key Messages	<ol style="list-style-type: none"> The toolkit constitutes a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on migrant centres' design and implementation The focus of this toolkit is on the management of physical facilities, referred to in this toolkit as "migrant centres" The MCT consists of concise entries that provide guidance and tools on specific topics grouped together under four categories which will be further explored during this session The MCT provides guidance on applicable minimum standards, to ensure safe and dignified assistance in the context of migrant centres
Preparation	Migrant Centres Toolkit webpage open (to show participants how to access it) Projector and video-audio systems
Resources	<ul style="list-style-type: none"> PPT slides with videos Video: IOM Introduction to Migrant Centres Toolkit_Video Specific guidance tools and samples listed in the resources column

Session 1.2 Plan

TIME	ACTIVITY	RESOURCES
2 mins	Introduction	
	<p>Present session learning outcomes on a PPT slide: After this session participants will be able to:</p> <ol style="list-style-type: none"> Contextualize the Migrant Centres Toolkit within migrant protection and assistance programs Understand the relevance of the Migrant Centres Toolkit in relevant context of operations Be familiar with Migrant Centres Toolkit content 	
10 mins	About the Migrant Centres Toolkit	
	<ul style="list-style-type: none"> Play the video: Introduction to The Migrant Centres Toolkit Video Show the participants how to access the electronic platform of MCT, accessible here: Migrant Centres Toolkit Explain that this session provides participants with an overview of the Migrants Centres Toolkit which, building on the electronic platform, is intended as a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on migrant centres' facilities and services' design and implementation. Explain that the focus of this toolkit is on the management of physical facilities, referred to in this toolkit as "migrant centres". Ask participants if they are already familiar with the toolkit Ask participants what their existing knowledge about the MCT is (i.e., tools, applicability) and/or their existing knowledge of migrant centre (or other type of facilities) management. <p>See facilitator note 2.1.1</p>	<p>Resources:</p> <p>Introduction to the Migrant Centre Toolkit Video</p>
10 mins	The Migrant Centres Toolkit – Categories	
	<ul style="list-style-type: none"> Explain that the Migrant Centres Toolkit consists of concise entries that provide guidance and tools on specific topics grouped together under four categories. Present the 4 categories on a PPT slide: <ul style="list-style-type: none"> Administration Management of migrant centres Protection and assistance services Information management and migration data Provide a brief overview of category and explain that during this session we will briefly explore each category <p>See facilitator note 2.1.2</p>	

TIME	ACTIVITY	RESOURCES
3 mins	<p>Summary of Key Messages</p> <ul style="list-style-type: none"> • Summarise the key messages of this session on a PPT slide <ol style="list-style-type: none"> 1. The toolkit constitutes a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on migrant centres design and implementation 2. The focus of this toolkit is on the management of physical facilities, referred to in this toolkit as “migrant centres” 3. The MCT consists of concise entries that provide guidance and tools on specific topics grouped together under four categories which will be further explored during this session 4. The MCT provides guidance on applicable minimum standards, to ensure safe and dignified assistance in the context of migrant centres 	

Facilitator Notes

Introduction: The Migrant Centres Toolkit
Facilitator Note 2.1.1

Assistance to migrants in vulnerable situations is a core activity of the International Organization for Migration (IOM) in line with its mandate, the 2030 Agenda and its Sustainable Development Goals, and the New York Declaration for Refugees and Migrants. Over the past years, IOM has capitalized on its expertise on identification, assistance, and protection of migrants in need through the establishment of Migrant centres. Migrant centres are integrated into IOM’s model for migrant protection and assistance in key hubs in countries of origin, transit, and destination. Saving lives must go hand in hand with comprehensive measures to improve conditions for migrants along the migration routes. The goal is to provide a wide range of services to improve conditions for migrants:

- Food and water
- Accommodation in open centres
- Medical and psychosocial care
- Legal options and information
- Voluntary return and reintegration support and other sustainable solutions
- Referral for specialized assistance and referral for asylum seekers, victims of trafficking, unaccompanied or separated migrant children and other migrants in vulnerable situations.

The aim of these “migrant centres” is to ensure that the human rights and wellbeing of migrants are respected and to provide an effective way to refer migrants in need to specialized services. The nature of migrant centres varies in each location and throughout time, but it is characterized by three core elements:

A **co-operative framework** to facilitate the identification of migrants in need, and to ensure that they receive appropriate immediate longer-term support

All migrant centres seek to formalize co-operation among IOM, government agencies, civil society organizations, and United Nations (UN) agencies providing assistance to migrants in need, including shelter, protection from physical and psychological harm, as well as support services and sustainable solutions.

1. A **one-stop shop** for the provision of comprehensive and inclusive protection and assistance services.

Migrant centres are neutral spaces that provide migrants with protection and assistance services at all stages of the migration process, in countries of origin, transit and destination. Services greatly vary depending on the specificities of each context and may include shelter and basic needs provisions such as food, non-food items (NFIs) and medical and mental health care, as well as administrative and legal support, information about the risks of irregular migration and alternatives to it, referral services, pre-departure and post-arrival integration support as well as assisted voluntary return and reintegration (AVRR).

2. A **mechanism** through which migration data is collected about migrants and migration trends.

Migrant centres can play a significant role in data gathering, mainly through the registration of migrants during assistance. Information on the reasons for migrating, immediate migrant needs, the experience of hardships and human rights abuses, as well as demographic information is collected in line with IOM Data Protection Principles and it contributes to building a clearer picture of migration trends as well as migrant’s vulnerabilities and strengths, which can feed into evidence-based advocacy, policy, and programming.

Basic principles for migrant protection and assistance including self-determination and participation, non-discrimination, respect and protection of human rights, informed consent, age, gender and diversity (AGD) mainstreaming, and data protection are core elements of migrant centres, as well as accountability to affected populations (AAP) and protection from sexual exploitation and abuse (PSEA).

Facilitator Note 2.1.2

1. **Administration:** This category provides IOM offices and staff with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.
2. **Management of migrant centres:** This category focuses on the management of migrant physical centres. It presents possible typologies and management models, as well as resources to facilitate the effective set-up and running of the centres in line with humanitarian assistance and protection standards and best practices. Guidance on beneficiaries’ participation and accountability, information sharing, and community relations is also provided in this section.
3. **Protection and assistance services:** This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including case management, food and non-food items (NFIs), health and mental health support, education, training and recreational activities, administrative and legal services and sustainable solutions.
4. **Information management and migration data:** This category provides tools to facilitate registration of beneficiaries and ensure accurate information management for programme implementation and reporting purposes. IOM’s data protection provisions are also addressed in this section.

SESSION 2

THE MIGRANT CENTRES TOOLKIT

SECTION 2.2: ADMINISTRATION

Session Overview

Session aim: This session introduces participants to the first category of the Migrant Centres Toolkit: administration. It will provide participants with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.

This and the following sessions of this course are built on the Migrant Centres Toolkit – electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 60 mins.

Session Type: Presentation / plenary discussion / interactive exercise

Session Instructional Objectives	This session will: <ul style="list-style-type: none"> Provide participants with a brief overview of the processes for the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.
Learning Outcomes	After this session participants will be able to: <ol style="list-style-type: none"> Understand the basic administrative requirements and processes for effective set-up and running of migrant centres Appreciate the importance of ensuring coordination among key stakeholders for effective set-up and running of migrant centres facilities
Key messages	<ol style="list-style-type: none"> The set-up and running of migrant centres start from a set of administrative processes and steps that applies to different sub-categories: human resources, procurement and logistics, monitoring and evaluation (M&E) and accountability. A variety of actors may be involved in the administrative process of migrant centres set-up; coordination is essential for effective set-up and running of migrant centres
Preparation	Familiarise with guidelines and resources indicated in each session plan Projector and audio-video systems Wi-fi connection Projector and audio-video systems
Resources	<ul style="list-style-type: none"> PPT slides S3.2_Best Practices [Facilitator can use S3 resources also for S2 of the Blue Module] Specific guidance tools and samples listed in the resources column

Session 2.2 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> Present session Learning outcomes on a PPT slide. After this session, participants will be able to: <ol style="list-style-type: none"> Understand the basic administrative requirements and processes of migrant centres set-up and running Appreciate the importance of ensuring coordination among key stakeholders for effective set-up and running of migrant centres facilities 	
5 mins	Administration – Migrant Centres Toolkit	
	<ul style="list-style-type: none"> Present the 5 sub-categories within the <i>administration</i> category on a PPT slide: <ul style="list-style-type: none"> Human resources Cooperation frameworks with government/other entities Procurement and logistics Monitoring and evaluation (M&E) Accountability to affected populations (AAP), complaint and feedback mechanisms <p>See <i>facilitator note 2.2.1</i></p> <ul style="list-style-type: none"> Explain that you will now briefly guide participants through the main steps and processes within each sub-category 	
10 mins	Human Resources - Administration	
	<ul style="list-style-type: none"> Present and explain key considerations of the <i>human resources</i> sub-category on a PPT slide: <ul style="list-style-type: none"> According to the type of migrant centre: presence of governmental and non-governmental personnel, implementing partners (IPs), other/service providers Budget implications: organization's staff (staff & office costs), non-organization's staff/external contracted providers (operational costs) Migrant centres facilities present high need of human resources All personnel (directly hired by governmental and non-governmental actors or through IPs/service providers) --> adhere and respect code of conduct and protection from sexual exploitation and abuse (PSEA) policies Governmental and non-governmental project managers > define terms of references (ToRs) according to specificities of migrant centres (MCs) facilities Duty of care: ensure 24/7 personnel's presence (shelter and multifunctional facilities) 	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> Clear division of roles and responsibilities: organigram and standard operating procedures (SOPs) Regular capacity and team building for MC personnel <ul style="list-style-type: none"> Explain that MC personnel has duty of care, they should be balanced in gender, age and disability where possible and relevant. Explain that MC personnel should receive regular training, participate in capacity building and team building initiatives where possible. Explain that, in order to ensure a positive environment within the centres, key competences and personal inclinations to be considered when recruiting personnel for the facilities include: <ul style="list-style-type: none"> Takes into considerations key competences and inclinations Knowledge and adherence to humanitarian principles Good communication skills Open and collaborative attitude <p>In addition to:</p> <ul style="list-style-type: none"> Mandatory protection from sexual exploitation and abuse (PSEA) and child protection policies, code of conduct (CoC) training Encourage first aid and psychological first aid (PFA) trainings Consult and engage beneficiaries <ul style="list-style-type: none"> Explain that both personnel and migrants – as well as service providers and external actors - should respect a code of conduct – each migrant centre has its own rules and regulations. Present an organigram sample on a PPT slide Present example of essential roles for the functioning of migrant centres facilities on a PPT slide Present the best practice on a PPT slide and invite participants to reflect and share other good and bad practices from their context of operations. <p><i>In Niger, essential staff working in transit centres participated in an IOM workshop on working with People with diverse SOGIESC See here for further information.</i></p> <p><i>And/Or</i></p> <p>Mali: <i>In Mali, all migrant centres (16) were assessed through structured field visits over a 3 months period (June - August 2022), through a questionnaire (made of 50 questions) that was integrating protection aspects. Specific training on working with people with disabilities, and other vulnerable categories. will be tailored on the needs highlighted in the final evaluation.</i></p> <p>Note: <i>The facilitator may choose the optional best practice, should the first one not be applicable due to sensitivity of the topic in each context.</i></p>	<p>Resources: ToR sample</p> <p>Resource: S3.2 Best Practice Human Resources</p>

TIME	ACTIVITY	RESOURCES
10 mins	<p>Cooperation Frameworks - Administration</p> <ul style="list-style-type: none"> Explain that migrant centres provide comprehensive and inclusive multi-dimensional responses which entail the involvement of a variety of actors: <ul style="list-style-type: none"> Local authorities / government INGOs/ CSOs /local NGOs Private sector Other UN agencies Present and explain key considerations of cooperation frameworks on a PPT slide: <ul style="list-style-type: none"> Partnerships and complementarity of services requires formalize agreements, which can be local cooperation agreement, project implementation agreement and/or MoUs With standard operating procedures; PSEA, data protection and other provisions related to code <p><i>See facilitator note 2.2.2</i></p> <p>Note: <i>Emphasize the importance of having frameworks, documents and tools for comprehensive migrant centres (MCs) set-up, management and phasing out. For example: formalized agreements, memorandum of understanding (MoU), SOPs. The list is not exhaustive.</i></p>	<p>Resources: Identification & Selection of IPs</p> <p>Project Implementation Agreement</p> <p>Local Cooperation Agreement</p>
10 mins	<p>Procurement and Logistics - Administration</p> <ul style="list-style-type: none"> Present and explain types of procurement operations and needs applicable to the context of migrant centres facilities (briefly explain in what specific procedures may consist of. Take into consideration that actors may apply procedures differently): <ul style="list-style-type: none"> Purchase of properties (land or real estate) Procurement of construction works Donations Contracting service providers (e.g., cleaning services) Urgent accommodation or shelter (e.g., purchase order) Warehouse management: storage, purchase of goods, inventory systems for example Explain that generally, procurement contracts are guided by the following principles: <ul style="list-style-type: none"> Highest ethical standards (including avoiding conflicts or perceived conflicts of interest); Efficiency and economy; Equal opportunity and competition; Transparency. <p><i>See facilitator note 2.2.3</i></p>	<p>Resources: IOM General Procurement Principles and Processes</p> <p>IOM Procurement Manual</p>

TIME	ACTIVITY	RESOURCES
5 mins	Monitoring and Evaluation - Administration	
	<ul style="list-style-type: none"> • On a PPT slide: why is monitoring and evaluation (M&E) important? <ul style="list-style-type: none"> • Better understand and measure impact and outcome of services provided • Identify gaps and measure of improvement • Prevent and mitigate services' unintended consequences • Gather lessons learnt • Essential tool for accountability and learning • How? <ul style="list-style-type: none"> • Set clear performance indicators • Identify tools, methodologies, frequency • Surveys, assessments, field visits, attendance lists, impact score card tools • Explain: Establishing the appropriate monitoring tools is essential to ensure the smooth implementation of activities and the successful achievement of migrant centres objectives. There are several ways in which data can be collected for the monitoring and evaluation of services in migrant centres, as for instance pre-defined observation forms, checklist and interview guides to measure the outputs, monitor the activities, identify red flags and collect beneficiaries' feedback. Satisfaction surveys shall be conducted with a percentage of the beneficiaries, identified proportionally to the resource available. • Explain reasons for evaluation: <ul style="list-style-type: none"> • <u>Internally</u>: gathering information to improve ongoing and future projects • <u>Externally</u>: promoting transparency and accountability which, in turn, can assist donors in their decision-making and about future project funding. Donors have limited resources and wish to maximize the impact of their contributions; evaluations enable them to know what returns they are getting from their investments. <p><i>Note: Emphasize that monitoring and evaluation (M&E) should be done at all stages of project implementation, utilizing specific tools (e.g., satisfaction survey, baseline/endline assessments, impact score card, process score card).</i></p>	<p>Resources:</p> <p>IOM Project Handbook M&E</p> <p>Running an Effective Migrant Resource Centre M&E</p>

TIME	ACTIVITY	RESOURCES
10 mins	Accountability to Affected Populations (AAP), Complaint and Feedback Mechanisms - Administration	
	<ul style="list-style-type: none"> • Ask participants: accountable to whom? Allow participants to provide some inputs. • Present the Accountability to Affected Populations (AAP) IASC framework on a PPT slide and explain that IOM has committed to the AAP, notably by: <ul style="list-style-type: none"> • Promoting transparency • Facilitating feedback and complaints • Ensuring participation of affected populations <p><i>See facilitator note 2.2.4</i></p> <ul style="list-style-type: none"> • Explain that we have already briefly mentioned the AAP framework in the first session, whereas accountability is among the 4 key principles of protection mainstreaming. • Explain the importance of establishing formal complaint and feedback mechanisms (CFMs) in migrant centres (which is also a responsibility of all actors implementing activities in the centres: <ul style="list-style-type: none"> • Establish effective 2-ways communication • Effective response to concerns raised by beneficiaries • Beneficiaries' perspectives can positively impact programming • Support internal accountability mechanisms for MC's personnel behaviour and misconduct • Ask participants to list some of their organization/institution's feedback and complaints sources and tools and which ones could or should be put in place in MCs. Answers should include: <ul style="list-style-type: none"> • Interviews, post-distribution monitoring • Field visits • Complaint boxes • Community consultations • Social media, SMS • Toll free numbers • Daily reception hours with neutral personnel/staff • Use of voice recorder for those who cannot write • Present the 4 steps of feedback and complaints mechanisms on a PPT slide • IMPORTANT: Feedback and complaint mechanisms must be accessible by all beneficiaries and therefore consider and address also all kind of barriers to access such mechanisms. 	<p>Resources:</p> <p>IOM Toolkit AAP Accountability and Complaint mechanisms IOM PPT</p> <p>IASC Accountability to Affected Populations AAP</p>

TIME	ACTIVITY	RESOURCES
5 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. The set-up and running of migrant centres start from a set of administrative processes and steps that applies to different sub-categories: human resources, procurement and logistics, monitoring and evaluation (M&E) and accountability. 2. A variety of actors may be involved in the administrative process of migrant centres set-up, coordination is essential for effective set-up and running of migrant centres 	

Facilitator Notes

Administration

Facilitator Note 2.2.1

This category provides participants with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.

**Cooperation Frameworks
Facilitator Note 2.2.2**

An implementing partner (IP), as per IOM's definition, is any government agency, government owned or controlled corporation, international organization (IO), non-governmental organization (NGO) or non-profit agency (NPA) engaged by IOM as a partner in non-profit humanitarian work.

The engagement can be:

- At the request of the donor;
- Upon determination of need by IOM
- Initiated by the implementing partner
- Or by any other arrangement or agreement where IOM and the implementing partner will jointly contribute time and resources on a humanitarian undertaking.

The following characteristics distinguish an IP from a regular commercial service provider (SP) or vendor:

1. An IP is a contractual partnership based on shared goals and objectives.
2. The contractual partnership is formalized by an agreement (MoU, MoA, grant) rather than a service or supply and delivery contract.
3. The IP is a non-profit organization as opposed to commercial companies with profit as an objective.

The IP may have inherent and distinct capabilities that IOM does not possess. The partnership produces synergy. It allows IOM to be more effective and efficient in fulfilling its mandate. A regular commercial transaction is merely the process of obtaining goods and services in exchange for payment in money.

Note: highlight the importance of having frameworks, documents, tools for comprehensive migrant centres set-up, management and phasing out. For example: formalize agreements, MoUs, SOPs. The list is not exhaustive.

**Procurement and Logistics
Facilitator Note 2.2.3**

Procurement and logistics processes and procedures may change according to each actor's specific organizational structure and according to specific context.

In IOM, for instance, most procurement is carried out in a decentralised manner at the Country Office level, with relevant internal controls provided by the Global Procurement and Supply Unit (GPSU).

Procurement contracts are generally guided by the following principles, which should ideally guide every actor's procurement and logistics processes:

- Highest ethical standards (including avoiding conflicts or perceived conflicts of interest);
- Efficiency and economy;
- Equal opportunity and competition;
- Transparency.

IOM's general procurement principles and processes, which shall be observed in carrying out procurement of goods and services, may be consulted at: [IOM general procurement principles and processes](#) electronic page.

Different procedures are foreseen for each type of procurement commodities, although mixed procurement (i.e., procurement that combines categories) is also possible. The following list of procurement operations briefly outlines what they consist of and in which cases they should be applied. The following list is not exhaustive, and readers may consult their relevant organization's procurement and logistics department for further guidance.

The purchase of properties (land or real estate) shall be coordinated with and approved by the Department of Resources Management (DRM) or administrative departments, according to each organization's structure, which may be located at headquarters or in country offices prior to proceeding with the standard procurement process. The elements to be taken into account by the afore mentioned departments to verify compliance are, but not limited to a) donor agreement, which shall be obtained in writing; b) potential conflict of interest, if the property is to be donated to an interested party in the project (e.g. a governmental entity); c) the appropriateness of the transaction and the sustainability of the investment; d) any legal issue that may arise.

Procurement of construction works is also usually addressed in each organization's procurement manual or guidelines. Considering the complexity of the construction works implementation, Missions and/or country offices should secure proper technical expertise from the start of the project through to its completion and final acceptance. Missions and/or country offices should ensure that all financial resources are secured, confirmed and available for immediate implementation and that there is also a proper coordination system in place with all stakeholders involved. Mission should ensure that a preliminary engineering study, which includes technical viability, conformance of land, design standards, government permits, or any additional specific recommendation are completed and confirmed by the technical expert prior to proceeding.

Donations are usually possible only following the signature of a written agreement which, for ease of reference, will be called Donation Agreement between the donor and the recipient. If a property is purchased or built to be donated, the legal agreements related to it shall clearly indicate the building is not for donor's use or ownership and it shall and report its intended scope. It is recommended that this procedure is coordinated closely between the concerned mission and/or country office and the relevant Administrative and Legal units/department at headquarters (when applicable and according to each actor's own organizational structure). Depending on the conditions related to its purchase and donation, the property should be catalogued in the most appropriate and relevant way in applicable filing/record keeping systems.

If **urgent accommodation or shelter** is needed, an official request or purchase order can be signed with a service provider. Nevertheless, it is essential to ensure that the facility complies with minimum protection and assistance standards, and its personnel shall comply with the organization's provisions on confidentiality, data protection, and prevention of sexual exploitation and abuse (PSEA). If assistance in such a facility is protracted, it is recommended to opt for a formal agreement (e.g., Project Implementation Agreement) instead.

Warehouse and storage issues: Efficient and effective warehousing operations allow to minimise stock losses and can be classified in four main activities: receiving goods; storage, picking, kitting and repacking, and withdrawal of goods. It is essential to keep an up-to-date inventory list, which should contain items of supplies (e.g., NFIs, mattresses, mosquito nets, medical equipment, and drugs), reports on stock levels, movements, losses, damage, and distribution must be tracked using an inventory system. The inventory system should identify what has been ordered and distributed; which donor or sponsor procured the items; and the items delivered and balance available. Actors usually managing warehouse facilities may have relevant warehouse management manuals and guidelines that provide comprehensive guidance on the management and stewardship of stocks. The guidelines are usually applicable to the warehousing of procured goods for beneficiaries, equipment, and supplies for activities that require warehousing and stock tracking. Information should be provided for both organization-managed facilities and externally managed stocks.

**Accountability to Affected Populations (AAP), Complaint and Feedback Mechanisms
Facilitator Note 2.2.4**

IOM AAP framework – available here: [IOM AAP Framework](#) “[...]establishes the International Organization for Migration’s (IOM) common approach for implementing and mainstreaming AAP throughout its crisis related work as contained in its Migration Crisis Operational Framework (MCOF). It helps the Organization ensure quality and responsive programming in line with the evolving needs of beneficiaries, affected populations and communities and enforce the Organization’s zero tolerance against sexual exploitation and abuse (SEA) and other misconduct. The commitments of this framework were developed in line with the Inter-Agency Standing Committee’s (IASC) commitments to AAP and adapted to meet IOM’s operational realities.”

SESSION 2

THE MIGRANT CENTRES TOOLKIT

SESSION 2.3: PROTECTION AND ASSISTANCE SERVICES

Session Overview

Session aim: : This session introduces participants to the second category of the Migrant Centres Toolkit: “*protection and assistance services*”. This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including case management, reception and orientation, food and non-food items (NFIs), health and mental health support, education, training and recreational activities, administrative and legal services and sustainable solutions.

This and the following sessions of this course are built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 110 mins.

Session Type: Presentation / Plenary discussion / Interactive exercise

Session Instructional Objectives	This session will: <ul style="list-style-type: none"> Provide participants with a general overview of the main direct assistance services that may be offered to migrants in migrant centres
Learning Outcomes	After this session participants will be able to: <ol style="list-style-type: none"> Understand essential operational connotations for the provision of case management (CM) services under the migrant protection and assistance framework and within migrant centre facilities Understand essential operational connotations for the provision of food, nutrition, NFIs, education, health and MHPSS services among others, under the migrant protection and assistance framework
Key Messages	<ol style="list-style-type: none"> The protection and assistance category of the toolkit constitutes a practical resource for field staff and stakeholders (protection and non-protection) to ensure the provision of applicable context-specific comprehensive and inclusive protection and assistance services Ensuring safe and dignified provision of protection and assistance services within migrant centres is a shared responsibility The protection and assistance category, as part of the Migrant Centres toolkit, is built on international standards, in line with IOM handbooks and guidelines, which are available and accessible on IOM portal and I-learn platform. Further guidance can be provided also by relevant IOM country focal point and/or other national expert(s).
Preparation	Projector and audio-video settings
Resources	<ul style="list-style-type: none"> PPT slides with videos S3.3_Blue Module_Group Exercise_Health Services (applicable to Session 2.3 BLUE Module) S3.3 Best Practices (applicable to session 2.3 Blue Module) Video: S3.3 MHPSS Djibouti video Video: MHPSS MSP Specific guidance tools and samples listed in the resources column

Session Plan 2.3

TIME	ACTIVITY	RESOURCES
2 mins	<p>Introduction</p> <ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide: <p>After this session participants will be able to:</p> <ul style="list-style-type: none"> • Understand essential operational connotations for the provision of case management services under the migrant protection and assistance framework and within migrant centres facilities • Understand essential operational connotations for the provision of food, nutrition, NFIs, education, health and MHPSS services among others, under the migrant protection and assistance framework <p>See <i>facilitator note 2.3.1 (OPTIONAL)</i></p>	<p>(Optional: MCT Case Study Video1)</p>
5 mins	<p>Case Management – Protection and Assistance services</p> <ul style="list-style-type: none"> • Present the list of protection and assistance categories (protection and assistance “flower” on a PPT Slide) <p>See <i>Facilitator Note 2.3.2</i></p> <ul style="list-style-type: none"> • Explain that each category refers to existing standard (international/IOM specific) guidelines they might be already familiar with. • Explain that within this session participants will have the opportunity to explore each individual category and sub-categories. • Present the case management (CM) approach (and case management definition) on a PPT slide. <p>See <i>Facilitator Note 2.3.3</i></p>	
10 mins	<p>Actors Involved – Protection and Assistance services</p> <ul style="list-style-type: none"> • Ask participants which Actors are involved in individual assistance? • Present schematic overview of actors involved in individual assistance on a PPT slide – Highlight the important role played by the state and other service providers (as well as other operational partners) in the provision of comprehensive and inclusive CM services. <p>See <i>facilitator Note 2.3.4</i> See <i>facilitator Note 2.3.5 (OPTIONAL)</i></p> <ul style="list-style-type: none"> • Explain that protection and assistance services for specific groups (children, UASC, survivors of sexual gender-based violence (SGBV), people with diverse SOGIESC, PWDs, victims of trafficking (VoTs) for example) require specialized case management services for which dedicated guidelines should be followed → refer to international and IOM standards and guidelines • OR • Identify within the participants’ group representatives of IOs/NGOs/government institution (e.g., Social Welfare) that provide specialized services to specific groups and invite them to share their expertise 	

TIME	ACTIVITY	RESOURCES
10 mins	<p>Referral Mechanisms - Protection and Assistance services</p> <ul style="list-style-type: none"> • Introduce the referral mechanism as part of the overall case management approach, but it is treated in this Toolkit as a separate sub-category of the <i>protection and assistance</i> macro-category as it requires specific attention. • Explain that, according to the target audience of this module, the referral mechanisms section represents a highly important topic for safe and dignified provision of protection and assistance services. • Explain what referral mechanisms are on a PPT slide • Explain: Assistance plans are likely to include multiple service providers, as a single service provider can rarely meet all needs. Coordination is therefore essential to ensure continuity of service and a holistic approach to addressing needs. Effective coordination reduces service duplication and fragmentation and can identify gaps in service delivery. The role of the case manager is to foster, maintain and strengthen collaborative partnerships between multiple parts of the service delivery system. Referral mechanisms are one way of facilitating coordination. They may be established at various levels: municipal, subnational, national, regional or international. Referral mechanisms typically identify the population of concern to them and the participating service providers; they specify the services they provide, the protection and assistance principles, standards and/or processes they apply, and the methods of coordination and cooperation between service providers. <p>See <i>Facilitator Note 2.3.6</i></p> <ul style="list-style-type: none"> • Present and explain the key steps for providing protection and assistance services through referral mechanism (within the Individual case management) on a PPT slide. • Ask participants to provide 1 example of existing referral mechanism for specific vulnerable group in their context of intervention. • Present and explain the key steps for establishing a referral mechanism on a PPT slide. <p>See <i>Facilitator Note 2.3.7</i></p> <ul style="list-style-type: none"> • Explain that case management may face some challenges, which may vary according to country’s specific dynamics and services. Present potential challenges on a PPT slide (including but not limited to): <ul style="list-style-type: none"> • Case management when services are unavailable: <ul style="list-style-type: none"> • The case manager remains the focal point and provider of direct support and information • Advocacy for the creation of specific services or the integration of migrants into existing services • Risk identification and management strategy, development of a contingency plan with a migrant • Vulnerable migrants in detention 	<p>Resources:</p> <p>IOM Guidance on Referral Mechanisms</p> <p>IASC referral form and guidance note</p> <p>Running an Effective Migrant Resource Centre</p>

TIME	ACTIVITY	RESOURCES
	<p>Note: additional specifications in relation to vulnerable migrants in detention:</p> <ul style="list-style-type: none"> States should only use immigration detention as a measure of last resort and should work towards alternatives to detention Detention of children is prohibited Mapping of services in detention Coordination with detention monitoring services and specific actors Regular visits and needs assessments Exit and reintegration plan Alternatives to detention Specific knowledge of rights. <p>Note: content of slide dedicated to specific challenges can be adapted to the context and specific problems faced by case managers in the country.</p> <ul style="list-style-type: none"> Present the main guidance notes and resources (images/screenshots) available that participants may consult, on a PPT slide. 	
10 mins	<p>Reception, Orientation and Information Sharing – Protection and Assistance services</p>	
	<ul style="list-style-type: none"> Present key considerations of adequate reception on a PPT slide <ul style="list-style-type: none"> First step of assistance (crucial) Builds relationship with beneficiaries Requires personnel with good listening and communication skills Takes place immediately after arrival Registration and/or first screening Informed consent Present and explain key consideration of adequate and proper orientation and information sharing on a PPT slide: <ul style="list-style-type: none"> It follows the reception one For beneficiaries admitted in the facility It follows the provision of urgent basic services Access to info is a basic human right Enables beneficiaries to make informed decision It manages expectations It contains and prevent rumours and misinformation that can lead to tensions Helps to establish trust and respect It should be accessible considering beneficiaries with visual, hearing, speech impairment, or illiterates 	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> Mention a list of potential topics that should be included in the orientation phase: <ul style="list-style-type: none"> IOM assistance if free of charge, it is based on beneficiaries' needs Participation is voluntary, they can withdraw at any time Overview of facility and services Overview of facility's regulations Overview of feedback mechanisms modalities 	
10 mins	<p>Registration of Beneficiaries – Protection and Assistance services</p>	
	<ul style="list-style-type: none"> Explain that registration of beneficiaries is the first step of case management (as seen in this session 2.3) Present and explain key considerations of registration process on a PPT slide: <ul style="list-style-type: none"> Get consent! Address language barriers Interviewer must provide migrants with some basic info: confidentiality of the registration process, scope, services Collect basic information of migrants and their profile Interviewer attitude: not judgemental, but sensitive attitude Ensure accuracy of data collected Inform participants that for further guidance on how to conduct a registration process they should consult IOM's handbook and guidelines Ask participants if they are aware of registration tools and/or systems used by their organizations or other actors in this context of operations. Then briefly explain relevant registration tools possibly used by governmental authorities and other actors, and by IOM: <ul style="list-style-type: none"> How do governmental authorities, NGOs and/or other partners register migrants (registration phase)? Primero, Salesforce, Kobo How does IOM record data (registration) related to case management? MiMOSA (definition) Explain that the applicability of specific software and tools depends on the context (coverage, challenging environments). 	<p>Resources:</p> <p>IOM AVM Handbook</p> <p>Migrant Resource Centre SOPs</p> <p>Niger IOM MRRM Handbook</p> <p>Registration Profiling</p> <p>Protection and Assistance Intake Form</p>

TIME	ACTIVITY	RESOURCES
10 mins	<p>Food, Nutrition and NFIs – Protection and Assistance services</p> <ul style="list-style-type: none"> • Introduce the <i>food, nutrition</i>, NFIs category within the MCT • Explain that these categories, as well as all the others, should consider the 4 principles outlined in Session 1 (meaningful access, safety and dignity, accountability, participation and empowerment) • Ask participants to list concrete examples of how they would design food, nutrition and NFIs services while considering the 4 key principles in their context of operations. Write answers on a flip chart and repeat the exercise for all categories. <p>See <i>Facilitator Note 2.3.8</i></p> <ul style="list-style-type: none"> • Explain that for nutrition: specific guidelines must be followed. E.g.: WHO and Sphere guidelines, and specific cases of malnourishment or persons with eating disorders must be taken into consideration in assistance provision • Present and Explain criteria and modalities of NFIs distribution: <ul style="list-style-type: none"> • Needs assessment • Age, gender, diversity inclusivity • Pre-determined criteria for NFIs distribution • Include: clothing, hygiene items, baby-kits, education kits, etc to meet basic immediate personal needs • Explain rationale for distribution modalities (food and NFIs): in-kind, in-cash, vouchers <p>See <i>facilitator note 2.3.9</i></p> <ul style="list-style-type: none"> • Present and explain Ethiopia and Mali's best practices on a PPT slide: ask participants to share reflections and observations (if any) <p><i>Ethiopia: Food is a powerful instrument for social cohesion. In Ethiopia, IOM transit centers for refugees regularly organise cultural food events. Beneficiaries use the premises' kitchen to cook their traditional food, which will then be presented and shared with the other guests.</i></p> <p>Or</p> <p><i>Mali: the respect of cultural aspects of food and nutrition habits, according to migrants' origins is highly important to ensure meaningful access to food and nutrition services. IOM in Mali places special attention to it by accompanying hosted migrants to local markets, to guide them through locally available products similar to products used to cook their traditional meals.</i></p>	<p>Sphere Standards-Nutrition</p> <p>IOM/NRC/UNHCR Camp Coordination and Camp Management/Food Nutrition</p> <p>IOM/UNHCR Collective Shelter/ Food and NFIs distribution</p> <p>Resource: S3.3 Best Practice Food Nutrition</p>

TIME	ACTIVITY	RESOURCES
20 mins	<p>Health & Medical Services – Protection and Assistance services</p> <ul style="list-style-type: none"> • Introduce the <i>health and medical services</i> category within the MCT, which can be provided either directly in the migrant Centre facilities and/or through medical referral to specialized partners or medical facilities <p>See <i>facilitator note 2.3.10</i></p> <ul style="list-style-type: none"> • Present on a PPT slide and explain that the following services may be provided within migrant centres facilities: <ul style="list-style-type: none"> • Medical screening • Primary health assessment and treatment -> referral to specialized services • Provision of information • HIV, Hepatitis, Tuberculosis, Malaria testing • Sexual reproductive health (SRH) counselling and treatment • Post-sexual violence exposure treatment (e.g., PEP kits) and counselling -> referral to specialized services • FFT examination • Health promotion materials • Explain that for health referrals to local clinics or hospitals (external) it is recommended to establish long-term agreements (e.g., MoUs). • Present basic requirements for in-House (MCs facilities) medical services on a PPT slide. • Present the health care referral system flow chart (sample available on MTC webpage) on a PPT slide. Explain that this referral system flow chart is only meant to provide an example. Different system may apply in each context. • Group Exercise/Role Play: provide a brief description of a scenario. <p>Scenario: <i>In [insert country where training is conducted] a CSO [or governmental authority] is managing a shelter-accommodation facility (full capacity: 250 migrants, with 35% being children under 10 years old). Medical services are provided by an IP hosted within the centre. Suddenly, the IP medical personnel realize that there is a measles outbreak, and 2 children under 5 years old have been reported deceased in the last 48 hours.</i></p> <ul style="list-style-type: none"> • Divide participants into groups: assign to each group the following roles: CSO [or governmental authority] managing the centre, Ministry of Health, implementing partner (I), WHO and/or IOM • Ask each group to nominate a spoke-person and discuss internally what steps should be implemented. In plenary, each group spoke-person should present action plan. 	<p>Resources: IOM AVRR framework</p> <p>IOM reintegration handbook</p> <p>AVRR Community Based approaches</p> <p>Toolkit for counselling migrants with health conditions</p> <p>Resource: S3.3_Blue Module_Group Exercise_Health Services</p>

TIME	ACTIVITY	RESOURCES
	Elicit participants' feedback by asking: <ul style="list-style-type: none"> • What is the State's role? • Which entity should take the lead in this emergency response? • What steps should be put in place? 	
10 mins	Mental Health and Psychosocial Support (MHPSS) – Protection and Assistance services	
	<ul style="list-style-type: none"> • Introduce the MHPSS category within the MCT, which can be provided either directly in the migrant centre facilities and/or through referral to specialized partners or facilities.. • Explain the importance of understanding the correlation between psychological wellbeing and migratory experiences, considering possible pre-existing psychological and mental disorders • Explain that for MHPSS referrals to local clinics or service providers (external) it is recommended to establish long-term agreements (e.g. MoUs) • Present key considerations for the provision of MHPSS services on a PPT slide <i>See facilitator note 2.3.11</i> • Present (PPT slide) and explain that the following MHPSS measures should be considered for the provision of MHPSS services in migrant centres: <ul style="list-style-type: none"> • Centre staff shall receive guidance on how to mainstream MHPSS and on “do no harm” rules • Centre staff should receive adequate training to provide psychological first aid (PFA) • Availability and access to group sessions/peer support groups facilitated by a MHPSS professional • Individual counselling sessions • Psycho-education group sessions • Group recreational activities to facilitate wellbeing and social connectedness • Present an example of MHPSS activity best practice on a PPT slide and highlight key considerations and/or play a country specific MHPSS video (short version) to use a different and more tangible way/tool to share a best practice <i>See facilitator note 2.3.12</i> • Ask participants if they would like to share any best practice of MHPSS services that are taking place in their context of intervention. 	<p>Resources (optional): Video: MHPSS MSP</p> <p>PFA Guidance for Field Workers</p> <p>IASC MHPSS guidance</p> <p>Resources:</p> <p>S3.3 Best Practice MHPSS</p> <p>S3.3 MHPSS Djibouti Video</p>
5 mins	Education, Trainings and Recreational Activities – Protection and Assistance services	
	<ul style="list-style-type: none"> • Introduce education, training and recreational activities category within the MCT, which can be provided either directly in migrant centres facilities and/or through external partners/ service providers (in such case it is recommended to establish long-term agreements (e.g., MoUs)) 	<p>Resources: Inclusive Education in Emergencies</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain importance/impact of education, training, recreational activities on a PPT slide: <ul style="list-style-type: none"> • Contributing to psychological wellbeing • Self-perception, reduce sense of dependency • Sense of belonging • Social interaction • Access to opportunities • Present and explain types of activities on a PPT slide: <ul style="list-style-type: none"> • Training for youth and adults: business management, agriculture, hairdressing • Non-formal education: literacy, numeracy, IT courses, arts and crafts, language for children and youth • Childcare and child friendly spaces (CFS) • Sports clubs, tournaments • Explain the following important considerations, which are also linked to main protection and humanitarian principles (seen in Session 1 of this training): <ul style="list-style-type: none"> • Access and inclusivity (age, gender, disabilities) • Participation and feedback mechanisms – involve beneficiaries in designing and planning activities • Barriers: language, distance to school or training centres, security situation, economic situation, migrant with disability • Build on capacities: you may have beneficiaries with highly technical skills and knowledge on specific topics à they could be facilitators/trainers themselves • Involve host community à bonds, integration, cohesion • Explain that some recreational activities may have a MHPSS focus and, if time allows, discuss with participants why and what is the main difference in their view – i.e., when recreational activities can be considered MHPSS activities? Also, important to note – it is highly recommended to have a written schedule of all activities organized in MCs and for MCs' beneficiaries that all can check in advance. Organizing regular activities allow migrants to regain a sense of time, organize themselves, are actors of their daily life in the MCs, not passive. It is particularly relevant in the MRRM and AVR contexts. 	<p>Education in Emergencies Toolkit</p>

TIME	ACTIVITY	RESOURCES
	<p>See Facilitator Note 2.3.13</p> <p>Present a best practice on a PPT slide and encourage participants' feedback and observations</p> <p>Niger: In IOM transit center in Agadez, Niger, ILO' Start and Improve Your Business (SIYB) business management training program is offered to migrants enrolled in Assisted Voluntary Return and Reintegration (AVRR) program. Migrants also have the chance to enroll in agricultural training, along with beneficiaries from the local community.</p>	<p>Resources: S3.3 Best Practice Education</p>
10 min	<p>Administrative and Legal Services – Protection and Assistance services</p>	
	<ul style="list-style-type: none"> • Introduce the administrative and legal services category within the MCT, which can be provided either directly in MC facilities and/or through external partners or service providers • Explain that the lack of legal documentation represents a barrier to accessing all other services. In the socio-economic sphere, proof of legal identity is a precondition for economic inclusion and for sustainable reintegration in the country of origin or integration in the host country. • Present and explain types of administrative and legal services on a PPT slide <ul style="list-style-type: none"> • Civil registration support: birth registration, death registration, marriage/divorce, custody and other required identity documents • Access to legal aid: counselling, representation, awareness and info sessions • Legal aid and support within local integration programs • Support to consular authorities • Access to consular services • Capacity building and financial and logistical support for consular missions. • Explain that administrative and legal services can be delivered through different modalities: <ul style="list-style-type: none"> o In migrant centres, an initial assessment of migrants' legal need can be made by the case worker assisting the beneficiary, and referrals than made to specialised organisation or law firms o provided by national institutions, international organizations, non-governmental organisations (NGOs) or civil society ones. • Present a best practice in a PPT slide and encourage participants' feedback and observations. <p>Sudan: In Sudan, referrals are done from IOM's Migrant Resource and Response Centre (MRRC) in Khartoum to local legal NGOs providing legal aid to migrants in relation to administrative detention, negotiation and claims against employers, as well as divorce and custody of children with double nationality.</p>	<p>Resources: UNOHC Migrants Access to Justice</p> <p>UN Legal Identity Guidelines</p> <p>Resources: S3.3 Best Practice Admin /Legal Services</p>

TIME	ACTIVITY	RESOURCES
10 mins	<p>Sustainable Solutions - Protection and Assistance services</p> <ul style="list-style-type: none"> • Introduce the sustainable solutions category as part of the protection and assistance services within the MCT. • Explain participants to share, in plenary, their understanding of the sustainable solutions. • Briefly present the 3 sustainable solutions on a PPT slide <ul style="list-style-type: none"> • Assisted Voluntary Return and Reintegration (AVRR) • Local integration • Resettlement <p>See facilitator note 2.3.14</p> <ul style="list-style-type: none"> • Explain that given the focus of this training being on migrant centres, participants wishing to learn more about sustainable solutions may consult existing available resources and dedicated training packages (e.g., E-learning platforms) 	<p>Resources: IOM AVRR Framework</p> <p>IOM Reintegration Handbook</p> <p>IOM Resettlement guidelines</p> <p>AVRR Community Based Approaches</p> <p>Toolkit for Counseling Migrants with Health Conditions</p>
3 mins	<p>Summary of Key Messages</p> <ol style="list-style-type: none"> 1. The <i>protection and assistance</i> category constitutes a practical resource for field staff and stakeholders (protection and non-protection) to ensure the provision of applicable context-specific comprehensive and inclusive protection and assistance services 2. Ensuring safe and dignified provision of protection and assistance services within migrant centres is a shared responsibility 3. The <i>protection and assistance</i> category, as part of the Migrant Centres Toolkit, is built on international standards, in line with IOM handbooks and guidelines, which are available and accessible on IOM portal and E-learning platforms. Further guidance can be provided also by relevant IOM country focal point and/or other national expert(s). 	

Facilitator Notes

Protection and Assistance services in Migrant Centres

Facilitator Note 2.3.1

After the intro slide, the facilitator should immediately show the MCT Case-Study Video¹ to set the tone of this important session. The aim of the video is to “prepare” the ground on which the participants will “build” the provision of protection and assistance services.

It serves to help the participants “dive” into the processes and tools to be utilized in a potential real scenario they will be working on.

Use the suggested questions to prompt a brief discussion between the participants. This will allow them to relate to the case-study and start reflecting on the operational response.

Case Management

Facilitator Note 2.3.2

This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including:

- Case management,
- Food and non-food items (NFIs),
- Health and mental health support,
- Education, training and recreational activities,
- Administrative and legal services
- Sustainable solutions.

Each category refers to existing standard (international and IOM specific) guidelines they might be already familiar with (see AVM handbook, sector specific guidelines. Sector/topic specific training are also available on IOM I-Learn platform).

Facilitator Note 2.3.3

Case management is defined as: A person-centred process for providing protection and assistance to individuals with complex needs over the medium to long term. Case management involves the coordination of both formal and informal services with a wide range of stakeholders, including national authorities, NGOs, international organizations, family and community members.

Case management is a social work model for the provision of protection and assistance to individuals with complex and multiple needs who require access to a variety of services. Protection and assistance services follow a migrant-centred (or client-oriented) approach to case management, ensuring that the interest of each individual is at the centre of all interventions. This approach also promotes beneficiaries’ participation and decision-making regarding their access to protection and assistance services.

Case management allows to address beneficiaries’ needs in an appropriate, systematic, and timely manner either through direct assistance or referrals. In order to ensure quality, consistency, and coordination of assistance, case management shall be provided in accordance with standard operating procedures (SOPs) to be established for each centre in line with its components and objectives.

Depending on the migratory context and on the safety and security of both migrants and case management workers, different delivery models can be put in place or combined to provide the best possible assistance. In the individual care model, individual case management workers are assigned to beneficiaries on a one-to-one basis. This model allows us to build trust between the two subjects but is highly resource-intensive. In the community-based care model, case management workers are based in migrant communities, allowing for more direct access to the targeted population and enhanced knowledge of available services among the beneficiaries.

Outreach/mobile models foresee that case management workers meet beneficiaries in their place of residence, accommodation, or in other convenient locations, and it is recommended when beneficiaries do not want to or cannot be identified by going to a migrant centre. Case management workers are usually based in migrant centres facilities, but remote case management via phone or internet is also possible.

Facilitator Note 2.3.4

Case management is not a linear process but it may be divided into **six interlinked steps**:

1. **Identification:** Eligibility criteria to access protection and assistance services shall be clearly defined prior to programme implementation in order to guide the screening process that will lead to beneficiaries’ admission. Registration starts once case management workers have verified that eligibility criteria are met, and the beneficiary has given informed consent to registration. Registration of beneficiaries accessing migrant centres allows to ensure current individual and future case management, to monitor assistance delivery, to identify gaps and needs and to avoid duplication of services and fraud. Data can be collected both at individual and household level and it usually includes disaggregated demographic information such as names, date of birth, sex, gender, as well as other elements including vulnerabilities, reasons for migrating and experiences of hardship and abuses.
2. **Assessment:** Once an individual is identified as eligible for assistance, a comprehensive assessment shall be made to determine their vulnerability, needs, capacities and resources needs. Vulnerability screenings consist in the identification and assessment of situations of vulnerability, including for instance medical and psychological needs, unaccompanied and separated migrant children, violence, exploitation and/or abuse, including victims of trafficking and victims of gender-based violence, as well as persons in need of international protection. Please refer to MoDV model- AVM Handbook.
3. **Case planning:** Individual case plans address the needs identified during the assessment phase by identifying measurable objectives to be reached through direct assistance and/or referrals. Beneficiaries shall play an active role in the elaboration of their plan, working closely with their designated caseworker to ensure that their goals, needs and priorities stand out. Case plans shall be detailed and define the actions shall be taken, who is responsible for their implementation and within what time framework. The documents shall specify how assistance will be monitored, how feedback from beneficiaries will be incorporated, how the whole case management process will adhere to data protection principles, how information will be shared with beneficiaries and between caseworkers and relevant counterparts. The plans can also include resource allocations and a budget for relevant costs. They are living documents that can be revised if the situation or the context change, and they shall address beneficiaries’ needs in the short, medium and long term.
4. **Plan implementation:** This step concerns the actions taken to implement the case plan through protection and assistance services, either through direct support by IOM or through referrals to other entities or implementing partners. In this phase, the case management worker has the responsibility to coordinate the provision of services and to monitor it, to record progress, and to make sure that case plan objectives are met.
5. **Follow up and review:** Throughout the implementation of the assistance plan, caseworkers shall monitor the services accessed by beneficiaries to ensure that the plan meets their needs and that they are receiving appropriate support. Monitoring should be regular, although its frequency depends on the situation of each beneficiary and their specific needs and vulnerability. If a need for adjustments emerges, any change shall be made through regular communication with the beneficiary and information-sharing with all relevant partners, which entails also adherence and respect of IOM Data Protection Principles and Information sharing provisions (e.g., third party data sharing agreement). Monitoring and review can be addressed during case planning meetings – i.e., meetings between the beneficiary and their caseworker; case management meetings – i.e., internal meetings to review open cases and to discuss about progresses and to discuss possible measures to be taken; and case conferences – i.e., meetings among all partners involved in the provision of assistance and services to a given beneficiary.

6. **Case closure:** is the point at which assistance ends. Case management may terminate for a variety of reasons, as for instance because the support has ended, because beneficiaries no longer meet the criteria for case management support, because they choose to stop receiving assistance, because they leave the location where assistance was provided or because they have deceased. Before case closure, the beneficiary shall be prepared for the transition and any unmet or new needs identified. In IOM's programming, often cases are not closed but transferred to another IOM office (e.g., from a facility in a sub-office to a main office, or from a program to an IOM office in a country of destination or return). In this case, a clear handover plan shall be shared with the caseworker taking over the file. When transferring a case to a partner (e.g., to the government or to another UN agency), data protection principles should be followed, including obtaining the informed consent of the beneficiaries.

Actors Involved

Facilitator Note 2.3.5

Use the schematic example available in AVM handbook, pg 32. Delivery of services at the individual level requires personal, face-to-face contact, but remote case management via phone or internet is also. It is therefore typically delivered by: **(a) case managers**, who have specific responsibilities for working with migrants in vulnerable situations to assess their needs and capacities, identify goals, develop an assistance plan, organize delivery of the plan, and monitor and follow up on the effectiveness of the plan in meeting the identified goals; and **(b) service providers**, both public and private, who have a role to play in meeting the protection and assistance needs of migrants in vulnerable situations.

(c) State authorities play a role in upholding individual rights and meeting protection and assistance needs. Such functions can include provision of safety and security services by police officers, documentation assistance provided by consular officials and civil registry officials, and care and guardianship arrangements for vulnerable children provided by State child welfare agencies.

Referral Mechanism

Facilitator Note 2.3.6

Beneficiaries assisted in migrant centres usually have complex and multiple needs that require a comprehensive, inclusive and multi-dimensional response that unlikely can be provided by a single entity or organisation. Cooperation among different stakeholders such as United Nations (UN) agencies, government entities, non-governmental organisations (NGOs), civil society and the private sector through referral mechanisms is therefore paramount to ensure comprehensive and inclusive assistance and protection.

A referral mechanism is not a one-off document, but rather the process of working together through various steps of the assistance process, although a formalisation of such process is needed through a memorandum of understanding (MoU) and standard operating procedures (SOPs). Although there is no one-size-fits-all approach to develop referral mechanisms, government should take the lead in their development in order to ensure ownership and sustainability.

Facilitator Note 2.3.7

Key steps for establishing referral mechanisms include:

1. Setting up a steering committee (SC): it provides overall guidance and coordination. If the country already has a national coordination mechanism on migration, the SC can be subset. It shall be multi-sectoral and involve relevant actors involved in the referral mechanism's implementation.
2. Carry out an assessment: mapping of available services (also specialized services) for migrants in vulnerable situations (i.e., who, what, where).
3. Formalize the cooperation: MoUs, SOPs, referral pathways.

Food, Nutrition, NFIs

Facilitator Note 2.3.8

Food assistance: shall be preceded by a needs assessment to define the size of rations, frequency of distribution, type of food and distribution modalities, as well as special needs of specific groups. Food must be available in sufficient quantities and be culturally and religiously appropriate, so depending on the profile of beneficiaries' diverse food selections may be necessary. Beneficiaries shall be consulted in order to define preferred food lists and specific food requirements considered (e.g., formula milk for nursing children) → quality/quantity; accessible; easy and safe access, culturally appropriate

Facilitator Note 2.3.9

Distribution modalities: Depending on the context and on the specific needs of the beneficiaries, modalities other than in-kind distribution can be chosen for food and NFIs distribution, such as cash transfer for the purchase of food and goods or distribution of vouchers. The choice of the transfer modalities should be based on a thorough analysis of the context and the impact of the different options. Cash and voucher systems empower beneficiaries, reduce operational costs related to purchase and distribution and benefit the local economy. However, close monitoring shall be conducted by centres staff to assess how money is spent and how this impacts beneficiaries' needs. Furthermore, these systems entail a higher risks of aid diversion.

Health and Medical Services

Facilitator Note 2.3.10

Migrant centres usually provide preventive and basic curative health assistance to beneficiaries, who are then referred to local hospitals or health clinics if required by their medical conditions.

When medical assistance is among the services provided by migrant centre, the **presence of medical personnel** (medical doctor and/or nurses) shall be ensured full time. A room to be used as infirmary shall be foreseen, as well as a dedicated observation space for sick migrants in order to enable close monitoring and ensure isolation in case of infectious diseases. The **spaces dedicated to medical assistance** should be designed to provide privacy. Reception desks, waiting, and arranged to preclude the possibility of others overhearing conversation between beneficiaries and healthcare practitioners. All records related to beneficiaries' healthcare are confidential. As such, they shall be stored securely and shall not be shared without prior consent. Upon request, complete medical records should be handed over to beneficiaries. For further guidance on data protection, details will be explained in following dedicated sessions within the course of this training.

MHPSS Services

Facilitator Note 2.3.11

The provision of mental health and psychosocial support (MHPSS) in the framework of migrant centres plays an important role in migrant protection and assistance, strongly contributing to the sustainability of other centres interventions.

Consider the broad nuances of migratory experience → there is no single way or model to provide mental health and psychosocial support in migrant centres.

However, there are key considerations that should be taken into consideration, in line with protection & humanitarian principles (meaningful access, safety and dignity in particular):

- Centre personnel (regardless of their specific roles) shall receive basic training on how to avoid emotional harm to beneficiaries and on how to recognise physical, emotional, behavioural and cognitive signs of distress.
- MHPSS services may be provided directly in the facility by specialised personnel
- MHPSS services may be provided by external specialized service providers (INGOs, local NGOs, specialized facilities)
- A clear system shall be put in place for **the referral of beneficiaries with severe mental health disorders to specialised mental health services**

Facilitator Note 2.3.12

The facilitator should be familiar with the measures suggested and prepared to elaborate concepts. The facilitator can also consider asking participants if there is any MHPSS specialized staff among them that could provide peers with further elaboration and description of the measures listed in the slide and possibly provide some best practices examples.

- **Mainstreaming MHPSS considerations when providing assistance:** the emotional and cultural impact that services may have on individuals, family dynamics, gender relations and traditional household roles shall always be considered in the design of protection and assistance service in order to not disorient or harm beneficiaries. Centre staff shall receive guidance on how to mainstream MHPSS and on “do no harm” rules.
- **Psychological First Aid (PFA)** is a set of simple techniques that can be used both by MHPSS professionals and non-professionals to communicate with people in distress, prioritise their needs and refer them to appropriate services. PFA covers both social and psychological support and it gives a framework for supporting people in ways that respect their dignity, culture and abilities.
- **Facilitated group discussions on psychosocial needs:** A peer support group is a space where people come together to share their difficult experiences to give and receive support from each other. Peer support groups create a space for dialogue and conversation that facilitates the expression of emotions and feelings, including fears, concerns, hopes, and fosters mutual support. Peer support groups may be the ground to facilitate psychosocial group discussions dedicated to different themes (e.g., the expectations before the departure, the challenges of the journeys, the emotions, feelings related to return). Such activities shall be organized in close coordination with beneficiaries and facilitated by a professional with an educational background in counselling, psychology or social sciences with a deep understanding of beneficiaries’ difficulties, needs, resources and cultural background. These groups also represent an opportunity to interact with returning migrants and allow them to detect cases in need of more focused psychological care.
- **Psycho-education group session** are organized by a facilitator with an educational background in counselling, psychology or social sciences to help beneficiaries to understand the psychological reactions that arise from the stressors they are confronted to. The aim of these sessions is to reassure beneficiaries of the normality of these reactions and to provide a simple way to cope with distress and negative feelings. Psycho-education group sessions should use everyday language and avoid using clinical terms.
- **Individual counselling** is a low-intensity psychological intervention for beneficiaries impaired by distress which must be delivered exclusively by specialized mental health practitioners. It aims at restoring positive coping mechanisms, strengthening resilience and restoring a sense of wellbeing. When the time beneficiaries are spending at migrant centres facilities does not allow to carry out multiple sessions and follow up, no psychotherapeutic treatment shall be started as this may inadvertently harm the beneficiary. For people on the move, therapeutic techniques shall therefore be adapted to one-time counselling sessions.
- **Group recreational activities** do not have a direct therapeutic objective, but they can contribute to beneficiaries’ psychological well-being and social connectedness.

Education, Training, Recreational Activities Facilitator Note 2.3.13

The facilitator should be prepared to elaborate on the important key consideration that will guide design and planning of education, training and recreational activities, which are equally applicable to other services as mentioned in previous sessions, in migrant centers:

- Consider age/ gender/ disabilities factors to ensure appropriateness and inclusivity
- Identify possibly physical and non-physical barriers that may prevent beneficiaries from accessing services and activities
- Ensure beneficiaries’ active role in planning/designing activities
- Engage and interact with beneficiaries, build active communication to ensure their views, thoughts, suggestions are taken into serious consideration in the design and implementation of activities

- Identify skilled individuals among beneficiaries that may be willing to take on roles of facilitators/trainers/volunteers to conduct activities (sports club, childcare, literacy, numeracy for example) together with the supervision and guidance of relevant personnel
- Equal and active involvement of host community is key and can positively impact on social cohesion and integration.

Sustainable Solutions Facilitator Note 2.3.14

Depending on the context and on the specificities of each case, different types of durable solutions can be sought for migrants assisted under migrant protection and assistance programs, such as Assisted Voluntary Return and Reintegration (AVRR), sustainable local integration in the transit or host country and sustainable settlement elsewhere. Beneficiaries should be involved in the decision to pursue their preferred option and receive all available information on the opportunities and limitations of each one.

AVRR program

AVRR programs, as part of the overall Return, Readmission and Reintegration framework (RRR), provide administrative, logistical and financial support to migrants unable or unwilling to remain in a country of transit or destination who wish to return to their country of origin. Beneficiaries may include stranded migrants in host or transit countries, migrants in irregular and/or regular situation, and asylum seekers who decide not to pursue their claims or who are found not to need international protection. AVRR assistance can also be provided to migrants in vulnerable situations, such as victims of trafficking, unaccompanied and separated children, or migrants with health-related needs. In the context of transit migration, AVRR has proven to be an effective tool to assist migrants in distress, or who lack the means to continue their journey, be them in a regular or in an irregular situation. Voluntary return and reintegration must be addressed in a holistic way in order to respond to the needs of both the individuals and the communities. In IOM’s view, **it shall adhere to six key principles:**

- **Voluntariness:** beneficiaries shall have access to of timely, unbiased and reliable information to make an informed decision and take ownership of the return process;
- **Migrant-centered response:** the support to each beneficiary shall be tailored to their needs in an age, gender and diversity sensitive manner. A flexible approach is required to provide individual reintegration and return assistance adapted to the returnee’s needs, problems and preferences, as well as to the different return contexts;
- **Safety** considerations may lead to the limitation or the suspension of returns to certain locations because of security or operational challenges. Ensuring that migrants reach their countries of origin in a safe and dignified manner implies several administrative and logistic arrangements, including travel assistance and assistance upon arrival;
- **Sustainability of reintegration:** At the core of the AVRR approach, reintegration can be considered sustainable only when beneficiaries have reached levels of economic self-sufficiency, social stability and psychological wellbeing. Achieving sustainability therefore requires the adoption of an integrated approach that addresses the needs of individual returnees as well as the communities while responding to the structural factors at play in the country of return;
- **Confidentiality:** Strict safeguards to preserve confidentiality or personal data and privacy of individuals shall be in place;
- **Dialogue and partnership:** Sustainable return and reintegration is beyond the scope of one actor’s engagement. Cooperation among a variety of actors is required to build synergies among different interventions in the areas of humanitarian assistance, community stabilization, migration management and development cooperation in order to enhance the range and quality of return assistance, avoid duplications and ensure sustainability of reintegration;
- **Evidence-based programming:** Systematic data collection, feedback mechanisms and monitoring and evaluation shall be in place to assess the impact of AVRR intervention.

Local integration

In host countries, integration support programmes could be organized for various categories of newcomers, including migrant workers, migrant families and resettled refugees.

Such programmes may include concrete training and employment opportunities, language courses, social cohesion activities, and the establishment of partnerships with the private sector. Furthermore, beneficiaries who have the option to remain in their current location may require help to regularise their immigration status and other administrative issues such as identity documents, banking procedures, professional, educational and language certificates, among others. In this case, [legal aid and representation](#) to carry out relevant procedures shall be offered.

Resettlement to a 3rd Country

Sustainable solutions in a third country entail securing permission for **temporary or permanent immigration** from a State other than the one where the beneficiary is present. Possible options include relocation or resettlement to a third country, international family reunification or family sponsorship, temporary or permanent work permits, student or study visas, temporary or permanent protection visas or residency, and humanitarian or compassionate immigration admissions. Also, in this case, beneficiaries may need support required to submit applications and compile supporting documentation, as well as pre-departure and post-arrival assistance.

SESSION 2 THE MIGRANT CENTRES TOOLKIT

SESSION 2.4: MANAGEMENT OF MIGRANT CENTRES

Session Overview

Session aim: This session introduces participants to the third category of the Migrant Centres Toolkit: “*management of migrant centres*”. This category focuses on the management of migrant physical centres. It presents possible centres typologies and management models, as well as resources to facilitate the effective set-up and running of the centres in line with assistance and protection standards, and best practices. Guidance on beneficiaries’ participation and accountability, information sharing, and community relations is also provided in this section.

This and the following sessions of this course are built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 90 minutes

Session Type: presentation/plenary discussion/interactive exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Provide participants with a brief overview of migrant centres management key steps and considerations • Provide participants with a brief overview of migrant centre typologies and management models applicable in different contexts • Provide participants with basic information on how to consult resources and apply tools to facilitate effective set-up, running and phasing out of the centres • Provide participants with basic guidance on beneficiary participation and accountability, and community relations standards and practices
<p>Learning Outcomes</p>	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> 1. Have a basic understanding of key steps and considerations related to migrant centres management 2. Appreciate the importance of coordination among relevant stakeholders as well as with external service providers for effective and comprehensive management of migrant centres facilities 3. Understand and appreciate the importance of mainstreaming age, gender and diversity to ensure meaningful access to comprehensive and inclusive migrant’s assistance services 4. Understand and appreciate the positive impact of beneficiaries’ active participation in the management of migrant centres facilities

Key Messages	<ol style="list-style-type: none"> Types of facilities and management models vary according to specific context-dynamics Coordination with relevant stakeholders/external service providers is essential for effective and comprehensive management of migrant centres facilities Mainstreaming age, gender and diversity is essential to ensure meaningful access to comprehensive and inclusive migrant's assistance services Ensuring beneficiaries' active participation in the management of migrant centres facilities is essential for effective management of migrant centres Good relations with host community are important. Whenever possible, integrated mechanisms that include services for the host community are preferable.
Preparation	<p>PPT slides with videos</p> <p>Flip chart and markers</p>
Resources	<ul style="list-style-type: none"> S3.4 Best Practices (applicable to S2.4 of Blue Module) S3.4_Group Exercise_Types of Facilities Cards PPT slides Video: Sphere Minimum Standards_Intro Specific guidance tools and samples listed in the resources column

TIME	ACTIVITY	RESOURCES
5 mins	Structure – Management of Migrant Centres	
	<ul style="list-style-type: none"> Present the structure of the <i>management of migrant centre</i> category on a PPT slide: it comprises the following <ul style="list-style-type: none"> Types of Facilities Management models Migrant Centre's life cycle Standards of assistance and minimum requirements Inclusivity and age,gender and diversity (AGD) mainstreaming Safety, security and incident Management Beneficiary participation and accountability Community relations, host fatigue and environmental protection Explain that each sub-category will be briefly explained during this session 	
15 mins	Types of Facilities – Management of Migrant Centres	
	<ul style="list-style-type: none"> Introduce the <i>types of facilities'</i> category through a group exercise. The outcome of this activity is to engage the participants and understand their possible existing knowledge or familiarity with the core characteristics differentiating each facility <p>Group Exercise – Types of Facilities: Divide the participants into groups and provide each group with the S3.4_Group Exercise_Types of Facilities Cards. Each group should match the type of facility with its definition. They have 5 minutes to complete the exercise. The group that completes the exercise first wins the competition.</p> <ul style="list-style-type: none"> Once the exercise is completed, briefly provide an overview of the types of facilities category by highlighting the following key points on a PPT: <ul style="list-style-type: none"> Upon request of member states or governments And/or in support and/or coordination with civil society organizations (CSOs) and/or government Neutral spaces To provide protection and assistance services in countries of origin, transit, destination Degrees of engagement depends on the specific context <p>See <i>Facilitator Note 2.4.1</i></p> <ul style="list-style-type: none"> Explain that migrant centres have been categorized in six different typologies based on their structure, scope, and services (list them on a PPT slide): <ul style="list-style-type: none"> Multifunctional facilities Facilities providing shelter and/or accommodation Information resource facilities Government-run facilities Hotels, guesthouse, private accommodation Other types of facilities <p>See <i>Facilitator Note 2.4.2</i></p> 	Resource: S3.4_Group Exercise_Types of Facilities Cards

Session 2.4 Plan

TIME	ACTIVITY	RESOURCES
2 mins	Introduction	
	<ul style="list-style-type: none"> Present session Learning Outcomes on a PPT slide: After this session participants will be able to: <ol style="list-style-type: none"> Have a basic understanding of key steps and considerations related to migrant centres management Appreciate the importance of coordination among relevant stakeholders as well as with external service providers for effective and comprehensive management of migrant centres facilities Understand and appreciate the importance of mainstreaming age, gender and diversity to ensure meaningful access to comprehensive and inclusive migrant's assistance services Understand and appreciate the positive impact of beneficiaries' active participation in the management of migrant centres facilities 	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Present a best practice from the field on a PPT slide: <i>Niger:</i> Located in the city of Agadez, IOM largest transit centre in Niger has a capacity of 1,000 people. The facility offers dedicated spaces for women and girls, families and migrants with medical needs, along as communal areas for recreational and training activities. All migrants hosted in the centre also benefit from hygiene kits, food assistance, medical care, psychosocial and recreational activities, education and training, consular assistance and assisted voluntary return and reintegration (AVRR). <i>Mali:</i> In Mali, a total of 16 migrant centres are distributed between the capital city and the four sub-regions. Numerous small-size facilities have been preferred to larger ones to ensure dedicated spaces are available for specific vulnerable groups, while also mitigating potential security risks in such a volatile and deteriorating environment. 	<p>Resources: IOM & UNHCR Collective Shelter Guidelines Running an Effective Migrant Resource Centre</p> <p>Resource: S3.4 Best Practice – Transit Centre</p>
15 min	Management Models – Management of Migrant Centres	
	<ul style="list-style-type: none"> • Introduce the <i>management models</i> category by stating that: <ul style="list-style-type: none"> • Migrant centres should be established upon request of hosting governments or other organizations • pursuant to national migration management strategy • part of existing government systems and processes • leadership role of the state • support role provided by IOM and/or other actors • Invite participants to analyse current context. Elicit feedback by asking the following questions: <ul style="list-style-type: none"> • How was [insert Centre] established? Was it the result of a government's request? • Is it part of a national migration management strategy? • What is the role of the State? • Present and explain the 4 models of MC management on a PPT slide: <ul style="list-style-type: none"> • Government managed centres • Centres managed through implementing partners (IPs) • Co-managed centres • IOM-managed structures <p>See <i>Facilitator Note 2.4.3</i></p> • Present a best practice on a PPT slide and encourage participants' feedback and observations: <i>In Guinea Conakry, MRRCs are run jointly by IOM and government authorities. Management committees have been established to operationalise this joint leadership and meet on a monthly basis. Budgetary allocations for the MRRCs have been included in the 2020 National Budget by the Ministry of Social Affairs.</i> 	<p>Resource: S3.4_Best Practice_Management model</p>

TIME	ACTIVITY	RESOURCES
10 mins	The Migrant Centre's Life Cycle - Management of Migrant Centres	
	<ul style="list-style-type: none"> • Introduce the <i>migrant centre's life cycle</i> by explaining that: migrant centres' location, design, and duration are context-specific, and the way these elements significantly impact the provision of protection and assistance to beneficiaries throughout program implementation. • Present and explain on a PPT slide: migrant centres' life cycle can be divided into three interconnected phases that follow each other within an overlapping period: <ul style="list-style-type: none"> • Phase 1: Set-up • Phase 2: Centre's management • Phase 3: Phasing out • Explain the participants that you will now guide them briefly through each phase • Present and explain the different considerations and steps of the <i>set-up phase</i> on a PPT slide: <ul style="list-style-type: none"> • Good and effective planning and design are a necessary pre-condition to meet beneficiaries' needs at all stages of assistance • Good understanding of existing services and service providers in the context (mapping) • Identify satisfactory site and satisfactory structure <ul style="list-style-type: none"> • Consider scope of facility, size, safety and security, access, surrounding community, proximity to local communities and security forces • Consider negative or risk factors: strained resources, proximity to hostile communities, unstable areas (prone to conflicts) • Consider environmental risks • Set-up options: <ul style="list-style-type: none"> • State authority assigns existing facility: should meet considerations mentioned above • Rent facility from private owner • Build a new structure (high budget and time implications) <p>See <i>Facilitator Note 2.4.4</i></p> • Present and explain key sub-categories of centre's management on a PPT slide: <ul style="list-style-type: none"> • Managing human resources (HR) and personnel • Maintenance and cleaning • Organize reception and orientation services • Coordinating provision of services (see previous session) • Safety and security management • Promoting beneficiaries' participation • Community relations • Ask participants to provide additional examples for each category: e.g., human resources management entails: selection of qualified staff, organigram, training/capacity building, staff care initiatives. 	<p>Resources: IOM NRC UNHCR Camp Management and camp Coordination Toolkit Running an Effective Migrant Resource Centre</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Remind participants and emphasize the importance of mainstreaming the 4 key protection mainstreaming principles seen in the 1st part of this training: meaningful access, safety, dignity and do no harm, accountability, participation and empowerment, and their relevance to the centre's management. <p>OPTIONAL (if time allows it): ask participants to provide few examples of how they would mainstream these principles within the <i>centre's management categories</i>. See <i>Facilitator Note 2.4.5</i></p> <ul style="list-style-type: none"> • Present and explain key considerations of the phasing out phase on a PPT slide: <ul style="list-style-type: none"> • Planning phase out or exit strategy in the set-up phase • Requires coordination with relevant implementing partners (IPs) and service providers • Requires time • Capacity building (for the receiving authority) • Plan overlap phase for smooth transition • If not well planned, can negatively impact beneficiaries • Present and Explain: Planning and coordination for the phase-out is an integral part of the set-up process, and handover plans shall be in place with national authorities and other relevant stakeholders from an early stage. The way how phasing out is handled will have a significant impact on the future of its beneficiaries. If not well planned, phasing out is a challenging phase as it occurs at a time when both staff and beneficiaries are anxious about the future and when budget and resources are usually low. If announced abruptly, the downturn in energy and focus may negatively impact the provision of protection and assistance in the final phase. <p>Note: <i>IMPORTANT! If different partners provide services and assistance through the facility, close coordination among the partners is needed to ensure harmonised communication and prevent contradictory messages. See Facilitator Note 2.4.6</i></p>	
10 mins	<p>Standards of Assistance and Minimum Requirements - Management of Migrant Centres</p>	
	<ul style="list-style-type: none"> • Explain that (present on PTT slide): <i>Sphere standards derive from the principle of the right to life with dignity and concern four key sectors: a) water supply, sanitation and hygiene promotion; b) food security and nutrition; c) shelter and settlement and d) health.</i> • Explain and Present minimum Sphere requirements (examples) to comply with in migrant centres on a PPT slide: <ul style="list-style-type: none"> • 1 toilet to 20 people, located at least 30 meters from water sources. The bottom of the pits should be at least 1.5m above the groundwater table; • 1 shower to 20 people (interpretation of Sphere as there is no specific ratio for bathing facilities; • 20 litres of water available per person per day; • Total area of minimum of 30 sq. meters per person (“Where communal services can be provided by existing or additional facilities outside of the planned area of 	<p>Resources:</p> <p>IOM NRC UNHCR Camp Management and camp Coordination Toolkit</p> <p>Sphere Minimum standards (MCT electronic page)</p> <p>Sphere Minimum Standards 68</p>

TIME	ACTIVITY	RESOURCES
	<p>the settlement, the minimum usable surface area should be 30m2 for each person.”);</p> <ul style="list-style-type: none"> • Living area of minimum of 3.5 sq. meters per person (“A covered floor area more than 3.5m2 per person will often be required to meet these considerations.”) • Explain: migrant centres shall comply at minimum with the Sphere standards, with the aim of ensuring quality and accountability of assistance and protection in line with humanitarian principles • Present key considerations of a potential structural layout on a PPT slide: <ul style="list-style-type: none"> • Perimeter • Communal areas • Sleeping areas • Spaces for counselling/MHPSS • Child friendly spaces • Areas for beneficiaries in vulnerable situations • Sanitation • Storage • Personnel office • Lighting and electricity • Explain that in cases where the minimum requirements exceed the living conditions of the host community, measures shall be taken to reduce potential tension, for example by extending services to the local community. In some situations, national authorities may establish minimum requirements that are higher than the Sphere standards and shall therefore be considered. <p>OPTIONAL Play the video introducing the Spere Standards (accessible here: Sphere Minimum Standards Intro)</p> <ul style="list-style-type: none"> • Explain that participants are encouraged to consult Sphere Minimum standards available here: Sphere Minimum Standards (Dedicated PPT slide) As well as Camp Coordination and Camp Management Toolkit, (consult CCCM Cluster and CCCM Toolkit.) 	<p>Video: Sphere Minimum Standards Intro</p>
5 mins	<p>Inclusivity, Age, Gender & Diversity (AGD)Mainstreaming - Management of Migrant Centres</p>	
	<ul style="list-style-type: none"> • To introduce this category, remind participants about the principles of meaningful access, safety and dignity and do no harm among others. This will serve to further elaborate the Inclusivity and AGD mainstreaming • Explain that diversity must be considered, and agencies must ensure to address and remove barriers that may prevent inclusivity: <ul style="list-style-type: none"> • Physical man-made barriers • Physical and mental disabilities (e.g., visual and hearing impairment; illiteracy) • Barriers related to gender identity and non-binary identities • Age considerations: • Child-friendly spaces • Age-appropriate activities 	<p>Resources:</p> <p>IFRC Disability-Inclusive Shelter Guidance</p> <p>Minimum Standards for Child Protection</p> <p>IASC Gender handbook</p>

TIME	ACTIVITY	RESOURCES
10 mins	<p>Safety, Security and Incident Management - Management of Migrant Centres</p> <ul style="list-style-type: none"> • Present <i>safety and security</i> category on a PPT slide: Safety and security: for Whom? • Ask participants to brainstorm and provide their inputs. • Ask participants: How would you ensure safety and security in migrant centres? Write their answers on a flip chart paper. • Present a list of minimum safety and security measures to be taken into consideration on a PPT slide. <ul style="list-style-type: none"> • Consultation of security personnel/officers • Presence of security guards in the premises • Physical security of the premises: separate entrances, exit doors, fire extinguishers, meeting points • Standard of conducts and PSEA policies for personnel • Contingency plans and standard operating procedures (SOPs) • Inspections of beneficiaries' belongings • Establish Facilities rules: e.g., no smoking • Regular trainings on PFA and first aid assistance • Conflict management training • Explain that all migrant centres staff should have basic skills and be regularly trained/refreshed on PFA as well as communication techniques, conflict management. This can prove to be very useful when having to deal with an incident (security incident or other type of incident happening in a migrant centre). • Incident management: in the event of a security incident: IOM assistance if free of charge, it is based on beneficiaries' needs <ul style="list-style-type: none"> • Alert guard service • Inform higher management • Activate contingency plans and SOPs • Use of force: only in certain circumstances (self-defence) • And apply PFA principles (look, listen and link) <p>OPTIONAL Ask participants if they can recall a security incident happened in XX centre in context where training is taking place: what are the lessons learnt?</p>	<p>Flip Chart and Markers</p>
5 mins	<p>Beneficiaries' Participation & Accountability - Management of Migrant Centres</p> <ul style="list-style-type: none"> • Introduce this category by explaining that: The inclusion of beneficiaries in the management of the facilities is key to identify priority needs and take them into account in program implementation, thus contributing to improve the quality and effectiveness of assistance • Remind participants about the participation ladder and the IASC Accountability to Affected Population framework (AAP) seen in previous sessions. • (Optional) Ask participants to suggest what concrete ways they would consider ensuring beneficiaries' participation in migrant centre's management. Write their suggestions on a flip chart paper. 	<p>WFP Participatory Techniques and Tools</p>

TIME	ACTIVITY	RESOURCES
	<p>Note: It may be useful to recall the IOM's Accountability Levels which were outlined in session 1. Facilitator may only briefly mention the 3 levels):</p> <ul style="list-style-type: none"> • Upwards (donors) • Lateral (partners) • Forward (affected populations) <ul style="list-style-type: none"> • Present a best practice for beneficiaries' participation and accountability on a PPT slide: <p><i>In IOM Niger transit centres, a migrant of each nationality hosted in the facilities is appointed by their compatriots to represent them. The representatives meet regularly with the centre's management staff and play an active role in coordinating food distribution, participation to social activities, as well in mediation and conflict management. IOM staff does not intervene in the selection of the representatives, but ensures that each group feels represented</i></p>	<p>Resource: S3.4 Best Practice Participation Accountability</p>
5 mins	<p>Community Relations, Host Fatigue - Management of Migrant Centres</p> <ul style="list-style-type: none"> • Present key considerations of this category on a PPT slide: <ul style="list-style-type: none"> • Community engagement is a key component of migrant centres • Relations between the host community and centre's beneficiaries are heavily influenced by the specificities of each context (economic, cultural, political, environmental) • Frictions may arise due to competition for services and resources, as well fears related to culture, religion, lifestyle and language • establish, maintain regular coordination with host community representatives • Present concrete ways to mitigate host fatigue and foster community relations: <ul style="list-style-type: none"> • Good knowledge of the context in design-planning phase • Establish, maintain good relations • Community engagement • Integrated approach (services for host community) • Social cohesion activities. • Ask participants if they have any additional suggestion, observation, which may be relevant to the specific context where the training is conducted. • Remind that migrant centres staff should be trained on basic communication skills, conflict management, how to deal with angry people. 	

TIME	ACTIVITY	RESOURCES
5 mins	Environmental Protection - Management of Migrant Centres	
	<ul style="list-style-type: none"> • Present key considerations of this category on a PPT slide: <ul style="list-style-type: none"> • Foresee, prevent, address MCs facilities' negative environmental impact (Environmental protection mainstreaming) • Environmental issues may trigger tensions between the host population and centre's beneficiaries. • Water shall be safe for drinking, cooking and personal hygiene. Water sources shall be distanced from latrines, clothes washing and bathing areas and waste disposal site • Present possible ways to mainstream environmental protection in the context of migrant centres facilities (See also facilitator note 2.4.6): <ul style="list-style-type: none"> • Environmental protection mainstreaming • Centre's beneficiaries shall play an active role in environmental management, and environmental awareness promoted through clear messages and guidance • Waste management • Adopt environmental-friendly technologies (e.g., solar panels) • Encourage participants to share their experiences, good practices and/or any additional input/suggestion they may have 	
3 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. Types of facilities and management models vary according to specific context-dynamics 2. Coordination with relevant stakeholders and external service providers is essential for effective and comprehensive management of migrant centres facilities 3. Mainstreaming age, gender and diversity is essential to ensure meaningful access to comprehensive and inclusive migrant's assistance services 4. Ensuring beneficiaries' active participation in the management of migrant centres facilities is essential 5. Good relations with host community are important. Whenever possible, integrated mechanisms that include services for the host community are preferable 	

Facilitator Note

Management of Migrant Centres

Types of facilities Facilitator Note 2.4.1

The provision of services in physical facilities other than IOM offices is a core element of IOM's technical assistance to its member states and upon their request. Migrant centres are intended as neutral spaces that provide migrants with protection and assistance services at all stages of the migration process, in countries of origin, transit and destination. The setting and services provided by IOM in migrant centres greatly vary depending on the specificities of each context, with different degrees of engagement. This entry presents different types of facilities that may be set up and it offers a series of resources that can help users to define the best format to be established in their context.

Facilitator Note 2.4.2

Migrant centres have been categorized in **six different typologies** based on their structure, scope, and services:

- [Multifunctional facilities](#): intended as collaborative spaces where different services are provided in a single place to respond to beneficiaries' urgent and immediate needs and to offer longer-term support;
- [Facilities providing shelter/accommodation](#) to migrants in need of protection and assistance;
- [Government-run facilities](#) in case protection and assistance services are embedded in pre-existing institutional government-run facilities providing assistance and services to migrants and other persons of concern in line with IOM mandate;
- [Information/resource facilities](#) offering access to independent and impartial information on migration and implementing outreach services;
- [Hotels, guest houses and private accommodation](#), when protection and assistance services is provided in such structures rather than in dedicated medium or large-scale facilities;
- [Other types of facilities](#) including those providing assistance to both migrants and host communities or to particular categories of beneficiaries such as victims of trafficking or unaccompanied and separated children.

Management Models
Facilitator Note 2.4.3

The facilitator should be prepared to elaborate on the 4 models.

1. **IOM- managed centres:** In this model, centres are setup by IOM and eventually transferred to state authorities after these have progressively engaged in the management of the premises through the deployment of caseworkers and/or through trainings and capacity building initiatives. The advantage of this model is that this structure can be set-up relatively fast and in full compliance with international standards of assistance and minimum requirements. However, since this model does not ensure high levels of ownership by state authorities, the handover to state authorities may be difficult to implement.
2. **Centres managed through implementing partners (IPs):** In this model, centres are not managed directly by IOM or other Organization but **fully or partially run through IPs**, i.e., a non-profit organisation with inherent capabilities that allow IOM/Actor to be more effective and efficient in fulfilling its mandate. This model may be chosen because of programmatic or security reasons. Implementing partners shall be selected through IOM/Actor's standard procurement procedures and detailed terms of reference shall define the scope of the facilities, the minimum standards they shall respect as well as confidentiality/ data protection clauses. Depending on their level of engagement, national authorities may take part in the selection of the IPs through a steering committee. This model may relieve IOM/Actor of daily facilities management task and it can be fully budgeted under operational costs. Challenges related to this model include time consuming internal administrative and financial procedures for the selection and monitoring of the IPs, as well risks related to government engagement which may impact the sustainability of IPs' interventions beyond IOM/Actor's support.
3. **Government - managed facilities:** Government-managed centres are **embedded within government structures** since the beginning of the interventions. Depending on the context, IOM/Actor's role can be twofold. If national authorities are technically and financially able to run the facilities, IOM/Actor may provide complementary services to improve the quality of assistance and to ensure compliance with international standards. Another option is that a facility is run by a governmental agency with IOM/Actor financial and technical support. In order to be sustainable, this model implies a strong ownership and engagement by state authorities, which shall include the facility in its national/regional budgeting and planning. In this model, quality control, budgetary allocations, transparency and cost-efficiency may be difficult to monitor for IOM/Actor. In this model, governments shall ensure the financial sustainability of the centre, including its human resources.
4. **Co-managed centres:** In this model, migrant centres are **jointly managed by IOM and government authorities/ or IOM and civil society organizations (CSO)/ or government and CSOs**. Division of roles and responsibilities, as well as boundaries and accountability of each actor shall be clearly defined through the establishment of a cooperation agreement and management committees shall be established to operationalise the joint leadership and meet regularly to coordinate the interventions. If well implemented, this mixed model may ensure longer-term sustainability and government ownership compared to an IOM-managed centre, while ensuring the respect of international standards of assistance, transparency and cost-efficiency. As in the previous model, IOM welcomes measures aimed at increasing government ownership, with the long-term view that centres are nationally managed. Governments should be encouraged to contribute financial and human resources to centres.

Migrant Centre's Life Cycle
Set-up phase
Facilitator Note 2.4.4

Provided that the space identified is apt to the purpose, the most **recommended solution is to adapt an existing structure**. In fact, this solution allows flexibility in relation to possible changes in migratory flows and funding opportunities. However, the conditions of the building (safety of the structure; proper roof, door, windows; water and sanitation solutions; state of electrical wiring; heating/cooling systems etc.) and its location shall be carefully assessed to ensure that the centre has the appropriate characteristics for its intended use is apt to the purpose.

Regardless of the selected option, the design of spaces should facilitate the organization of daily life and activities in the centre and their logistics, considering the frequent turnover of beneficiaries. If the centre is meant to offer accommodation, a separation between living spaces and communal areas must be foreseen in line with cultural, religious or traditional considerations regarding the appropriateness of spaces.

Centre's management
Facilitator Note 2.4.5

The facilitator should be well prepared to elaborate and explain categories within the centre's management, and provide concrete examples:

- **Managing human resources:** The composition and organization of the human resources differs according to the context and the scope of the centre. Although the number and profile of the staff can vary, some key functions are essential for the correct functioning of the premises.
Examples:
 - Recruitment of specialized personnel (define profiles, roles)
 - Gender-balanced personnel
 - Staff care initiatives (psychological counselling for personnel working with vulnerable cases; debriefing post-security incidents)
 - Organigrams
 - Capacity building (induction, refresh trainings)
- **Ensuring the care and maintenance of the infrastructure:** Regular maintenance, cleaning and repair works are imperative to ensure beneficiaries' safety, health and quality of stay, as well as to prevent the degradation of the building fabric, including structural damage. Whenever possible, beneficiaries shall be involved in the maintenance of the premises and a cleaning schedule be established.
Examples:
 - Cleaning services (through external providers)
 - Replacement of damaged or consumed items
 - Ensure budget availability for maintenance and running costs
- **Ensuring proper reception, orientation and info sharing** throughout assistance is key to establishing trust and to ensure a smooth functioning of migrant centres and their services. Accurate and up-to-date information will allow beneficiaries to make informed decisions about the assistance they wish to receive based on the information presented. The trust, openness and respect shown by sharing information with beneficiaries will make them more involved, engaged and empowered.
Examples:
 - Dedicated personnel with good communication skills
 - Availability of information material in different formats
 - Structured sessions/schedules
- **Mainstreaming age, gender and diversity inclusivity:** An age, gender and diversity (AGD) approach shall be adopted to promote an accessible, inclusive and protective environment. Diversity in values, attitudes, cultural perspectives, beliefs, ethnic background, nationality, sexual orientation, sex characteristics, gender identity, ability, health, social status, skills and other specific personal characteristics must be considered, and dedicated efforts shall be made by IOM/actors to address and remove barriers that prevent inclusivity and equal access to assistance.
Examples:
 - Child Friendly spaces
 - Ensure dedicated spaces/activities and services for people with diverse SOGIESC
 - Ensure dedicated spaces/activities and services for elderly people
 - Ensure dedicated spaces/activities and services for people with disabilities (mental and physical)

- **Coordinating the provision of services:** Needs assessments shall be conducted regularly to ensure that services identified during the set-up phase are still relevant and meet the needs of beneficiaries. Services provided in migrant centres greatly vary depending on the context and many include shelter and basic needs provisions such as food, NFIs and medical and mental health care, administrative and legal support as well as information about the risks of irregular migration and alternatives to it, referral services, pre-departure and post-arrival integration support as well as assisted voluntary return and reintegration (AVRR).

- **Guaranteeing safety and security:** Security in migrant centres premises has a twofold connotation, as it concerns not only safety of the beneficiaries but also staff, implementing partners and service providers. The way facilities are designed and managed play a crucial role in ensuring safety and security and shall be thoroughly defined in coordination with the actor's security personnel, or when applicable, with IOM security officers.

Examples:

- Contingency, security plans, PSEA, code of conduct
- SOPs activation/simulations
- Trained personnel
- Premises should ensure adherence to child's safety measures
- Establish facilities regulations/rules

- **Promoting beneficiaries' participation:** Beneficiaries shall not be passive recipients of assistance, but rather be actively involved in the daily management of migrant centres and have the chance to share their skills, knowledge and capacities. Participation is important for beneficiaries' self-perception and self-esteem, and it is key to maintain a pleasant atmosphere in the facilities. More guidance on accountability to affected populations (AAP) is available at [this entry](#) while guidance on how to ensure beneficiaries' participation and accountability can be found [here](#).

Examples:

- Set up committees/representative structures
- Support creation of sports clubs/art clubs
- Feedback mechanisms

- **Handling community relations:** Depending on the size and scope of the facility, tensions may arise with the local population, who may perceive that their environment, neighborhood, culture or resources are negatively impacted by the presence of the facility and its beneficiaries. They may also resent the assistance beneficiaries are receiving, especially if no initiatives targeting the host population are foreseen. Migrant centres management includes the establishment of links with the host community, so that their petitions can be heard, and action taken to mitigate any negative impact the presence of the facility may have inadvertently created.

Examples:

- Promote social cohesion initiatives (sports tournaments, cultural events)
- Include host community representatives in planning/design of social cohesion initiatives
- Promote information sharing with host community
- Regularly liaise with host community representatives and maintain positive relations

- **Environmental Protection:** Regardless of their size and scope, the running of migrant centres (MCs) will affect the environment, and certain impacts may also be passed on to the host community. Mainstreaming environmental protection through the establishment of an environmental action plan is therefore an important aspect to monitor the impact of MCs premises on the environment. When a location is selected for the establishment of the facilities, an environmental assessment shall be carried out, as environmental issues may trigger tensions between the host population and MCs' beneficiaries. Sites shall not be identified near potentially vulnerable ecosystems, and natural resources must be managed effectively and sustainably. Both visible and invisible impacts on the environment shall be addressed, as for instance the overuse of water resources, soil contamination and sanitation management.

The nature and scale of environmental concerns varies greatly according to the location of the facilities and their scope. Water shall be safe for drinking, cooking and personal hygiene. Water sources shall be distanced from latrines, clothes washing and bathing areas and waste disposal sites.

Waste management is a main concern for all migrant centres facilities. The disposal of solid waste must be carried out properly, and recycling and separation of types of garbage schemes promoted. Sanitation facilities shall be strengthened if not initially designed to support the number of people utilising them, and latrines cleared regularly by specialised service providers. Whenever possible, the use of environmental-friendly technologies (e.g., solar panels) shall be preferred.

Centre's beneficiaries shall play an active role in environmental management, and environmental awareness promoted through clear messages and guidance. Activities involving beneficiaries include organising special occasions related to the environment involving also the local community, promoting the cleaning of the premises and tree-planting activities.

Examples:

- Installation of solar panels
- Rainwater harvesting systems
- Waste management – recycling (where applicable)
- Joint (Centre's beneficiaries and host community) tree planting initiatives
- Joint (Centre's beneficiaries and host community) environmental cleaning (waste collection) initiatives: e.g., celebration of international Earth Day/Water Day.

Phasing out

Facilitator Note 2.4.6

Phasing out of migrant centres management by IOM may take place for a variety of reasons and in a diversity of ways, including progressive withdrawal and handover to government counterparts, changes in migration dynamics that no longer require IOM protection and assistance interventions, and closure due to security threats, changes in government policy, or lack of donor support. Planning and coordination for the phase-out is an integral part of the set-up process, and handover plans shall be in place with national authorities and other relevant stakeholders since an early stage. The way how phasing out is handled will have a significant impact on the future of its beneficiaries. If not well planned, phasing out is a challenging phase as it occurs at a time when both staff and beneficiaries are anxious about the future and when budget and resources are usually low. If announced abruptly, the downturn in energy and focus may negatively impact the provision of protection and assistance in the final phase. If different partners provide services and assistance through the facility, close coordination among the partners is needed to ensure harmonised communication and prevent contradictory messages.

The following elements shall be considered to ensure that an exit strategy is successful:

- Ensuring that there is sufficient timing to transfer knowledge, build capacity and ensure a smooth transition
- Identification of sustainable solutions for the beneficiaries (please consult this entry)
- Establishment of a clear handover plan endorsed by all the stakeholders involved in centres' management covering issues related to human resources, transfer of materials and infrastructure, handover documents for each partner/activity, etc.
- Provision of training and capacity building to national authorities or other partners taking over the centres' management
- Provision of technical support during an overlap period

SESSION 2

THE MIGRANT CENTRES TOOLKIT

SESSION 2.5: INFORMATION MANAGEMENT AND MIGRATION DATA

Session Overview

Session aim: This session introduces participants to the fourth and last category of the Migrant Centres Toolkit: “Information management and migration data”. This category provides tools to facilitate registration of beneficiaries and ensure accurate information management for programme implementation and reporting purposes. IOM’s data protection principles and provisions are also addressed in this section.

This session is built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 30 minutes

Session Type: presentation/plenary discussion/interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> Provide participants with a general overview of IOM’s Data Protection, data collection and Information management processes and tools (in the context of migrant centres) Provide participants with an overview of IOM’s data protection principles and provisions with particular attention to aspects of data sharing requirements.
Learning Outcomes	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> Understand importance of data protection systems Understand beneficiaries ‘rights with reference to privacy, confidentiality Appreciate importance of data collection and information management for evidence-based programming Understand rationale and applicability of data sharing practices
Key messages	<ol style="list-style-type: none"> Data protection is a systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data Ensuring data protection is essential for safe and dignified programming Personal and sensitive data can only be shared with external actors upon respecting set procedures Data and information collected inform evidence-based programming
Preparation	<p>Familiarize with content</p> <p>Projector and audio-video systems</p> <p>Flip chart papers and markers</p>
Resources	<ul style="list-style-type: none"> PPT slides S3.5_Blue Module_Data Sharing Exercise (applicable to S2.5 Blue Module) S3.5_Information Management DTM product sample (applicable to S2.5 Blue Module) Specific guidance tools and samples listed in the resources column

Session 2.5 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> Present session learning outcomes on a PPT slide. After this session, participants will be able to: <ul style="list-style-type: none"> Understand importance of data protection systems Understand beneficiaries ‘rights with reference to privacy, confidentiality Appreciate importance of data collection and information management for evidence-based programming Understand rationale and applicability of data sharing practices. 	
30 mins	Data Protection Provisions – Information Management and Migration Data	
	<ul style="list-style-type: none"> Explain that, to ensure safe and dignified programming, it is important to ensure data protection systems, defined as: <ul style="list-style-type: none"> “Systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data”. Present and Explain importance of Data Protection on a PPT slide: <ul style="list-style-type: none"> To respect the right to privacy, human dignity and well-being of migrants and other mobile populations. To ensure their safety and non-discrimination. To facilitate migration movements and understand migration challenges. To increase the credibility of the institution both with its beneficiaries and with partners. Present and Explain on a PPT slide that beneficiaries have the right to: <ul style="list-style-type: none"> Know who is going to use, access and process their data, and for what purpose; Access and change their information and contest the way their information is used; Be informed on the way their data will be used. Get the Consent ! (go through the PPT slide) See <i>facilitator Note 2.5.1</i> <ul style="list-style-type: none"> Briefly explain : the three different data types applicable in the context of migrant centres: personal data / non-personal data / non-personal but sensitive data See <i>facilitator Note 2.5.2</i> <ul style="list-style-type: none"> Explain hat according to the above classification, personal data sharing is regulated as per IOM Data Protection Manual. Go through the next PPT slides Group Exercise (Role Play): read the scenario (S3.5_Blue Module_Data Sharing Exercise). Identify two participants (or ask for 2 volunteers among participants). Assign each of them one of the following two roles: IOM-IP Centre’s manager, Government Official (Statistic Office). 	<p>Resources: IOM Data Protection Manual</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Ask participants to analyse the situation and suggest potential steps they would take to handle the situation. <p><i>The facilitator may change the profile of the protagonists depending on his/her context and audience.</i></p> <p>Scenario: One day a government Official comes to a migrant reception centre in Magnabougou, and urgently requests to have access to the list of migrants arrived in the country in the last 6 months, she is particularly interested to access data related to minors and women.</p> <p>She tells the centre's manager (IP-NGO Senior staff), Ms. Johnson, that this is very urgent because the Office of Statistics must prepare a report by tomorrow.</p>	<p>Resource: S3.5_Blue Module_Data Sharing Exercise</p>
10 mins	<p>Information Management Systems – Information Management and Migration Data</p> <ul style="list-style-type: none"> • PPT slide: What do we do with all this data? We manage it! • Present and explain the usage and purpose of IOM information management systems on a PPT slide: <ul style="list-style-type: none"> • Data feeds migrant centres' monitoring systems: caseload • Analysis of migration trends and needs • Evidence-based programming <p>Note: explain that this slide is only meant to provide an example of how data is managed and how it can contribute to evidence-based programming. The example is strictly related to IOM, because the training is implemented by IOM, but other organizations may have their own data management systems and may share their own expertise/good practices.</p> <ul style="list-style-type: none"> • Present a best practice of IOM Regional Office-Data Hub screenshot on a PPT slide. Facilitator may replace the sample with a context-specific one, if available. • Explain that for more information, participants can consult: <ul style="list-style-type: none"> • the IOM Data Protection Manual • visit DTM website 	<p>Resource: S3.5_Information Management DTM product sample</p>
5 mins	<p>Summary of Key Messages</p> <ul style="list-style-type: none"> • Data protection is a systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data • Ensuring data protection is essential for safe and dignified programming • Personal and sensitive data can only be shared with external actors upon respecting set procedures • Data and information collected inform evidence-based programming 	

Facilitator Notes

Information Management and Migration Data

Data protection provisions Facilitator Note 2.5.1

Consent is a process that includes providing information to beneficiaries, giving them the opportunity to ask questions to ensure that the information is complete and understood. Before receiving assistance, beneficiaries must give their permission (or refusal), which shall be recorded in a secure and confidential manner. Consent is usually provided in writing by signing a consent form. In case this is not feasible or appropriate (for example in the case of children, beneficiaries with low levels of literacy, and/or those without the capacity to give consent), it is possible to record audio or video consent. If the consent is given verbally, it shall be certified in writing by the Actor's personnel/ staff.

Capacity to give consent can be affected by migrants' age, cognitive ability physical, and psychological state. In such cases, informed assent can be sought, i.e., the expressed willingness to participate in assistance provision. Appropriate measures should be taken to determine whether a beneficiary is able to give informed consent. If s/he is deemed incapable, appropriate guardianship authorities should be involved, but the migrant should remain involved in any decisions regarding assistance.

Actor's implementing partners are also bound by the (migrant centre's managing) actor's provisions relating to data protection and shall ensure that beneficiaries provide their informed consent to the collection of their personal data.

The facilitator should explain that IOM Data Protection Manual and related provisions are applicable to Personal-data Only. However, it is important that participants understand the differences amongst the three types of data they may be handling in their day-to-day operations and confidently apply respective principles, storage and sharing modalities.

Non Personal, Personal, Non-Personal Sensitive DATA Facilitator Note 2.5.2

Non-personal data means any information that does not relate to an identified or identifiable data subject.

This may include:

- Number of families/ households,
- Age groups, age and gender breakdown
- Migrants having access, or not having access, to Legal/administrative services/ MHPSS services and health care

When this data is non-sensitive, it can be shared publicly. In principle, this data can be collected, disseminated, and shared without raising major preoccupations or issues in terms of confidentiality and does not, in general, pose a risk to the persons you provided the information.

Personal Data includes any information recorded on paper or by electronic means which can be used to identify data subjects.

This may include:

- Biographical data (e.g., name, date of birth, marital status);
- Biometric and genetic data (e.g., fingerprints, iris scans);
- Background data (e.g., family and household history, relationships with relatives);
- Material circumstances (e.g., experience of human rights violations and transit details)
- Images and recordings
- Corroborating materials (e.g., medical reports, hotline reports);
- Personal and verification documents (e.g., health records, financial records).

IOM Data Protection Principles (see [IOM Data Protection Manual](#)) apply to personal data. This data is sensitive by nature and should not be shared unless it is necessary and follows a risk-benefit assessment as well as the signature of an agreement and/or contract.

IOM staff should note that LEG has a data sharing agreement template to be used when transferring personal data to third parties and a risk-benefit assessment template as well - all are available on the Data Protection [Intranet page](#). It is also mandatory for all IOM staff to complete the IOM Data Protection Principles Online Training Course.

In the **absence of consent**, only **anonymous aggregate** data that cannot be used to identify or trace data subjects should be published and disseminated to the public.

To the extent possible, only share anonymous aggregated data with third parties.

Non-Personal Sensitive Data: This may include (not limited to), for example, data including protection indicators concerning a specific site or point, number of unaccompanied children hosted in a migrant centre facility. Such data should not be made public.

To share this data, the requesting organization must fill out and sign the data access request form.

This data can be shared with some restrictions, as sharing this data could potentially lead to non-respect of confidentiality, violations of the right to private life and security, and/or to expose a person or community to risks of reprisal, exclusion, exploitation and/or discrimination.

SESSION 3

CLOSING AND EVALUATION

Session Overview

Session aim: This session marks the end of the “Introduction to the Migrant Centres Toolkit” training. The Closing and Evaluation session provides an opportunity to remind participants of what they have learned during the training. It also provides an opportunity for participants to provide their feedback on the overall training experience thus allowing the facilitator or the facilitation team to collect lessons learnt and improve future training sessions.

Session length: 20 minutes

Session Type: Presentation/Plenary discussion/Evaluation

Preparation	<ul style="list-style-type: none"> • Projector with audio-video systems • Prepare and print pre-post-test questionnaires and training evaluation forms (according to the number of participants)
Resources	<ul style="list-style-type: none"> • S4_Trainer Skills Evaluation • S1S4_BlueModule Participant Pre/Post Survey (applicable to S3 of the Blue module) • S4_Post Training Evaluation (applicable to S3 of the Blue module) • Certificate of Completion • Migrant Centres Toolkit_Trainee Booklet

Session 3 Plan

TIME	ACTIVITY	RESOURCES
20 mins	Closing and Evaluation	
	<ul style="list-style-type: none"> • Explain that the training “Introduction to the Migrant Centres Toolkit” has come to an end. • Thank the participants for their time and commitment demonstrated throughout the module and related sessions. • Explain that a last effort to complete the training evaluation forms (participant post – training test, training/trainer evaluation forms) will be required from the participants, which is highly relevant to measure the effectiveness and impact of the training material and methods. • Handover certificates of attendance and Trainee Booklet <p>Note: Trainee Booklet may be handed over in hard copies if available or shared via email as digital files.</p> <ul style="list-style-type: none"> • Thank participants and provide any other relevant information (i.e that trainers will send an email with PPTs and other useful resources, that trainers may be contacted at [...]) 	<p>Resources (applicable to S3BlueModule):</p> <p>S1S4_BlueModule_Particpant Pre/Post Survey</p> <p>S4_Trainer Skills Evaluation</p> <p>S4_Post Training Evaluation Certificate of Completion</p> <p>Migrant Centres Toolkit_Trainee Booklet</p>

YELLOW MODULE

PRACTISING THE MIGRANT CENTRES TOOLKIT

TIME: 2 days minimum (adaptable to 3 days)

Target Audience: Operational partners, protection and non-protection actors providing specialized services and support to migrant centre facilities. This module is also tailored for relevant non-governmental and international organizations program and project management personnel as well as governmental agents and civil society members contributing to the establishment and management of migrant centres facilities.

Aim of the Module: This module aims to provide an overview of key protection principles, migrants assistance framework and an operational overview of Migrant Centres Toolkit (how to access, what to use, how to use it) in the framework of the migrant protection and assistance services and facilities. It also provides opportunities, through short activities, to practice using some of the tools and resources available for effective set-up and running of migrant centres (MCs) facilities. It is suitable for partners and service providers that require concrete support to align with, and implement, migrant assistance operations, and with modest to good expertise on migrant protection and assistance services. It is suitable for protection and non-protection personnel and can be used with a combination of participants from both groups. Using a combined target group will facilitate greater engagement between the two group and will enable greater collaboration throughout the training.

Preparation and resources: This module is accompanied by a dedicated pre-established power point presentation, trainer's resources, exercises and handouts that can be made available by IOM under certain conditions. To receive further information and the complete Migrant Centres Toolkit – Training package please [contact us](#).

<p>Module Instructional Objectives</p>	<p>This module will:</p> <ul style="list-style-type: none"> • Demonstrate the importance of understanding protection, protection mainstreaming (PM) and core principles to ensure safe and dignified programming • Provide a comprehensive overview of the operational application of the Migrant Centres Toolkit in the framework of migrant centres (MCs) facilities.
<p>Learning Outcomes</p>	<p>After this course participants will be able to:</p> <ol style="list-style-type: none"> 1. Appreciate and demonstrate the importance of understanding protection, protection mainstreaming and core principles to ensure safe and dignified programming 2. Demonstrate the importance of the variety of actors involved in migrant centres interventions, and the importance of coordination for the provision of comprehensive assistance 3. Confidently apply and contextualize the Migrant Centres Toolkit for effective set-up and running (inclusive of phasing out) of migrant centres facilities within the migrant protection and assistance framework
<p>Module Outline and Suggested Timing</p>	<p>DAY 1: Introduction, icebreakers, housekeeping and pre-test training survey</p> <p>1. Safe and Dignified Programming</p> <ol style="list-style-type: none"> 1.1 Intro – Protection mainstreaming 1.2 Key elements of protection mainstreaming for safe and dignified programming 1.3 Protection analysis & determinants of migrant's vulnerabilities (DoMV) <p>2. Safe Communication of Protection Incidents & PSEA</p> <p>3. The Migrant Centres Toolkit</p> <ol style="list-style-type: none"> 3.1 MCT – Introduction 3.2 MCT – Administration <p>DAY 2: Recap day 1</p> <p>3. The Migrant Centres Toolkit (MCT)</p> <p>3.3 Protection And Assistance</p> <ul style="list-style-type: none"> • Case Management • Referral mechanism • Reception, orientation, information sharing • Registration • Food, Nutrition, non-food items (NFIs) • Health • Mental health and psychosocial support (MHPSS) • Education, training • Administrative, legal services • Sustainable solutions <p>3.4 Management of Migrant Centres</p> <ul style="list-style-type: none"> • Types of facilities • Management models • Migrant centre's life cycle • Standards of assistance and minimum requirements • Inclusivity and age, gender, diversity (AGD) mainstreaming • Safety, security, incident management • Beneficiaries' participation and accountability • Community relations, host fatigue, environmental protection <p>3.5. Information Management and Migration Data</p> <ul style="list-style-type: none"> • IOM data protection provisions • Information management <p>4. Simulation, Closing and Evaluation</p> <p>The schedule is flexible and can be adjusted according to context-specific requirements.</p>

SESSION 1

SAFE AND DIGNIFIED PROGRAMMING

SESSION 1.1: INTRODUCTION – PROTECTION MAINSTREAMING

Session Overview

Session aim: This session introduces the objectives of the workshop and provides participants with an opportunity to meet and learn a little about each other. The session is also critical in framing the training in terms of why protection and protection mainstreaming are important, how are located and relevant in the context of the migrant protection and assistance programs and, more specifically within the Migrant Centres Toolkit. It aims to influence and inform attitudes, set the “tone” for the training and persuade participants as to the value of the training itself.

Session length: 30 mins.

Session Type: plenary discussion/ paired introduction and exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> Facilitate introductions between participants and facilitators Highlight objectives of the day Illustrate and emphasize the importance of protection, protection mainstreaming for all actors Illustrate and emphasize the importance and relevance of protection, protection mainstreaming in the context of migrant protection and assistance programs, with specific reference to the Migrant Centres Toolkit (MCT), therefore its implementation in a specific context and its operational impact.
Learning Outcomes	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> Appreciate the relevance and value of protection, protection mainstreaming (also called safe and dignified programming) to operations and promote this to others, including at relevant coordination mechanisms, at cluster and to working group leads in-country Recognize that protection mainstreaming is the responsibility of all actors
Key Messages	<ol style="list-style-type: none"> All actors have a role to play in mainstreaming protection across interventions By mainstreaming protection actors can support people to safely access and enjoy their rights and services
Preparation	<p>Have the photo of the boy with disability in a migrant centre on a PPT slide or an alternative locally appropriate photo if available</p> <p>Projector and audio-video systems</p>
Resources	<p>This session is partially built on the Protection Mainstreaming training package developed by the Global Protection Cluster.</p> <p>And partially on IOM existing training material (notably the IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse)</p> <p>A5 pieces of card and markers</p> <ul style="list-style-type: none"> PPT slides with videos S1S4_YellowModule_Pre-/Post training Survey S1.GPC Brief on Protection Mainstreaming Video: GPC_Protection Mainstreaming Video Video: IOM_Protection Mainstreaming Video

Session 1.1 Plan

TIME	ACTIVITY	RESOURCES
10 min	Welcome and introduction	
	<ul style="list-style-type: none"> Introduce yourself (and training team if any) Provide information on any housekeeping points: bathrooms, tea breaks, emergency exits/contact point for feedback Ask participants to complete the pre-/post training survey. Explain that is useful for participants and trainers to be able to track and measure learning over the course of the training. Once participants have completed the survey, you may ask them to introduce themselves: their name, role, organization they work for. Present the session learning outcomes: After this session participants will be able to: <ol style="list-style-type: none"> Appreciate the relevance and value of protection, protection mainstreaming to operations and promote this to others, including relevant coordination mechanisms and cluster/working group leads in-country Recognize that mainstreaming protection principles across sectors and interventions is the responsibility of all actors 	Resource: S1S4_YellowModule_Pre-/Post Training survey
15 min	Why Protection Mainstreaming is Important in your Context?	
	<ul style="list-style-type: none"> Explain that the session will start with exploring why we are all here at this training, and why, within the context of migrant protection and assistance programs and migrant centres, protection is important and how is relevant to the context of migrant's assistance operations. Show the picture of migrant with physical disabilities in a migrant centre <p>Note: The facilitator may replace this image if a more context-specific image is available. Please ensure that the image reflects- visibly- protection mainstreaming gaps; also, the following slides are linked to this image, therefore it is recommended that all slides are updated accordingly</p> <ul style="list-style-type: none"> Ask participants in plenary: where do you think the individual is going? <i>Responses may include: to the health centre/to the food distribution point/to the individual MHPSS counselling session/ to the school/ to the toilet. The purpose of this question is to elicit a long list of services that could equally correspond to specific sector's services (health, education, water, sanitation and hygiene (WASH) for example).</i> <p>Facilitate a discussion about the individual's experience using some of the following prompt questions:</p> <ul style="list-style-type: none"> Do you think he has meaningful access to those services? What barriers might he experience and why? Is he safe accessing those services? Do you think he has been consulted on the location and access routes to those services? <p><i>See facilitator Note 1.1.1</i></p>	Resources: S1_PPT slide with Picture of Boy in wheelchair

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain that each one of these services could also correspond to a specific sector's service: WASH, education, MHPSS, health for example. • Write the services on a flipchart. • Ask participants in plenary: who is responsible for ensuring he/she can safely access those services? <i>Responses often refer to specialised agencies (e.g., Humanity & Inclusion, UNHCR, IOM, WFP) The "correct" answer is that all have a measure of responsibility.</i> <p>See facilitator note 1.1.2</p> <ul style="list-style-type: none"> • Explain that specialized agencies may be required for some activities, like building ramps for ease of access, but all actors have a responsibility to make sure the individual has access to their services. <p>Give and example: <i>an actor providing recreational activities services in a migrant centre) which has children in wheelchairs (less than 5% - average attending recreational activities). This actor made sure to have wheelchairs and child-seized crutches available in the centre so that children, boys, girls, like the one in the picture could easily "access" the service provided. They also made sure that latrines were accessible to persons with disabilities, and that the ground was flat and without gravel.</i></p> <p>Note: if possible, use an example from the context where training is being conducted.</p> <ul style="list-style-type: none"> • Explain that the previous example is an example of protection mainstreaming. Protection mainstreaming is the responsibility of all actors. They may have to work with specialized agencies for some things (e.g., provision of prosthetics), but they are all responsible for ensuring the meaningful access in safety and dignity to their services. • Ask participant to discuss in plenary concrete examples of protection issues they are aware of within sector programs and/or migrant centres' operations in this context. <p>Provide an example: <i>migrant people with specific vulnerabilities being hosted in a migrant centre that does not present separate and adequate facilities to accommodate such groups (unaccompanied and separated children (UASC), people with diverse sexual orientation, gender identity, gender expression and sex characteristics (SOGIESC) for example).</i> <i>And/or</i> <i>A migrant centre facility whereas a separate counselling room is not available to conduct individual counselling, and therefore privacy and confidentiality principles cannot be ensured.</i></p> <ul style="list-style-type: none"> • Optional modality: Divide participants in pairs and Ask them to write one example per participant on an A5 piece of card with marker pens so everyone can read it. The example should be relevant to the context where possible. 	<p>A5 pieces of card and markers</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Invite participants to stand up and introduce themselves (name and organization) and explain briefly the example of a protection problem they are aware of within sector programs and/or migrant centres. • Thank participants for their examples. Explain that we will not discuss them now but that we will refer back to them during the training. 	
5 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. All actors have a role to play in mainstreaming protection across interventions 2. By mainstreaming protection actors can support people to safely access and enjoy their rights and services. 	

General Note for the facilitator's attention: there is a need for sensitivity and inclusiveness even with regards to terminology used in this training initiative, in every-day language and technical terms used in every-day operations. Throughout the training manual general terms have been used for ease of reference. The facilitator should, where applicable, utilize extended versions of acronyms and abbreviation, such as:

- **Migrant = migrant person: in general, there is a tendency to separate migrants as they were another entity, using "migrant person" may be helpful to bridge this.**
- **Case = person: often encountered in case management technical explanations, or in everyday operations. It is preferable to adopt the term "person" where applicable.**
- **Any use of the term "vulnerable migrants" for stylistic purposes should be understood to mean migrants in vulnerable situation that might be exposed to violence, exploitation and abuse**

Facilitator Notes

Introduction - Protection Mainstreaming

Facilitator Note 1

The purpose of guiding participants through the series of questions is to elicit some of the key components of protection mainstreaming (also called safe and dignified programming): safety and dignity, meaningful access, accountability, participation and empowerment.

For access to be meaningful assistance and services must be: Available in sufficient quantity and quality

- Available in sufficient quantity and quality
 - Provided based on need and without discrimination
 - According to individual needs
 - Within safe and easy reach
 - Known by people potentially accessing services
 - Physically and financially accessible
 - Inclusive
 - Culturally relevant and socially acceptable
- In the case of the boy from the picture, his access is clearly limited in terms of being in safe and easy reach and being physically accessible.
 - The fact that the boy cannot safely access the services suggests that he may not have been involved in a process of identifying suitable locations and access routes.

Facilitator may also consider eliciting participants' reflections on risk and protective factors.

Risk factor: Factors at the individual, household/family, community or structural level that increase migrants' likelihood of experiencing violence, exploitation or abuse before, during or after migrating.

Protective factor: Factors at the individual, household/family, community or structural level that decrease migrants' likelihood of experiencing violence, exploitation or abuse before, during or after migrating

Facilitator Note 1.1.2

The purpose of this question is for participants to identify that all actors have a role to play in ensuring that the boy is:

- Consulted on the location and access routes to services
- Able to safely access services
- Is being treated with dignity

Acknowledge that protection mainstreaming is not solely the role of NGOs, INGOs, CSOs and UN Agencies, local and national government has primary responsibility. However, in the context of their own programs, WASH, shelter, camp management personnel must recognise the important role they can play.

SESSION 1

SAFE AND DIGNIFIED PROGRAMMING

SESSION 1.2: KEY ELEMENTS OF PROTECTION MAINSTREAMING FOR SAFE AND DIGNIFIED PROGRAMMING

Session Overview

Session aim: This session introduces the definition of protection mainstreaming and it's the key elements as defined in the Global Protection Cluster (GPC) brief. It supports participants to reflect on the key elements and to think through concrete examples of good and bad practice.

Session length: 35 mins.

Session Type: plenary discussion/group work/interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> • Explain the GPC definition and key elements of protection mainstreaming and highlight examples of each element • Critically analyse examples of protection mainstreaming to emphasize best practices • Encourage reflection on the enablers and challenges to protection mainstreaming and the need for proactivity to ensure safe and dignified programming
Learning Outcomes	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> 1. Describe the 4 key elements of protection mainstreaming, highlight the requirements of each and apply them to the specific context 2. Recognise that they are already "doing" a lot of protection mainstreaming 3. Critically identify some of the enablers and challenges to protection mainstreaming and plan accordingly
Key Messages	<ol style="list-style-type: none"> 1. Protection mainstreaming focuses not on what we do (the product), but rather on how we do it (the process) 2. There are 4 key elements critical to protection mainstreaming: prioritize safety and dignity and avoid causing harm; meaningful access; accountability; and participation and empowerment. 3. Good programming is central to protection mainstreaming, but it also requires some intentional, proactive steps to support safe and dignified programs.
Preparation	<p>Make sure the protection mainstreaming video is working and ready to be played</p> <p>Projector and audio-video setting</p> <p>Flip chart, markers and pens</p>
Resources	<ul style="list-style-type: none"> • Flip chart, markers, pens • PPT slides with videos • S1.2_GPC Brief on Protection Mainstreaming • S1.2_PM in practice • S1.2_Good and Poor PM practices • S1_Crosscutting_Role Play_(Empathy, Respect, No Judgement) • Video: GPC_Protection Mainstreaming Video • Video: IOM_Protection Mainstreaming Video

Session 1.2 Plan

TIME	ACTIVITY	RESOURCES
5 mins	<p>Introduction</p> <ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide: After this session, participants will be able to: <ol style="list-style-type: none"> 1. Describe the 4 key elements of protection mainstreaming, highlight the requirements of each and apply them to the specific context 2. Recognise that participants are already “doing” a lot of protection mainstreaming 3. Critically identify some of the enablers and challenges to protection mainstreaming and plan accordingly 	
10 mins	<p>Understanding Protection Mainstreaming</p> <ul style="list-style-type: none"> • Ask participants to share their understanding of protection mainstreaming in plenary. Identify and reinforce any points that relate to: <ul style="list-style-type: none"> • Including protection principle in programs • Safety, dignity and rights in programming • Ensuring access to services <p>See Facilitator Note 1.2.1</p> <ul style="list-style-type: none"> • Present the GPC definition of protection mainstreaming on a PPT slide: <p>“The process of incorporating protection principles and promoting meaningful access, safety, and dignity in humanitarian aid”</p> • Ask participants to reflect on how this relates to migrant protection and assistance programs and services and, more specifically, to migrant centres. • Explain (and emphasize) that protection mainstreaming focuses not on what we do (the product) but rather on how we do it (the process) and that protection should be mainstreamed through all sectors and all phases of the program cycle. Hence the relevance to safe and dignified programming within migrant protection and assistance programs and migrant centres operations. • Ask participants what distinguishes protection mainstreaming from specialised protection programs/stand-alone protection work? Elicit comments such as: <ul style="list-style-type: none"> • PM is the responsibility of all actors whereas protection work is undertaken by protection specialists • Specialised protection programs have specific protection objectives • Explain that protection mainstreaming is one part of protection. <u>Is the part of protection that is the responsibility of all humanitarian practitioners.</u> 	<p>Flip chart, marker, pens</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain that protection mainstreaming is one part of protection. <u>Is the part of protection that is the responsibility of all practitioners.</u> • Explain that protection mainstreaming is: <ol style="list-style-type: none"> 1. <u>A humanitarian imperative:</u> the fundamental of humanitarian action is the safety and dignity of affected populations and ensuring a meaningful access to assistance (principle of humanity/impartiality). 2. <u>A rights-based approach:</u> promote and protect the rights of affected population, not contributing, not perpetuating and reducing discrimination, abuse, violence, neglect or exploitation. 3. <u>A standard for quality and accountability:</u> ensure the quality of the humanitarian response and the programs implemented as well as accountability towards the behaviours of staff. 4. <u>A shared responsibility:</u> all actors are responsible to mainstream protection in all sectors and all phases of the program cycle. <p>See facilitator note 1.2.2</p>	
10 min	<p>4 Key elements of Protection Mainstreaming</p> <ul style="list-style-type: none"> • Hand out copies of the Global Protection Cluster (GPC) Brief on Protection Mainstreaming to all participant • Read the four key elements of protection mainstreaming articulated in the GPC Brief:w <ul style="list-style-type: none"> • Prioritize safety and dignity and avoid causing harm • Meaningful access – in proportion to need and without any barriers • Accountability • Participation and empowerment <p>Note that strong linkages can be made between the GPC’s 4 key elements and Sphere standards and principles.</p> <ul style="list-style-type: none"> • (If time allows) Play the video: an introduction to Protection Mainstreaming (PM), Global Protection Cluster 2014. Available online: GPC Protection Mainstreaming Video <p>Note: other protection mainstreaming videos may be available such as IOM Protection Mainstreaming video</p> <ul style="list-style-type: none"> • Explain that you will now briefly present each principle • Discuss some of the following questions – keeping in mind the context of MCs management - in plenary, giving some time for questions and discussion <p>Note: select the questions you ask according to how much time you have. If you have little time, only ask questions in relation to the video and use only PPT slides to explain the principles.</p>	<p>S1.GPC Brief on Protection Mainstreaming</p> <p>Optional:</p> <p>GPC Protection Mainstreaming Video</p> <p>IOM Protection Mainstreaming video</p>

TIME	ACTIVITY	RESOURCES
	<p>In relation to the video:</p> <ul style="list-style-type: none"> • What are your reflections of the video? • Did it introduce anything that was new/different? • Do you agree with everything in the video? <p>In relation to “meaningful access”:</p> <ul style="list-style-type: none"> • Why might some individuals or groups not be able to access assistance? • What measures can an actor take to facilitate access for individuals or groups who are excluded or not able to access assistance? • Summarise and explain that for access to be meaningful, assistance and services must be: <ol style="list-style-type: none"> 1. Available in sufficient quantity and quality as well as in a timely manner 2. Provided based on needs and without discrimination 3. Within safe and easy reach 4. Inclusive 5. Known by people potentially accessing services 6. Physically and financially accessible 7. Culturally relevant and socially acceptable <p>In relation to “prioritize safety and dignity and avoid causing harm”</p> <ul style="list-style-type: none"> • How might an actor inadvertently expose migrants to increased danger or abuse of their right? • What actions can an actor take to avoid or minimize any adverse effects? • What actions can an actor take to prioritize safety and dignity in programs? • Summarise and explain that: <ul style="list-style-type: none"> • Safety can be impeded by physical threats such as violence, assault, coercion, and environmental threats • Dignity can be impeded by physical or psychological threats such as lack of respect, lack of confidentiality and privacy, and lack of consultation. <p><i>See facilitator note 1.2.3</i></p> <p>In relation to “accountability”:</p> <ul style="list-style-type: none"> • Ask participants what accountability is and why is important • Show on PPT slide the definition of accountability as per GPC Brief • Show on PPT slide and discuss the 5 IASC commitments (from Accountability to Affected Populations (AAP) Operational Framework) 	

TIME	ACTIVITY	RESOURCES
	<p>In relation to “participation and empowerment”:</p> <ul style="list-style-type: none"> • Ask why participation and empowerment are important • List ideas on flip chart while eliciting responses from the participants. Make sure that at least the following responses are listed: <ol style="list-style-type: none"> 1. It builds dignity and self-esteem 2. It helps to ensure that interventions are appropriate and effective 3. It develops skills for life after displacement 4. It puts people back in control of their own lives – decrease dependency and increase self-reliance <p><i>Note: if time allows it, the facilitator may explicitly refer to the participation ladder (and relevant levels).</i></p>	
5 min	<p>How does Protection Mainstreaming Looks like in Practice?</p> <ul style="list-style-type: none"> • Ask participants if they have concrete examples of good PM practices implemented in their context of operations • Share with participants examples of best practices. <p>OPTIONAL: if time allows it, the facilitator may consider the group exercise S1_Crosscutting_Role Play (Empathy, Respect, No judgement):</p> <p>Scenario: <i>you are part of the management team in charge of the functioning of a MC facility that hosts UASC (mostly young boys between 12 and 17 years old). One day, a migrant boy hosted in the facility steals a phone, which is a violation of facility's regulations. Your team is supporting the idea of applying the regulations, which foresee expelling the boy immediately.</i></p> <ol style="list-style-type: none"> a. Identify 3 participant and assign the 3 different roles (MC supervisor, migrant boy, case manager) b. Refer to the S1_Crosscutting_Role Play (Empathy, Respect, No Judgement) for additional instructions 	<p>Resources:</p> <p>S1.2_PM in practice</p> <p>S1.2_Good and Poor PM practices</p> <p>S1_Crosscutting_Role Play (Empathy, Respect, No Judgement)</p>
5 min	<p>Summary of Key Messages</p> <ul style="list-style-type: none"> • Summarise the session's key messages on a PPT slide: <ol style="list-style-type: none"> 1. Protection mainstreaming focuses not on what we do (the product), but rather on how we do it (the process) 2. There are 4 key elements critical to protection mainstreaming: prioritize safety and dignity and avoid causing harm; meaningful access; accountability; and participation and empowerment. 3. Good programming is central to protection mainstreaming, but it also requires some intentional, proactive steps to support safe and signified programs. 	

Facilitator Notes

Key Elements of Protection Mainstreaming for Safe and Dignified Programming

Facilitator Note 1.2.1

Some ideas about PM means:

- Including protection considerations in other sectors such as shelter
- Including protection considerations during all stages of the project cycle (assessment, design, implementation, monitoring and evaluation (M&E))
- Thinking about whether people are safe while accessing services provided by our organization
- Thinking about whether people's rights are respected in programming
- Ensuring that not only vulnerabilities, but also capacities and skills are considered in programs and projects
- Applying a MHPSS approach across interventions through: active listening, non-judgemental attitude, empathy, respect and understanding, considering migrants as individuals not as numbers.
- Being aware of potential protection risks in programs/projects/specific interventions
- Ensuring participation of all groups

Some participants may work in organizations that use different terminology to convey similar ideas such as “safe programming” or “safe and dignified programming”. Be prepared to explain that “protection mainstreaming” is the agreed terminology of the Interagency Standing Committee (IASC) and the Global Protection Cluster.

Facilitator Note 1.2.2

During this discussion participants may want to know the definition of protection. The following should be provided.

“All activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law.” (IASC, 1999)

It is not recommended that the training focus on providing a comprehensive explanation of the definition of protection (see red module for that). The trainer should emphasize that protection activities are the responsibility of protection actors and that this training module focuses on a general overview of protection mainstreaming at the core of safe and dignified programming in the context of migrant centres (MCs) facilities and operations. However, the facilitator should be familiar with IASC definition and framework in order to respond to any specific questions.

Given the focus of this training on Migrant Centres Toolkit, which is developed and promoted by IOM, the facilitator may also explicitly refer to IOM's approach to Protection:

“IOM's protection interventions include, amongst others, child protection, risk mitigation, response to and prevention of gender-based violence, counter-trafficking, alternatives to detention, mental health and psychosocial support, land property and reparations and inclusion of persons with disabilities. IOM also focuses on mainstreaming protection across all its sectors of intervention, ensuring the principle of do no harm, prioritizing safety and dignity, enabling meaningful access, promoting accountability and fostering participation and empowerment”. Source: [IOM - Protection](#).

In relation to “prioritize safety and dignity and avoid causing harm”

Facilitator Note 1.2.3

The facilitator may discuss with participants what the difference between safety and dignity is.

The facilitator may invite participants to brainstorm with participants how might an actor inadvertently expose people to increased danger or abuse of their rights in the context of MCs management. This may include:

- By not consulting sufficiently with different segments of the affected population and therefore reinforcing discrimination and marginalization of certain individuals or groups
- By setting up programs/projects in locations without considering how safe it is for people to travel to and from the project site
- By providing assistance to migrant populations while ignoring the needs of host populations
- By failing to keep sensitive information confidential and not storing it securely
- By not providing information about program/project entitlements in a language and format that everyone can understand
- By undermining people's self-help efforts (such as setting up new community groups for a project instead of utilizing an existing group that is already functioning and effective)
- Through inaction – by ignoring abuse of people's rights.

If raised by participants, it is important to note the distinction between ‘avoid causing harm’ and ‘do no harm’. The Do No Harm approach is a conceptual framework for micro-level conflict analysis to assist with project planning and programming in conflict contexts. The concept of ‘avoid further harm’ reaches beyond conflict analysis to all aspects of aid planning and programming which may cause adverse and unintended effects on the population of concern.

SESSION 1

SAFE AND DIGNIFIED PROGRAMMING

SESSION 1.3: PROTECTION ANALYSIS & DETERMINANTS OF MIGRANT VULNERABILITY (DoMV)

Session Overview

Session aim: Building on the previous sessions on protection, which ‘set the tone’, this session introduces IOM Determinants of Migrant Vulnerability Model (DoMV), which is used to assess risk and protective factors at the individual, household/family, community and structural levels. It also introduces IOM’s programmatic approach to protecting and assisting migrants vulnerable to violence, exploitation and abuse. It discusses the model’s operationalization and its application at different stages of migration and in countries of origin, transit and destination (see IOM Handbook on Protection and Assistance to Migrants vulnerable to Violence, Exploitation and Abuse).

Session length: 30 to 70 mins.

Session Type: plenary discussion/group work/interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> Explain and demonstrate the use of protection analysis, through the risk equation as an analytical tool to highlight and comprehend protection risks Explain the IOM Determinants of Migrant Vulnerability (DoMV) model Explain IOM programmatic response at individual level Encourage participants to think about what makes migrant people vulnerable within in their specific contexts
Learning Outcomes	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> Analyse protection risks as the first step of mainstreaming protection across interventions Understand DoMV and how comprehensive analysis of intersecting structural factors can inform and determine safe and dignified programming
Key Messages	<ol style="list-style-type: none"> Safe and dignified programming starts in assessment processes Mainstreaming protection needs to be informed by an analysis of the real and potential protection risks that may arise in a sector program Vulnerability is not inherent Vulnerability will be determined by several factors that will change with context. Factors might include severe deprivation, serious discrimination, abusive or exploitative relationships, high levels of distress and unsafe or negative coping mechanism.
Preparation	<ul style="list-style-type: none"> Prepare resource S1.3: Cards of Vulnerability Exercise. Consider having 1 set of cards (profile and description) for each group. Post-it notes, markers, coloured cards
Resources	<ul style="list-style-type: none"> PPT slides Post-it notes, markers, coloured cards Resource S1.3_Cards of Vulnerability Exercise

Session 1.3 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> Present session Learning Outcomes on a PPT slide. After this session, participants will be able to: <ul style="list-style-type: none"> Analyse protection risks as the first step of mainstreaming protection across interventions Understand DoMV and how comprehensive analysis of intersecting structural factors can inform and determine safe and dignified programming Check if participants have any questions. 	
40 mins	Protection Analysis	
	<ul style="list-style-type: none"> Explain that, before diving into the DoMV we will take a step back and understand how to unpack and analyse Risks Present the risk equation on a PPT slide $\text{Risk} = \frac{\text{Threat} + \text{Vulnerability}}{\text{Capacity}}$ <p><i>See facilitator note 1.3.1</i></p> Unpack the risk and explain what a ‘risk’, ‘threat’, ‘vulnerability’ and ‘capacity’ is <p><i>See facilitator note 1.3.2</i></p> Explain that understanding vulnerability is very important and that the following exercise will explore what vulnerability in this context means. Cards of Vulnerability Exercise: Divide into groups of 3-4. Each group receives 1 set of profiles (10). Rank the individuals according to how vulnerable you think their situations are (Rank from 1 = the most vulnerable to 10 = least vulnerable. Each group receives a second set of profile-descriptions (10) and ranks the individuals. <p><i>See facilitator note 1.3.3</i></p> Explain that this analytical approach will help us to avoid generalization, ensure contextualization. No one factor will lead to a specific outcome, but rather multiple intersecting factors. 	Resource S1.3_Cards of Vulnerability Exercise

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Ask participants to think about the context they work in and suggest 2 examples where risk equation can be applied to unpack and analyse protection risks affecting migrants in vulnerable situations. <p><i>Note: this exercise on attempting to apply the risk equation to existing real examples is very useful as participants may realize that the distinction between risk, threat, vulnerability and capacity is quite challenging. It also helps to expand the participant's view towards a more holistic broader vision of the potential beneficiary by not only focusing on vulnerabilities, but to think about capacities and skills too.</i></p>	
20 mins	<p>IOM Determinants of Migrant Vulnerability Model (DoMV)</p> <ul style="list-style-type: none"> • Explain that IOM utilizes the DoMV model to design its programmatic responses: in this specific case we will focus on the individual programmatic response. To introduce the DoMV, engage participants in a practical exercise to discover the DoMV step by step rather than explaining it yourself: Risk Factors & Protection Factors exercise: [before the session] stick four A4 papers of blue, green, red, yellow colours aligned horizontally on a wall. • In plenary: ask participants to list examples of risk and protective factors aloud and then write them on post-it notes (one factor per post-it note). Have a second facilitator or organizer place them under the coloured cards (without indication of level) corresponding to the model (blue for the individual level, green for the family/household level, red for the community level and yellow for the structural level). Have participants stand up and come closer to the wall. Ask what this set up inspires them. • Write the four levels on each of the corresponding A4 once participants have guessed them and proceed to the next slide to complete the explanation of the DoMV. • Explain that DoMV considers both resilience and vulnerability to be determined by the presence, absence, and interaction of risks and protective factors at different levels: Individual, family-household, community, structural. Each factor at each level is considered to be either a risk or protective factor, depending on the context (time and location) • Present the DoMV model on a PPT slide <p><i>See facilitator note 1.3.4</i></p> <ul style="list-style-type: none"> • Present the application of the DoMV model on all stages of migration (origin, transit, destination) on a PPT slide <p><i>See facilitator note 1.3.5</i></p>	<p>Post-it Notes, Markers</p> <p>Coloured Cards</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain how factors may intersect in transit and destination countries – schematic presentation on a PPT slide • Present the programmatic responses model on a PPT slide (fig.1.2, page 9, AVM handbook). Explain that: The framework complements the DoMV: once risk and protective factors have been identified, it is about who does what, how, and at which level of intervention. • Ask participants who is involved in each level (probe for knowledge and familiarity with this model) • Ask participants “what is the role of the State?”. Facilitate a discussion on this topic by asking a subsequent question on “which scenarios may we find in terms of role played by the State?”. <p><i>See facilitator note 1.3.6</i></p>	
5 mins	<p>Summary of Key Messages</p> <ul style="list-style-type: none"> • Summarise the session's key messages on a PPT slide: <ol style="list-style-type: none"> 1. Safe and dignified programming starts in assessment processes 2. Mainstreaming protection needs to be informed by an analysis of the real and potential protection risks that may arise in a program 3. Vulnerability is not inherent 4. Vulnerability will be determined by several factors that will change with context (defined by time and location). 	

Facilitator Notes

Protection Analysis and IOM Determinants of Migrant Vulnerability Model (DoMV)

Facilitator Note 1.3.1

$$\text{RISK} = \frac{\text{THREAT} \times \text{VULNERABILITY}}{\text{CAPACITY}}$$

- Reduce threat
- Reduce vulnerability
- Increase capacity

Explain that the risk equation is one of the tools that will guide a sound understanding of the current protection risks faced by the populations, and an evidence-based analysis of the situation. The best way to think about protection is from the perspective of those who need it. Understanding people's protection needs in terms of threat, violation, vulnerability, capacity and risk can do this. This approach uses a model of risk and response that is familiar to many organizations. This approach allows us to appreciate the precise nature of the threats and vulnerabilities people are experiencing and the capacities they have, to prevent and cope with them. The risk equation can also be applied to identify the protection risks linked to migrant centres programming. When we speak about protection risks, we refer to the precise nature of the threats and vulnerabilities people are experiencing and the capacities they have, to prevent and cope with them.

TIME and LOCATION How time and location impact the risk equation? - it might be useful as well to add the time and location elements to the equation, as where there is a threat and people are vulnerable, they are at risk. The longer the time people face the threat, the higher the risk. This analysis is particularly relevant when analyzing **DoMV at origin, transit and destination.**

Facilitator Note 1.3.2

Risk : A specific/potential violation or damage to enjoyment of a right. With a causal agent: a perpetrator or a decision-maker or event which leads to the violation. Understood as a combination of threats, vulnerabilities, exposure and capacities or coping skills that define how individuals are affected by a pattern of harm. Strategies to reduce a risk can include:

- Reducing the severity or level of potential harm
- Reducing the frequency or number of people potentially affected by it
- Reducing the probability of the violation affecting a certain group

Threat: A threat is an external action or event that exposes someone to risk of compromised safety, dignity, access. What is the harm (violence, barrier, coercion, exploitation, deprivation, neglect)? Who is responsible? Why are they doing it? What are their motivations? Who influences or supports them? When are these problems occurring? Why?

- To reduce the threats:
- Change the abuser's mind/behavior
 - Increase coping capacities

Capacity: Capacities refer to the coping mechanisms and strategies whether positive or negative that people use to protect themselves or to give themselves a level of resilience in the face of the threat. It refers to individual or social action that can prevent a threat from resulting in harm.

Capacities can include community strength, alliances/connections, communication and ability to persuade, knowledge and access to justice, ability to defend oneself, coping strategies, community early systems, assets, skills, connections.

What capacities exist within the community to address the threat or assist the most vulnerable to the threat? What coping mechanisms or strategies (negative or positive) are used? What other strategies might be possible?

To increase capacities:

- Facilitate alliances
- Support access to justice
- Support community organizing/mobilization
- Leadership training
- Supporting community-based initiatives.

Facilitator Note 1.3.3

- **Explain** that understanding vulnerability is very important and that the following exercise will explore what vulnerability in this context means.
- **Provide** each group with ten white cards each with the details of one individual on the card: a 10-year-old girl; a community leader; a farmer; a disabled man; a cleaner in a migrant centre; a worker for a national NGO; a grandmother; a mother with 5 children; a migrant returning to his village; and a newborn baby. Use the white cards from **Resource 1.3_Cards of Vulnerability Exercise.**
- **Ask** the group to rank the individuals according to how vulnerable they think their situations are likely to be (ask participants to think about vulnerability in the context in which the training is being held). Rank from 1 = the most vulnerable to 10 = least vulnerable.
- **Ask** each group to provide a summary of their ranking and rationale. At this stage do not facilitate a broader discussion.
- **Provide** the group with the grey cards from **Resource 1.3_Cards of Vulnerability Exercise**, which provides additional information about each individual. Ask the group to read the additional information and discuss if they would change the ranking based on the additional information. Ask the group if they want to make any changes to the ranking.
- **Ask** the groups to give feedback on if and why they made changes to the rankings.

Provide definition of **vulnerability:** Vulnerability is an individual characteristic or circumstance that causes someone to be exposed to a threat. Vulnerabilities are context-specific characteristics or factors that make a person/group of people vulnerable to a specific threat.

Factors of vulnerability can include risk-factors such as old age, gender, ethnicity, and time exposure to the threat – or a combination of these.

Who is most at risk of harm? Who in the community/group is most exposed to the threat? What are the factors of vulnerability? When are they most vulnerable? How can their vulnerabilities be reduced?

To reduce vulnerabilities:

- Change behavior
- Change location
- Provide information.

Determinants of Migrant Vulnerability Model (DoMV)

Facilitator Note 4

(for more details refer to IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse)

Individual Factors

For some individual factors, whether they are risk factors or protective factors is context specific. For example, being a member of a particular racialized group may be a protective factor in some contexts (if that group is dominant or privileged), but a risk factor in others (if that group is marginalized or oppressed). Other individual factors may be broadly considered to always be risk factors or protective factors. For example, literacy is almost always a protective factor, while illiteracy is almost always a risk factor.

Family-Household Factors

Households and families can constitute both risk and protective factors against violence, exploitation and abuse. Risk factors can include interpersonal violence between family members, households headed by a child or a single parent, and a history of unsafe migration behaviour. Protective factors can include the presence of a supportive environment within the home, equitable distribution of resources and opportunities between boys and girls, and sufficient earnings to meet both basic needs and the main aspirations of all family members.

Community Factors

All communities will have a combination of risk and protective factors. Community risk factors include practices such as forced marriage, exclusion of some members of the community from the full benefit of community resources, or the presence of natural hazards such as landslides or flooding. Protective community factors include a good education system accessible to all, sufficient access to quality health care, a functioning social welfare system, and adequate preparedness measures to mitigate risks from natural hazards.

Structural Factors

At the structural level, risk factors include patterns of systemic marginalization and discrimination, conflict and instability, poor governance, the absence of accountability mechanisms, and weak rule of law. Protective factors include peace and security, good governance, respect for human rights, and equitable development

DoMV model at Origin, Transit, Destination

Facilitator Note 5

The determinants of migrant vulnerability model can be applied before, during or after migration, for purposes that will likely differ depending on the situation.

If applied **before** migration, the model should be used to encourage safe and informed migration, and/or prevent violence, exploitation or abuse of migrants.

If applied **during** migration, the model should be used to identify migrants in vulnerable situations with a view to taking measures to prevent them from experiencing harm and/or to developing appropriate protection and assistance plans if harm has already been done.

If applied **after** migration, the model should be used to identify migrants in vulnerable situations with a view to taking measures to prevent them from experiencing harm and/or to developing appropriate protection and assistance plans if harm has already been done. It should also be used to support the development of longer-term sustainable resolution of vulnerability. In the context of returns, it should be used to address vulnerabilities and promote sustainable reintegration.

The role of the State

Facilitator Note 1.3.6

As the primary duty bearer for upholding the rights of all persons, including migrants, the State has a particularly important role to play in upholding rights and reducing vulnerability to rights violations in all spheres and at all levels.

SESSION 2

SAFE COMMUNICATION OF PROTECTION INCIDENTS - PSEA

Session Overview

Session aim: This session provides participants with the skills to respond safely and ethically to protection incidents that they may encounter in the field. It recognizes that often organization's personnel and staff hear about, or witness, protection incidents and that by responding in the wrong way they may further expose survivors to harm. It is also an opportunity to remind participants of the six PSEA principles widely applied by humanitarian actors and to discuss reporting channels as well as referral mechanisms for survivors.

Session length: 75 mins

Session Type: Plenary discussion/Interactive exercise

Session Instructional Objectives	This session will: <ul style="list-style-type: none"> Introduce participants to practices that avoid causing harm Provide participants with practical examples to discuss appropriate response and referrals
Learning Outcomes	After this session, participants will be able to: <ol style="list-style-type: none"> Confidently understand how to safely and ethically respond to protection incidents that they may hear about or witness in the field Understand the six core principles relating to sexual exploitation and abuse (SEA) Recognize what individuals and organizations can do to prevent and respond to sexual exploitation and abuse (PSEA)
Key Messages	<ol style="list-style-type: none"> Avoid causing harm should be central to all organization responses to allegations or incidents of abuse Actors should document referral pathways and contact details for specialist medical, legal, psychological and protection services, ensuring this information is regularly updated and available to all staff Only actors with special mandates or trained human rights or protection monitors/personnel should engage in systematic monitoring and reporting of human rights violations Sexual exploitation and abuse are unacceptable and cause serious harm The purpose of the PSEA is to protect persons in vulnerable situations We each, individually, can play a role in addressing the problem, principally by taking the issue seriously and reporting suspicions or concerns
Preparation	<p>Identify referral pathway documents, standard operating procedures (SOPs) and guidance that exists in specific context</p> <p>Prepare Resource S2_Cards for Safe response to protection Incidents (1 set/group)</p> <p>Projector and audio-video setting</p>
Resources	<ul style="list-style-type: none"> Resource S2_Cards for Safe Response to Protection incidents Resource S2_PFA Handout Sample SOPs (possibly context specific) Resource S2_We Are All In – Where it all begins Video Resource S2_We Are All In – What happens next Video PPT slides with videos

Session 2 Plan

TIME	ACTIVITY	RESOURCES
5 mins	<p>Introduction</p> <ul style="list-style-type: none"> Present session learning outcomes on a PPT slide <p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> Confidently understand how to safely and ethically respond to protection incidents that they may hear about or witness in the field Understand the six core principles relating to sexual exploitation and abuse (SEA) Recognize what individuals and organizations can do to prevent and respond to sexual exploitation and abuse (PSEA) 	
20 mins	<p>Safe and Ethical Responses</p> <ul style="list-style-type: none"> Divide participants into groups. Explain that in the course of day-to-day work IOM/implementing partners (IP)/governmental authorities and non-governmental organizations' staff/personnel may be exposed to protection incidents –either directly witnessing them or hearing about them. It is important that staff respond in the right way. Read aloud the following scenario: <p><i>Scenario: You are a food security advisor with no specific expertise in protection. You are visiting a migrant centre early in the morning. While you are there a boy runs over to your group and tells your team that a woman has been attacked earlier that morning. He takes you to see the woman who is highly distressed.</i></p> <ul style="list-style-type: none"> Give each group the white cards from Resource S2_Cards for Safe Response to Protection Incidents. Ask them to read each response card and, for each one, discuss the following questions: Is the suggested action safe or unsafe? Why is the action safe/unsafe? 	<p>ResourceS2: Cards for Safe Response to Protection Incidents</p>

TIME	ACTIVITY	RESOURCES
30 mins	<p>Discussion</p> <ul style="list-style-type: none"> • Lead plenary discussion – going through each action and asking the groups if they felt the action was safe or unsafe <p>See facilitator note 2.1.1</p> <ul style="list-style-type: none"> • Direct participants to resources that might help them, including: psychological first aid (PFA) guidance. Available here (click on the link): PFA guidelines • Hand out copies of sample (or actual) SOPs for responding to allegations or incidents of human rights violations → see if available in country • Ask participants if they are aware of any context-specific guidance on how to respond to protection incidents, including referral contact and pathways <p>Note: if you have been able to identify any context-specific resources take time to share them with participants now</p> <p>Or</p> <p>Ask if among the participants there is any specialized protection staff that may provide an overview of existing practices/SOPs</p> <ul style="list-style-type: none"> • Give participants 5 minutes to review the handouts and check if participants have any questions 	<p>Resource: S2_PFA Handouts (pages 55-56 PFA guide)</p> <p>Sample SOPs</p>
5 mins	<p>Summary of Key Messages 1/2</p> <ul style="list-style-type: none"> • Summarise the first part of the session key messages on a PPT slide: <ol style="list-style-type: none"> 1. Avoiding causing harm should be central to all actors' responses to allegations or incidents of abuse 2. Actors should document referral pathways and contact details for specialist medical, legal, psychological and protection services, ensuring this information is regularly updated and available to all staff. 3. Only actors with special mandates or trained human rights or protection monitors should engage in systematic monitoring and reporting of human rights violations. 	
10 mins	<p>Refreshing your knowledge about Protection from Sexual Exploitation and Abuse (PSEA)</p> <ul style="list-style-type: none"> • Introduce the PSEA topic by asking participants if they are familiar with any PSEA policy and/or to provide a definition of sexual exploitation and relevant examples • This section intends to remind participants about their commitment, whether as IOM's IPs, operational partners or service providers, towards creating and maintaining an environment that prevents SEA. 	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain that this short session is aimed at simply reminding participants about the 6 core principles that guide any PSEA policy, which it is assumed to be known by participants • Present the definitions of sexual exploitation and sexual abuse <p>Note: If time allows - or asked by participants – explain the similarities and differences between SEA & GBV. The facilitator may also want to take this opportunity to encourage [program] managers to ensure that all MCs staff and partners are trained on addressing GBV.</p> <ul style="list-style-type: none"> • Present the application of the PSEA principles on a PPT slide <p>See facilitator note 2.1.2</p> <ul style="list-style-type: none"> • Present the 6 core principles of PSEA on PPT slides • Remind participants that PSEA and other misconduct concerns/suspicious can be reported through IOM-We Are All In platform • Utilize the WE ARE ALL IN - Where it all begins video as auxiliary tool to present IOM's reporting mechanism/platform (additional available video: WE ARE ALL IN - What happens next?) • Show participants how to access the IOM – We Are All In webpage 	<p>PSEA principles</p> <p>We Are All In - Confidential Reporting Form</p> <p>Resources: WE ARE ALL IN - Where it all begins</p> <p>WE ARE ALL IN - What Happens Next?</p>
5 mins	<p>Summary of Key Messages 2/2</p> <ul style="list-style-type: none"> • Summarise the second part of the session key messages on a PPT slide: <ol style="list-style-type: none"> 1. Sexual exploitation and abuse are unacceptable and cause serious harm; 2. The purpose of the PSEA is to protect persons in vulnerable situations; 3. We each, individually, can play a role in addressing the problem, principally by taking the issue seriously and reporting suspicions or concerns. 	

Facilitator Notes

Safe Communication of Protection Incidents and PSEA

Discussion

Facilitator Note 2.1.1

You must be prepared to comment on each of the response cards – see guidance below:

RESPONSE CARD	GUIDANCE FOR FACILITATOR
Check safety: your safety, the safety of other staff members and the safety of the affected person and the community	SAFE Before taking any action you should check that you , other staff, the survivor and the other community members are safe.
Ask the woman if she is hurt	SAFE. Checking if a survivor has any immediate medical needs is a first step in response
Ask for details of what happened	UNSAFE. Without proper training to interview survivors of right abuses, staff should never attempt to interview or gain further information about an incident.
Ask who is responsible for attacking her	UNSAFE. Without proper training to interview survivors of right abuses, staff should never attempt to interview or gain further information about an incident.
Ask survivor for details of when and where it happened	UNSAFE. Without proper training to interview survivors of right abuses, staff should never attempt to interview or gain further information about an incident.
Ask what specific help/assistance she needs. Ask if she is happy for you to contact someone to get support for help	SAFE. Trying to help a survivor access appropriate services (medical, counselling, legal) is an important step. Staff should be provided with a list of services (e.g. service directory) that can be referred to in the area they are working. You must ask the survivor for informed consent before contacting any service providers.
Give the person contact information for health, counselling, or other relevant services.	SAFE If survivors is not comfortable with you contacting service providers on their behalf you can provide them with contact information of service providers that may be able to help them.
Don't say anything at the time, but later call the police from somewhere private	UNSAFE You should not call the police on behalf of a survivors unless they have requested that you do so and have provided informed consent.
Report the incident to your manager / Protection staff member and ask for advice	SAFE You should always report the incident to your maager or a protection staff member. They will be able to provide you with further support on the appropriate way to respond.
Do nothing if it is domestic violence or family/community matter	UNSAFE Domestic violence is a serious offence in most countries. You should provide the same support to a survivor of domestic violence as any other human rights violation. Ignoring domestic violence is not acceptable.

Facilitator Note 2.1.2

Application of PSEA principles: it is important to elaborate on the application of these principles as international non-governmental organizations (INGO), non-governmental organizations (NGO), civil society organizations (CSO) and other entities may develop/adopt PSEA policies that are quite similar to the IOM's one, as PSEA principles are defined by the IASC, which is an interagency entity. However, whether they apply or not PSEA policy, it is important to inform them on the relevant principles and reporting tools should they witness any breach/violation of PSEA and code of conduct (CoC)policies by UN and NON –UN entities.

Take the opportunity to **mention other type of misconducts that are unacceptable** when committed by IOM staff and IPs and can hence be reported through the We Are All In platform.

Facilitator could also briefly mention the importance of informing and sensitizing beneficiaries hosted and/or assisted by IOM/INGO/NGO/CSO on the existence of PSEA policies and how it contributes to ensuring a SEA free environment. It is important also to inform beneficiaries on the existence and functionality of reporting mechanisms should they witness or be subjected to any PSEA policy violations.

SESSION 3

THE MIGRANT CENTRES TOOLKIT

SECTION 3.1 – INTRODUCTION: THE MIGRANT CENTRES TOOLKIT

Session Overview

Session aim: this session provides participants with an overview of the Migrants Centres Toolkit (MCT), which is intended as a **practical resource for field practitioners** providing access to key guidance material, tools, best practices, and examples on migrant centres facilities and services’ design and implementation. In particular, **the focus of this toolkit is on the management of physical facilities, referred to in this toolkit as “migrant centres” (MCs).**

This and the following sessions of this course are built on the Migrant Centres Toolkit - Electronic Platform (available here: [Migrant Centres Toolkit](#)).

Session length: 45 mins.

Session Type: Presentation/Plenary discussion/Interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> Introduce participants to the Migrant Centres Toolkit: purpose, usage, applicability Introduce participants to each MCT sections that will be further developed in detail during this session
Learning Outcomes	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> Contextualize the migrant centres facilities within the migrant protection and assistance programs Confidently orient themselves on the usage and applicability of the Migrant Centres Toolkit Be familiar with Migrant Centres Toolkit content
Key Messages	<ol style="list-style-type: none"> The toolkit constitutes a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on migrant centres’ service and facilities’ design and implementation The focus of this toolkit is on the management of physical facilities, referred to in this toolkit as “migrant centres” The MCT provides guidance on applicable minimum standards, to ensure safe and dignified assistance in the context of migrant centres The MCT consists of concise entries that provide guidance and tools on specific topics grouped together under four categories which will be further explored during this session
Preparation	<ul style="list-style-type: none"> MCT webpage open (to show participants how to access it) Projector and video-audio systems
Resources	<ul style="list-style-type: none"> PPT slides with videos Video: IOM Introduction to Migrant Centres Toolkit_Video

Session 3.1 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> Present session learning outcomes on a PPT slide. After this session, participants will be able to: <ol style="list-style-type: none"> Contextualize the Migrant Centres Toolkit within migrant protection and assistance programs Confidently orient themselves on the usage and applicability of the Migrant Centres Toolkit Be familiar with Migrant Centres Toolkit content 	
20 mins	About the Migrant Centres Toolkit	
	<ul style="list-style-type: none"> Play the video: Introduction to The Migrant Centres toolkit <p><i>Note: This video provides a “tangible” overview of what migrant centres are and what they consist of, while at the same time promoting the usage and application of the Migrant Centres Toolkit, with a link to the MCT electronic platform.</i></p> <ul style="list-style-type: none"> Present the MCT – web page screenshot on a PPT slide Show the participants how to access the electronic platform of Migrant Centres Toolkit, accessible here: Migrant Centres Toolkit Explain that this session provides participants with an overview of the Migrants Centres Toolkit which, building on the electronic platform, is intended as a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on migrant centres facilities and services’ design and implementation. Explain that the focus of this toolkit is on the management of physical facilities, referred to in this toolkit as “migrant centres”. Ask participants if they are already familiar with the toolkit Ask participants what their existing knowledge about the MCT is (i.e., tools, applicability) and/or their existing knowledge of migrant centre (or other type of facilities) management. <p><i>See facilitator note 3.1.1</i></p>	<p>Resources:</p> <p>Introduction to the Migrant Centres Toolkit Video</p>
15 mins	The Migrant Centres Toolkit – Categories overview	
	<ul style="list-style-type: none"> Explain that the migrant centres toolkit consists of concise entries that provide guidance and tools on specific topics grouped together under four categories. Present the 4 categories in a PPT slide <ul style="list-style-type: none"> Administration Management of migrant centres Protection and assistance services Information management and migration data 	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Provide a brief overview of category and explain that during this session we will explore each category and related tools <p><i>See facilitator note 3.1.2</i></p>	
5 mins	Summary of Key Messages	
	<ul style="list-style-type: none"> • Summarise the key messages of this session on a PPT slide: <ol style="list-style-type: none"> 1. The toolkit constitutes a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on migrant centres design and implementation 2. The focus of this toolkit is on the management of physical facilities, referred to in this toolkit as “migrant centres” 3. MCT provides guidance on applicable minimum standards, to ensure safe and dignified assistance in the context of migrant centres set-up and running 4. The toolkit has concise entries that provide guidance and tools on specific topics grouped together under four categories which will be further explored during this training 	

Facilitator Notes

Introduction: The Migrant Centres Toolkit

Facilitator Note 3.1.1

Assistance to migrants in vulnerable situations is a core activity of the International Organization for Migration (IOM) in line with its mandate, the 2030 Agenda and its Sustainable Development Goals, and the New York Declaration for Refugees and Migrants. Over the past years, IOM has capitalized on its expertise on identification, assistance, and protection of migrants in need through the establishment of migrant centres. **Migrant centres** are integrated into IOM’s model for migrant protection and assistance in key hubs in countries of origin, transit, and destination.

Saving lives must go hand in hand with comprehensive measures to improve conditions for migrants along the migration routes. The goal is to provide a wide range of services to improve conditions for migrants:

- Food and water
- Accommodation in open centres
- Medical and psychosocial care
- Legal options and information
- Voluntary return and reintegration support and other sustainable solutions
- Referral for specialized assistance and referral for asylum seekers, victims of trafficking, unaccompanied or separated migrant children and other migrants in vulnerable situations.

The aim of these “migrant centres” is to ensure that the human rights and wellbeing of migrants are respected and to provide an effective way to refer migrants in need to specialized services. The nature of migrant centres varies in each location and throughout time, but it is characterized by three core elements:

1. A **co-operative framework** → to facilitate the identification of migrants in need, and to ensure that they receive appropriate immediate longer-term support

All migrant centres seek to formalize co-operation among IOM, government agencies, civil society organizations, and United Nations (UN) agencies providing assistance to migrants in need, including shelter, protection from physical and psychological harm, as well as support services and sustainable solutions.

2. A **one-stop shop** → for the provision of comprehensive and inclusive protection and assistance services.

Migrant centres are neutral spaces that provide migrants with protection and assistance services at all stages of the migration process, in countries of origin, transit and destination. Services greatly vary depending on the specificities of each context and may include shelter and basic needs provisions such as food, non-food items (NFIs) and medical and mental health care, as well as administrative and legal support, information about the risks of irregular migration and alternatives to it, referral services, pre-departure and post-arrival integration support as well as assisted voluntary return and reintegration (AVRR).

3. A **mechanism** → through which migration data is collected about migrants and migration trends.

Migrant centres can play a significant role in data gathering, mainly through the registration of migrants during assistance. Information on the reasons for migrating, immediate migrant needs, the experience of hardships and human rights abuses, as well as demographic information is collected in line with IOM Data Protection Principles and it contributes to building a clearer picture of migration trends as well as migrant’s vulnerabilities and strengths, which can feed into evidence-based advocacy, policy, and programming.

Basic principles for migrant protection and assistance including self-determination and participation, non-discrimination, respect and protection of human rights, informed consent, age, gender and diversity (AGD) mainstreaming, and data protection are core elements of migrant centres, as well as accountability to affected populations (AAP) and protection from sexual exploitation and abuse (PSEA).

Facilitator Note 3.1.2

1. **Administration:** This category provides organizations with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.
2. **Management of migrant centres:** This category focuses on the management of migrant physical centres. It presents possible typologies and management models, as well as resources to facilitate the effective set-up and running (including phasing out) of the centres in line with humanitarian assistance and protection standards and best practices. Guidance on beneficiaries’ participation and accountability, information sharing, and community relations is also provided in this section.
3. **Protection and assistance services:** This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including case management, food and non-food items (NFIs), health and mental health support, education, training and recreational activities, administrative and legal services and sustainable solutions
4. **Information management and data protection:** This category provides tools to facilitate registration of beneficiaries and ensure accurate information management for programme implementation and reporting purposes. IOM’s data protection provisions are also addressed in this section.

SESSION 3

THE MIGRANT CENTRES TOOLKIT

SECTION 3.2: ADMINISTRATION

Session Overview

Session aim: This session introduces participants to the first category of the Migrant Centres Toolkit: administration. It will provide participants with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.

This and the following sessions of this course are built on the Migrant Centres Toolkit - Electronic Platform (available here: [Migrant Centres Toolkit](#)).

Session length: 65 mins.

Session Type: Presentation/Plenary discussion/Interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> Provide participants with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.
Learning Outcomes	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> Confidently orient themselves with the administrative processes of migrant centres set-up (and beyond) Understand the relevance and applicability of administrative basic tools for migrant centres set-up (and beyond)
Key Messages	<ol style="list-style-type: none"> The set-up and running of migrant centres start from a set of administrative processes and steps that applies to different sub-categories: human resources, procurement and logistics, monitoring and evaluation (M&E) and accountability. It is important that program personnel familiarize and confidently orient themselves around these administrative processes Each category is managed by specialized dedicated personnel, which means that effective coordination and communication between different departments/units is essential to the smooth set-up, running and phasing out of migrant centres.
Preparation	<p>Familiarize with guidelines/resources indicated in each session plan</p> <p>Projector and audio-video systems</p> <p>Wi-fi connection</p>
Resources	<ul style="list-style-type: none"> PPT slides S3.2_Best Practices Specific guidance tools and samples listed in the resources column

Session 3.2 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> Present session learning outcomes on a PPT slide. After this session, participants will be able to: <ul style="list-style-type: none"> Confidently orient themselves with the administrative processes of migrant centres set-up (and beyond) Understand the relevance and applicability of administrative basic tools and processes for migrant centres set-up (and beyond) 	
5 mins	Administration – Migrant Centre Toolkit	
	<ul style="list-style-type: none"> Explain that this category provides participants with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries. Present the 5 sub-categories within the Administration category on a PPT slide: <ul style="list-style-type: none"> Human resources Cooperation frameworks with government and other entities Procurement and logistics Monitoring and evaluation (M&E) Accountability to affected populations (AAP), complaint and feedback mechanisms <p>See <i>facilitator note 3.2.1</i></p> <ul style="list-style-type: none"> Explain that you will now guide participants through the main steps and processes within each sub-category 	
10 mins	Human Resources - Administration	
	<ul style="list-style-type: none"> Present and explain key considerations of the human resources (HR) sub-category on a PPT slide: <ul style="list-style-type: none"> According to the type of migrant centre: presence of governmental and non-governmental personnel, implementing partners (IPs), other/service providers Budget implications: organization (staff & office costs), and non-organization staff (operational costs) Migrant centres facilities present high need of human resources All personnel (directly hired by organizations or through IPs/service providers) > adhere to PSEA & code of conduct Governmental and non-governmental project managers > define terms of reference (ToR) and according to specificities of MCs facilities Duty of care: ensure 24/7 personnel's presence (shelter and multifunctional facilities) Clear division of roles and responsibilities: organigrams and standard operating procedures (SOPs) Regular capacity and team building for MCs personnel 	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> Regular capacity and team building for MCs personnel Explain that MCs personnel has duty of care, they should be balanced in gender, age and disability where possible and relevant. Explain that MCs personnel should receive regular training, participate in capacity building and team building initiatives where possible. <ul style="list-style-type: none"> Explain that, in order to ensure a positive environment within the centres, key competences and personal inclinations to be considered when recruiting personnel for the facilities include: <ul style="list-style-type: none"> Takes into considerations key competences and inclinations Knowledge and adherence to humanitarian principles Good communication skills Open and collaborative attitude <p>In addition to:</p> <ul style="list-style-type: none"> Mandatory protection from sexual exploitation and abuse (PSEA) /child protection policies/code of conduct (CoC) training Encourage first aid /psychological first aid (PFA) trainings Consult and engage beneficiaries <ul style="list-style-type: none"> Explain that both personnel and migrants – as well as service providers and external actors - should respect a code of conduct – each MC has its own rules and regulations. <p>OPTIONAL: If time allows ask participants what core competencies, they think all staff working in MCs should have; and explain that all MCs staff should have basic skills in PFA as well as communication techniques, and conflict management for example. This can prove to be very useful when having to deal with an incident (security incident or other type of incident happening in MCs). MCs staff shall be regularly trained/ refreshed on these topics as well as other ones (basic security training, basic GBV training, medical first aid)</p> <ul style="list-style-type: none"> Present example of essential roles for the functioning of MCs facilities on a PPT slide. Explain that terminology used in this slide is simply representative, different actors may use different or similar terminology to describe similar roles in accordance with specific context's dynamics, organizational structure, management model and type of facility. Not all MCs have the same structure and resources and that some staff/ services may be available outside of MCs or upon request of MCs managers Present the best practice on a PPT slide and invite participants to reflect and share other good and bad practices from their context of operations. 	<p>ToR sample</p>

	<p>Niger: In Niger, essential staff working in transit centres participated in an IOM workshop on working with people with diverse SOGIESC. See here for further information.</p> <p>And/Or</p> <p>Mali: In Mali, all migrant centres (16) were assessed through structured field visits over a 3 months period (June - August 2022), through a questionnaire (made of 50 questions) that was integrating protection aspects. Specific training on working with people with disabilities, and other vulnerable categories, will be tailored on the needs highlighted in the final evaluation.</p> <p>Note: facilitator may choose the optional best practice, should the first one not be applicable due to sensitivity of the topic in each context.</p>	<p>Resource: S3.2 Best Practice Human Resources</p>
10 mins	<p>Cooperation Frameworks - Administration</p>	
	<ul style="list-style-type: none"> Explain that migrant centres provide comprehensive and inclusive multi-dimensional responses which entail the involvement of a variety of actors: <ul style="list-style-type: none"> Local authorities / government INGOs/ CSOs /Local NGOs Private Sector Other UN agencies Present and explain key considerations of <i>cooperation frameworks</i> on a PPT slide: <ul style="list-style-type: none"> Partnerships and complementarity of services requires formalize agreements, which can be local cooperation agreement, project implementation agreement and/or memorandum of understanding (MoU) With standard operating procedures (SOPs); PSEA, data protection and other provisions related to code of conduct <p>Note: IOM specific steps of identification and selection of IPs outlined in facilitator note 3.2.2. However, explain that each organization has specific rules and steps for identification and selection of Ips.</p> <p>See facilitator note 3.2.2</p> <p>Note: emphasize on the importance of having frameworks, documents and tools for comprehensive MCs set-up, management and phasing out. For example: formalized agreements, memorandum of understanding (MoU), SOPs. The list is not exhaustive.</p>	<p>Resources:</p> <p>Identification & Selection of IPs</p> <p>Project Implementation Agreement</p> <p>Local cooperation Agreement</p>

10 mins	Procurement and Logistics - Administration	
	<ul style="list-style-type: none"> • (Optional and/or if applicable) Ask participants if among them there is any personnel from IOM and/or other organization procurement and logistics department that could stand with you to provide his/her own expertise during this session <p><i>Note: This modality will involve the audience, and recognize the key role of procurement and logistics unit in the set-up and management (and beyond) of migrant centre facilities</i></p> <ul style="list-style-type: none"> • Present and explain types of procurement operations and needs applicable to the context of migrant centre facilities: <ul style="list-style-type: none"> • Purchase of properties (land or real estate) • Procurement of construction works • Donations • Contracting service providers (e.g., cleaning services) • Urgent accommodation or shelter (purchase order) • Warehouse management: storage, purchase of goods, inventory systems • Explain that generally, procurement contracts are guided by the following principles: <ul style="list-style-type: none"> • Highest ethical standards (including avoiding conflicts or perceived conflicts of interest); • efficiency and economy; • equal opportunity and competition; • transparency. • Explain that for detailed information on processes and steps participants should engage with procurement & logistics managers and consult IOM general procurement webpage <p>OPTIONAL: <i>if time allows and if relevant to the participants' interest, the facilitator may also present key steps related to specific procurement procedures (e.g., construction works)</i></p> <p><i>See facilitator note 3.2.3</i></p>	<p>Resources:</p> <p>IOM General Procurement Principles and Processes</p> <p>IOM Procurement Manual</p> <p>IOM Warehouse Management Manual</p>
10 mins	Monitoring and Evaluation - Administration	
	<ul style="list-style-type: none"> • On a PPT slide: why is monitoring and evaluation (M&E) important? <ul style="list-style-type: none"> • Better understand and measure impact and outcome of services provided • Identify gaps and measure of improvement • Prevent and mitigate services' unintended consequences • Gather lessons learnt • Accountability • How? <ul style="list-style-type: none"> • Set clear performance indicators • Identify tools, methodologies, frequency • Surveys, assessments, field visits, attendance lists, impact score card tools 	<p>Resources:</p> <p>IOM Project Handbook M&E</p> <p>Running an Effective Migrant Resource Centre M&E</p>

	<ul style="list-style-type: none"> • Explain: Establishing the appropriate monitoring tools is essential to ensure the smooth implementation of activities and the successful achievement of migrant centres objectives. There are several ways in which data can be collected for the monitoring and evaluation of services in migrant centres, as for instance pre-defined observation forms, checklist and interview guides to measure the outputs, monitor the activities, identify red flags and collect beneficiaries' feedback. Satisfaction surveys shall be conducted with a percentage of the beneficiaries, identified proportionally to the resource available. • Explain reasons for evaluation: <ul style="list-style-type: none"> • Internally: gathering information to improve ongoing and future projects • Externally: promoting transparency and accountability which, in turn, can assist donors in their decision-making and about future project funding. Donors have limited resources and wish to maximize the impact of their contributions; evaluations enable them to know what returns they are getting from their investments. • Note: <i>Emphasize that M&E should be done at all stages of project implementation, utilizing specific tools (e.g., satisfaction survey, baseline and endline assessments, impact score card, process score card for example).</i> 	
10 mins	Accountability to Affected Populations (AAP), Complaint and Feedback Mechanisms - Administration	
	<ul style="list-style-type: none"> • Remind participants that accountability was presented in the 1st session. • Remind participants about the AAP (IASC) framework and explain that IOM has committed to the AAP by notably: <ul style="list-style-type: none"> • Promoting transparency • Facilitating feedback and complaints • Ensuring participation of affected populations <p><i>See facilitator note 3.2.4</i></p> <ul style="list-style-type: none"> • Explain the importance of establishing formal complaint and feedback mechanisms (CFM) in migrant centres (which is also a responsibility of all actors implementing activities in the centres): <ul style="list-style-type: none"> • Establish effective 2-ways communication • Beneficiaries' perspectives can positively impact programming • Effective response to concerns raised by beneficiaries • Support internal accountability mechanisms for staff behaviour and misconduct 	<p>Resources:</p> <p>IOM Toolkit AAP</p> <p>IOM AAP Framework</p> <p>IASC Accountability to Affected Populations AAP</p> <p>Accountability and Complaint mechanisms IOM PPT</p>

	<ul style="list-style-type: none"> • Ask participants to list some of their organization's feedback and complaints sources and tools and which one could or should be established and implemented in MCs. Answers should include: <ul style="list-style-type: none"> • Interviews, post-distribution monitoring • Field visits • Complaint boxes • Community consultations • Social media, SMS • Toll free numbers • Daily reception hours with neutral personnel/staff • Use of voice recorder for those who cannot write • Present the 4 steps of feedback and complaints mechanisms on a PPT slide • IMPORTANT: feedback and complaint mechanisms must be accessible by all beneficiaries and therefore consider and address also all kind of barriers to access such mechanisms. 	
5 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. The set-up and running of migrant centres start from a set of administrative processes and steps that applies to different sub-categories: human resources, procurement and logistics, M&E and accountability. 2. It is important that program personnel familiarize and confidently orient themselves around these administrative processes. 3. Each category is managed by specialized dedicated personnel, which means that effective coordination and communication between different units are essential to the smooth set-up, running and phasing out of migrant centres 	

Facilitator Notes

Administration

Facilitator Note 3.2.1

This category provides organizations' personnel with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.

Cooperation Frameworks

Facilitator Note 3.2.2

An implementing partner (IP), as per IOM's definition, is any government agency, government owned or controlled corporation, international organization (IO), non-government organization (NGO) or non-profit agency (NPA) engaged by IOM as a partner in non-profit humanitarian work.

The engagement can be:

- at the request of the donor;
- upon determination of need by IOM initiated by the implementing partner
- or by any other arrangement or agreement where IOM and the implementing partner will jointly contribute time and resources on a humanitarian undertaking.

The following characteristics distinguish an IP from a regular commercial service provider (SP) or Vendor:

- An IP is a contractual partnership based on shared goals and objectives.
- The contractual partnership is formalized by an agreement (MoU, MoA, grant) rather than a service or supply and delivery contract.
- The IP is a non-profit organization as opposed to commercial companies with profit as an objective.

The IP may have inherent and distinct capabilities that IOM does not possess. The partnership produces synergy. It allows IOM to be more effective and efficient in fulfilling its mandate. A regular commercial transaction is merely the process of obtaining goods and services in exchange for payment in money.

Note: highlight the importance of having frameworks, documents, tools for comprehensive MCs set-up, management and phasing out. For example: formalize agreements, MoUs, SOPs. The list is not exhaustive.

Procurement and Logistics Facilitator Note 3.2.3

Procurement and logistics processes and procedures may change according to each actor's specific organizational structure and according to specific context.

In IOM, for instance, most procurement is carried out in a decentralised manner at the Country Office level, with relevant internal controls provided by the Global Procurement and Supply Unit (GPSU).

Procurement contracts are generally guided by the following principles, which should ideally guide every actor's procurement and logistics processes:

- Highest ethical standards (including avoiding conflicts or perceived conflicts of interest);
- efficiency and economy;
- equal opportunity and competition; transparency.

IOM's general procurement principles and processes, which shall be observed in carrying out procurement of goods and services, may be consulted at: [IOM general procurement principles and processes electronic page](#).

Different procedures are foreseen for each type of procurement commodities, although mixed procurement (e.g., procurement that combines categories) is also possible. The following list of procurement operations briefly outlines what they consist of and in which cases they should be applied. The following list is not exhaustive, and readers may consult their relevant organization's procurement and logistics department for further guidance.

The purchase of properties (land or real estate) shall be coordinated with and approved by the Department of Resources Management (DRM) or administrative departments, according to each organization's structure, which may be located at headquarters or in country offices prior to proceeding with the standard procurement process. The elements to be taken into account by the afore mentioned departments to verify compliance are, but not limited to a) donor agreement, which shall be obtained in writing; b) potential conflict of interest, if the property is to be donated to an interested party in the project (e.g. a governmental entity); c) the appropriateness of the transaction and the sustainability of the investment; d) any legal issue that may arise.

Procurement of construction works is also usually addressed in each organization's procurement manual or guidelines. Considering the complexity of the construction works implementation, Missions and/or country offices should secure proper technical expertise from the start of the project through to its completion and final acceptance. Missions and/or country offices should ensure that all financial resources are secured, confirmed and available for immediate implementation and that there is also a proper coordination system in place with all stakeholders

involved. Mission should ensure that a preliminary engineering study, which includes technical viability, conformance of land, design standards, government permits, or any additional specific recommendation are completed and confirmed by the technical expert prior to proceeding.

Donations are usually possible only following the signature of a written agreement which, for ease of reference, will be called donation agreement between the donor and the recipient. If a property is purchased or built to be donated, the legal agreements related to it shall clearly indicate the building is not for donor's use or ownership and it shall and report its intended scope. It is recommended that this procedure is coordinated closely between the concerned mission and/or country office and the relevant administrative and legal units and/or department at headquarters (when applicable and according to each actor's own organizational structure). Depending on the conditions related to its purchase and donation, the property should be catalogued in the most appropriate and relevant way in applicable filing and record keeping systems.

If **urgent accommodation or shelter** is needed, an official request or purchase order can be signed with a service provider. Nevertheless, it is essential to ensure that the facility complies with minimum protection and assistance standards, and its personnel shall comply with the organization's provisions on confidentiality, data protection, and prevention of sexual exploitation and abuse (PSEA). If assistance in such a facility is protracted, it is recommended to opt for a formal agreement (e.g., project implementation agreement) instead.

Warehouse and storage issues: efficient and effective warehousing operations allow to minimise stock losses and can be classified in four main activities: receiving goods; storage, picking, kitting and repacking, and withdrawal of goods. It is essential to keep an up-to-date inventory list, which should contain items of supplies (e.g., NFIs, mattresses, mosquito nets, medical equipment, and drugs). Reports on stock levels, movements, losses, damage, and distribution must be tracked using an inventory system. The inventory system should identify what has been ordered and distributed; which donor or sponsor procured the items; and the items delivered and balance available. Actors usually managing warehouse facilities may have relevant warehouse management manuals and guidelines that provide comprehensive guidance on the management and stewardship of stocks. The guidelines are usually applicable to the warehousing of procured goods for beneficiaries, equipment, and supplies for activities that require warehousing and stock tracking. Information should be provided for both organization-managed facilities and externally managed stocks.

**Accountability to Affected Populations (AAP), Complaint and Feedback Mechanisms
Facilitator Note 3.2.4**

IOM AAP framework – available here: [IOM AAP Framework](#) “[...]establishes the International Organization for Migration's (IOM) common approach for implementing and mainstreaming AAP throughout its crisis related work as contained in its Migration Crisis Operational Framework (MCOF). It helps the Organization ensure quality and responsive programming in line with the evolving needs of beneficiaries, affected populations and communities and enforce the Organization's zero tolerance against sexual exploitation and abuse (SEA) and other misconduct. The commitments of this framework were developed in line with the Inter-Agency Standing Committee's (IASC) commitments to AAP and adapted to meet IOM's operational realities.”

SESSION 3

THE MIGRANT CENTRES TOOLKIT

SECTION 3.3: PROTECTION AND ASSISTANCE SERVICES

Session Overview

Session aim: This session introduces participants to the second category of the Migrant Centres Toolkit: “*protection and assistance services*”. This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including case management, reception and orientation, food and non-food items (NFIs), health and mental health support, education, training and recreational activities, administrative and legal services and sustainable solutions.

This and the following sessions of this course are built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 125 minutes

Session type: presentation/plenary discussion/interactive exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Provide participants with a general overview of the main direct assistance services that may be offered to migrants in migrant centres • Provide participants with and orientation to operationalize case management (CM) services • Provide participants with an orientation to operationalize food and NFIs assistance • Provide participants with an orientation to operationalize health and MHPSS support services • Provide participants with an orientation to operationalize training, recreational activities services • Provide participants with an orientation to operationalize administrative and legal Services • Provide participants with an orientation to operationalize sustainable solutions services
<p>Learning Outcomes</p>	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> 1. Confidently orient themselves in the provision of context-specific comprehensive and inclusive assistance services in migrant centres 2. Understand essential operational connotations for the provision of case management services 3. Understand essential operational connotations for the provision of food, nutrition, NFIs, education, health and MHPSS services among others.
<p>Key Messages</p>	<ol style="list-style-type: none"> 1. The <i>protection and assistance</i> category of the toolkit constitutes a practical resource for field staff to ensure the provision of applicable context-specific comprehensive and inclusive protection and assistance services 2. Ensuring safe and dignified provision of protection and assistance services within migrant centres is a shared responsibility 3. The <i>protection and assistance</i> category, as part of the MC Toolkit, is built on international standards, in line with IOM handbooks and guidelines, which are available and accessible on IOM portal and e-learning platform. Further guidance can be provided also by relevant IOM country focal point or national experts.

Preparation	Prepare the MCT Case Study Video 1
	Flip chart papers and markers Projector and audio-video setting
Resources	<ul style="list-style-type: none"> • PPT slides with videos • S3.3_Yellow Module_Group Exercise_Health Services • S3.3 Best Practices • MCT_Case Study Video 1 • S3.3_MHPSS Djibouti video • Specific guidance tools and samples listed in the resources column

Session 3.3 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
5 mins	<ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide. After this session, participants will be able to: <ol style="list-style-type: none"> 1. Confidently orient themselves in the provision of context-specific comprehensive and inclusive assistance services in migrant centres 2. Understand essential operational connotations for the provision of case management services 3. Understand essential operational connotations for the provision of food, nutrition, NFIs, education, health and MHPSS services among others 	
5 mins	Protection and Assistance Services in Migrant Centres	
	<ul style="list-style-type: none"> • Show participants the MCT Case Study Video1 <p>See facilitator note 3.3.1</p> <ul style="list-style-type: none"> • After the video, allow participants to reflect on it for few seconds, and then initiate the discussion by asking the following questions. <ul style="list-style-type: none"> • Could you describe what you have just watched? • Can you relate this scenario to the context in which you work? • Allow the participants to exchange their views, thoughts, emotions for few minutes • Explain that this scenario represents the starting point to explore the processes and tools as part of the protection and assistance services in the context of migrant centres facilities. • Present the list of protection and assistance categories (protection and assistance “flower”) in a PPT Slide <p>See facilitator note 3.3.2</p> <ul style="list-style-type: none"> • Explain that each category refers to existing standard (international and/or IOM specific) guidelines they might be already familiar with. • Explain that within this session participants will have the opportunity to explore each individual category and sub-categories. 	Resources: MCT Case-Study Video1
30 mins	Case Management – Protection and Assistance services	
	<ul style="list-style-type: none"> • Ask participants how they would define “case management”, then present the definition of case management approach (and case management definition) on a PPT slide. <p>See facilitator note 3.3.3</p> <ul style="list-style-type: none"> • Engage participants in a discussion on case management and elicit self (or group)-reflections on their own experiences related to assisting migrants in vulnerable situations (and what measures were put in place to assist them) • If participants may want to further discuss case management, the facilitator may refer to: <p>See facilitator note 3.3.4</p>	

TIME	ACTIVITY	RESOURCES
	<p>OPTIONAL: inputs for plenary discussion:</p> <ul style="list-style-type: none"> Share experiences and give concrete examples What are the strengths and weaknesses of case management in the country? Which steps are difficult to implement? <ul style="list-style-type: none"> Ask participants which actors are involved in individual assistance? Present schematic overview of actors involved in individual assistance on a PPT slide – Highlight the important role played by the State and other service providers (as well as other operational partners) in the provision of comprehensive and inclusive CM services. <ul style="list-style-type: none"> Explain that protection and assistance services for specific groups (children, UASC, survivors of sexual gender-based violence (SGBV), people with diverse SOGIESC, PWD, victims of trafficking (VoTs) for example) requires specialized case management services for which dedicated guidelines should be followed. Refer to international/IOM standards and guidelines. <p>OR</p> <ul style="list-style-type: none"> Identify within the participants' group representatives of IOs/NGOs that provide specialized services to specific groups and invite them to share their expertise <p><i>See facilitator note 3.3.5</i></p>	
10 mins	<p>Referral Mechanisms - Protection and Assistance services</p>	
	<ul style="list-style-type: none"> Introduce the referral mechanism as part of the overall case management approach, but it is treated in this toolkit as a separate sub-category of the protection and assistance macro-category as it requires specific attention Explain that, according to the target audience of this module, the referral mechanisms section represents a highly important topic for safe and dignified provision of protection and assistance services. Explain: assistance plans are likely to include multiple service providers, as a single service provider can rarely meet all needs. Coordination is therefore essential to ensure continuity of service and a holistic approach to addressing needs. Effective coordination reduces service duplication and fragmentation and can identify gaps in service delivery. The role of the case manager is to foster, maintain and strengthen collaborative partnerships between multiple parts of the service delivery system. Referral mechanisms are one way of facilitating coordination. They may be established at various levels: municipal, subnational, national, regional or international. Referral mechanisms typically identify the population of concern to them and the participating service providers; they specify the services they provide, the protection and assistance principles, standards and/or processes they apply, and the methods of coordination and cooperation between service providers. <p><i>See facilitator note 3.3.6</i></p>	<p>Resources: IOM Guidance on Referral Mechanisms IASC referral form and guidance note</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> Present and explain the key steps for providing protection and assistance services through referral mechanism (within individual case management) on a PPT slide Ask participants to provide 1 example of existing referral mechanism for specific vulnerable group in their context of intervention. <p>Note: <i>If there is no national referral mechanism, the facilitator may ask participants if there are referral systems between multiple organizations or institutions for migrants in situations of vulnerability or any other informal mechanisms. It is also an opportunity to discuss the obstacles linked to the lack of a referral mechanism.</i></p> <ul style="list-style-type: none"> Present and explain the key steps for providing protection and assistance services through referral mechanism (within individual case management) on a PPT slide OPTIONAL: present and explain the key steps for establishing a referral mechanism on a PPT slide (this discussion is optional in countries where a referral mechanism already exists) <i>See facilitator note 3.3.7</i> Explain that case management may face some challenges, which may vary according to country's specific dynamics and services. Present potential challenges on a PPT slide (including but not limited to): <ul style="list-style-type: none"> Case management when services are unavailable: The case manager remains the focal point and provider of direct support and information Advocacy for the creation of specific services or the integration of migrants into existing services Risk identification and management strategy, development of a contingency plan with a migrant Vulnerable migrants in detention: <p>NOTES: additional specifications in relation to vulnerable migrants in detention:</p> <ul style="list-style-type: none"> States should ONLY use immigration detention as a measure of last resort and should work towards alternatives to detention Detention of children is prohibited Mapping of services in detention Coordination with detention monitoring services and specific actors Regular visits and needs assessments Exit and reintegration plan Alternatives to detention Specific knowledge of rights. <p>Note: <i>content of slide dedicated to specific challenges can be adapted to the context and specific problems faced by case managers in the country</i></p> <ul style="list-style-type: none"> Present the main guidance notes and resources (images/screenshots) available that participants may consult on a PPT slide 	

TIME	ACTIVITY	RESOURCES
15 mins	<p>Reception, Orientation and Information Sharing – Protection and Assistance services</p> <ul style="list-style-type: none"> • Present key considerations of adequate reception on a PPT slide <ul style="list-style-type: none"> • First step of assistance (crucial) • Builds relationship with beneficiaries • Requires personnel with good listening and communication skills • Takes place immediately after arrival • Registration and/or first screening • Informed consent • Present and explain key consideration of adequate and proper orientation and information sharing on a PPT slide: <ul style="list-style-type: none"> • It follows the reception one • For beneficiaries admitted in the facility • It follows the provision of urgent basic services • Access to info is a basic human right • Enables beneficiaries to make informed decision • It manages expectations • It contains and prevent rumours and misinformation that can lead to tensions • Helps to establish trust and respect • It should be accessible considering notably beneficiaries with visual, hearing or speech impairment and illiterates. • Present a list of potential topics that should be included in the orientation phase on a PPT slide: <ul style="list-style-type: none"> • Assistance if free of charge, it is based on beneficiaries' needs • Participation is voluntary, they can withdraw at any time • Overview of facility and services • Overview of facility's regulations • Overview of feedback mechanisms modalities 	
20 mins	<p>Registration of Beneficiaries – Protection and Assistance services</p> <ul style="list-style-type: none"> • Explain that registration of beneficiaries is the first step of case management • Present and explain key considerations of registration process on a PPT slide: <ul style="list-style-type: none"> • Registration is the 1st step of case management and/in accessing services in MCs facilities • Get consent! • Address language and disability related barriers • Interviewer must provide migrants with some basic info: confidentiality of the registration process, scope, services • Collect basic info of migrants and their profile • Interviewer attitude: Not judgemental, but Sensitive attitude • Ensure accuracy of data collected • Inform participants that for further guidance on how to conduct a registration process they should consult IOM's handbook and guidelines 	<p>Resources: IOM AVM Handbook Migrant Resource Centre SOPs Niger IOM MRRM Handbook Registration Profiling Protection and Assistance Intake Form MRC registration form Somalia</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Ask participants if they are aware of registration tools and/or systems used by their organizations or other actors in this context of operations. Then briefly explain relevant registration tools possibly used by governmental authorities and other actors, and by IOM: <ul style="list-style-type: none"> • How do governmental authorities, NGOs and/or other partners register migrants (registration phase)? Primero, Salesforce, Kobo • How does IOM record data (registration) related to case management? MiMOSA (definition) • Explain that the applicability of specific software and tools depends on the context (coverage, challenging environments) 	
10 mins	<p>Food, Nutrition and NFIs – Protection and Assistance services</p> <ul style="list-style-type: none"> • Introduce the food, nutrition, non-food items (NFIs) category within the MCT • Explain that these categories, as well as all the others, should consider the 4 principles outlined on day 1 (meaningful access, safety and dignity, accountability, participation and empowerment,) – How? <p><i>See facilitator note 3.3.8</i></p> <ul style="list-style-type: none"> • Explain that for nutrition: specific guidelines must be followed. E.g., WHO and Sphere guidelines, and specific cases of malnourishment or persons with eating disorders must be taken into consideration in assistance provision; • Explain criteria for NFIs distribution: <ul style="list-style-type: none"> • Needs assessment • Age, gender, diversity and inclusivity • Pre-determined criteria for NFIs distribution • Include: clothing, hygiene items, baby-kits, education kits, to meet basic immediate personal needs • Explain rationale for distribution modalities (food and NFIs): <ul style="list-style-type: none"> • in-kind (by group or individual), in-cash, vouchers • separation of roles and responsibilities of personnel approving and distributing Food and NFIs <p>OPTIONAL (if time allows it) distribution modalities: engage the participants on a brief analysis of pros/positive & cons/negative factors related to in-kind, in cash, voucher systems.</p>	<p>Sphere Standards-Nutrition IOM/NRC/UNHCR Camp Coordination and Camp Management/Food Nutrition IOM/UNHCR Collective Shelter/ Food and NFIs distribution</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> Answers should include: <ul style="list-style-type: none"> The choice of the transfer modalities should be based on a thorough analysis of the context and the impact of the different options cost-effectiveness Dignity and empowerment Some modalities may require more monitoring/close monitoring system <p>See facilitator note 3.3.9</p> <ul style="list-style-type: none"> Present and explain best practices on a PPT slide: ask participants to share reflections or observations (if any) <p>Ethiopia: Food is a powerful instrument for social cohesion. In Ethiopia, IOM migrant centres regularly organise cultural food events. Beneficiaries use the premises' kitchen to cook their traditional food, which will then be presented and shared with the other guests.</p> <p>Mali: The respect of cultural aspects of food and nutrition habits, according to migrants' origins is highly important to ensure meaningful access to food and nutrition services. IOM in Mali places special attention to it by accompanying hosted migrants to local markets, to guide them through locally available products similar to products used to cook their traditional meals</p>	<p>Resource: S3.3 Best practice Food Nutrition</p>
10 mins	<p>Health & Medical Services – Protection and Assistance services</p>	
	<ul style="list-style-type: none"> Introduce the health and medical services category within the MCT, which can be provided either directly in migrant centres facilities and/or through medical referral to specialized partners or medical facilities Present on a PPT slide and explain that the following services may be provided within migrant centres facilities: <ul style="list-style-type: none"> Medical screening Primary health assessment and treatment -> referral to specialized services Provision of information HIV, hepatitis, tuberculosis, malaria testing Sexual reproductive health (SRH) counselling and treatment Post - sexual violence exposure treatment (e.g., PEP kits) and counselling -> referral to specialized services FFT examination Health promotion materials Explain that for health referrals to local clinics or hospitals (external) it is recommended to establish long-term agreements (e.g., MoUs) Present basic requirement for in-house (MCs facilities) medical services on a PPT slide <p>See facilitator note 3.3.10</p>	<p>Resources: WHO refugees migrants health guidance note</p> <p>IOM guidance for HIV counsellors</p> <p>Resource: S3.3_Yellow Module_Group Exercise_Health Services</p>

TIME	ACTIVITY	RESOURCES
	<p>Scenario: One night, Mr. Salfo (70 years old), an elderly man among migrants hosted in a government-run migrant centre, presents high fever. The centre facility has an in-house nurse, who checks immediately on Mr.Salfo and gives him tablets to control the fever and the pain, while also admitting him in the shelter infirmary room to keep an eye on him. Few hours later, the nurse realizes that the fever is much higher and Mr.Salfo starts to be less responsive.</p> <ul style="list-style-type: none"> Divide participants into groups and ask them to brainstorm: as partners (also providing primary health care services in the centre), what steps would you take? Choose 1 group that will present its suggested intervention to the rest of the participants. Ask other participants to share any additional suggestions they may have. 	
10 mins	<p>Mental Health and Psychosocial Support (MHPSS) – Protection and Assistance services</p>	
	<ul style="list-style-type: none"> Introduce the MHPSS category within the MCT, which can be provided either directly in migrant centres facilities and/or through referral to specialized partners or facilities. Explain the importance of understanding the correlation between psychological wellbeing and migratory experiences, considering possible pre-existing psychological and mental disorders. Explain the importance of providing MHPSS services in the context of migrant centres and how it is strongly linked to other services provided in migrant centres Present key considerations for the provision of MHPSS services on a PPT slide <p>See facilitator note 3.3.11</p> <ul style="list-style-type: none"> Present (PPT slide) and explain that the following MHPSS measures should be considered for the provision of MHPSS services in migrant centres: <ul style="list-style-type: none"> Centre's staff shall receive guidance on how to mainstream MHPSS and on "do no harm" rules Centre's staff should receive adequate training to provide psychological first aid (PFA) Availability and access to group sessions/peer support groups facilitated by a MHPSS professional Individual counselling sessions Psycho-education group sessions Group recreational activities to facilitate wellbeing and social connectedness Present an example of MHPSS activity best practice in a PPT slide and highlight key considerations <u>and/or play a country specific MHPSS video (short version) to use a different and more tangible way to share a best practice</u> <p>See facilitator note 3.3.12</p> <ul style="list-style-type: none"> Ask participants if they would like to share any best practice of MHPSS services that are taking place in their context of intervention 	<p>Resources: (OPTIONAL) Video MHPSS MSP</p> <p>PFA Guidance for Field Workers</p> <p>IOM Community Based MHPSS manual</p> <p>IASC MHPSS Guidance</p> <p>Resources: S3.3 Best Practice MHPSS</p> <p>Video: MHPSS Video Djibouti (embedded in PPT)</p>

TIME	ACTIVITY	RESOURCES
10 mins	<p>Education, Trainings and Recreational Activities – Protection and Assistance services</p> <ul style="list-style-type: none"> • Introduce education, training and recreational activities category within the MCT, which can be provided either directly in MCs facilities and/or through external partners/service providers • Begin the presentation by asking participants “Why are educational, training, recreational activities important in the context of migrant centres?” Answers should include: <ul style="list-style-type: none"> • Contributing to psychological wellbeing • Self-perception, reduce sense of dependency • Sense of belonging • Social interaction • Access to opportunities • Present and explain types of activities on a PPT slide: • Training for youth and adults: business management, agriculture, hairdressing • Non-formal education: literacy, numeracy, IT courses, arts and crafts, language for children and youth • Childcare and child friendly spaces (CFS) • Sports clubs, tournaments • Explain the following important considerations, which are also linked to main protection and humanitarian principles (seen on day 1 of this training): <ul style="list-style-type: none"> • Access and inclusivity (age, gender, disabilities) • Participation and feedback mechanisms – involve beneficiaries in designing and planning activities • Barriers: language, distance to school or training centres, security situation, economic situation, migrant with disability • Build on capacities: you may have beneficiaries with highly technical skills or knowledge on specific topics > they could be facilitators/trainers themselves • Involve host community > bonds, integration, cohesion • Explain that some recreational activities may have a MHPSS focus and, if time allows, discuss with participants why and what is the main difference in their view – i.e., when recreational activities may be considered MHPSS activities? • Also, important to note – it is highly recommended to have a written schedule of all activities organized in MCs and for MCs’ beneficiaries that all can check in advance. Organizing regular activities allow migrants to regain a sense of time, organize themselves, are actors of their daily life in the MCs. It is particularly relevant in the MRRM and AVR contexts. <p>See facilitator notes 3.3.13</p>	<p>Resources:</p> <p>Inclusive Education in Emergencies</p> <p>Education in Emergencies Toolkit</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Present a best practice on a PPT slide and Encourage participants’ feedback and observations <p><i>Niger: In IOM transit center in Agadez, Niger, ILO’ Start and Improve Your Business (SIYB) business management training program is offered to migrants enrolled in Assisted Voluntary Return and Reintegration (AVRR) program. Migrants also have the chance to enroll in agricultural training, along with beneficiaries from the local community. And/or</i></p> <p><i>Mali: recreational activities include sports competitions (soccer, basketball) and games between migrants and migrant centre’s personnel. Such activities contribute to building social cohesion within centres and raising awareness on migration issues</i></p>	<p>Resource: S3.3 Best Practice Education</p>
10 mins	<p>Administrative and Legal Services – Protection and Assistance services</p> <ul style="list-style-type: none"> • Introduce the administrative and legal services category within the MCT, which can be provided either directly in MCs facilities and/or through external partners or service providers • Explain that the lack of legal documentation represents a barrier to accessing all other services. In the socio-economic sphere, proof of legal identity is a precondition for economic inclusion and for sustainable reintegration in the country of origin or integration in the host country. • Present and explain types of administrative and legal services on a PPT slide <ul style="list-style-type: none"> • Civil registration support: birth registration, death registration, marriage/divorce, custody and other required identity documentation • Access to Legal aid: counselling, representation, awareness and info sessions • Legal aid and support within local integration programs • Support to consular authorities • Access to consular services • Capacity building and financial and logistical support for consular missions. • Explain that administrative and legal services can be delivered through different modalities: <ul style="list-style-type: none"> • In migrant centres, an initial assessment of migrants’ legal need can be made by the case management worker assisting the beneficiary, and referrals than made to specialised organisation or law firms • provided by national institutions, international organizations, non-governmental organisations (NGOs) or civil society ones. 	<p>Resources:</p> <p>UNOHC Migrants Access to Justice</p> <p>UN Legal Identity guidelines</p> <p>Resource: S3.3 Best practice Administrative -Legal Services</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Present a best practice on a PPT slide and encourage participants' feedback and observations <p><i>Sudan: In Sudan, referrals are done from IOM's migrant centres (or more specifically MRRC) in Khartoum to local legal NGOs providing legal aid to migrants in relation to administrative detention, negotiation and claims against employers, as well as divorce and custody of children with double nationality.</i></p>	
10 mins	Sustainable Solutions - Protection and Assistance services	
	<ul style="list-style-type: none"> • Introduce the sustainable solutions category as part of the protection and assistance services within the MCT • Encourage participants to share, in plenary, their understanding of the sustainable solutions and if, in any way, their respective organizations are involved in any steps (and how) of the three sustainable solutions. • Briefly present the 3 sustainable solutions on a PPT slide (provide an overview of each of them) <ul style="list-style-type: none"> • Assisted Voluntary Return and Reintegration (AVRR) • Local integration • Resettlement <p><i>See facilitator note 3.3.14</i></p> <ul style="list-style-type: none"> • Explain that given the focus of this training being on migrant centres, participants wishing to learn more about sustainable solutions may consult existing available resources and dedicated training resources (E-learning platforms) 	<p>Resources: IOM AVRR framework IOM Reintegration Handbook AVRR Community Based approaches IOM Resettlement guidelines Toolkit for Counseling Migrants with Health Conditions IOM's Integrated Approach to Reintegration</p>
5 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. The <i>protection and assistance</i> category of the toolkit constitutes a practical resource for field staff to ensure the provision of applicable context-specific comprehensive and inclusive protection and assistance services 2. Ensuring safe and dignified provision of protection and assistance services within migrant centres is a shared responsibility 3. The <i>protection and assistance</i> category, as part of the MC Toolkit, is built on international standards, in line with IOM handbooks and guidelines, which are available and accessible on IOM portal and E-learning platforms. Further guidance can be provided also by relevant IOM country focal point or national thematic experts. 	

Facilitator Notes

Protection and Assistance services in Migrant Centres

Facilitator Note 33.1

After the intro slide, the facilitator should immediately show the MCT Case-Study Video1 (2 minutes length) to set the tone of this important session. The aim of the video is to “prepare” the ground on which the participants will “build” the provision of protection and assistance services.

It serves to help the participants “dive” into the processes and tools to be utilized in a potential real scenario they will be working on.

Use the suggested questions to prompt a brief discussion between the participants. This will allow them to relate to the case-study/scenario and start reflecting on the operational response.

Case Management

Facilitator Note 3.3.2

This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including:

- Case management,
- Food and non-food items (NFIs),
- Health and mental health support,
- Education, training and recreational activities,
- Administrative and legal services
- Sustainable solutions.

Each category refers to existing standard (international and/or IOM specific) guidelines they might be already familiar with (see AVM handbook, sector specific guidelines. Sector/topic specific training are also available on IOM I-Learn platform).

Facilitator Note 3.3.3

Case management is defined as: a person-centred process for providing protection and assistance to individuals with complex needs over the medium to long term. Case management involves the coordination of both formal and informal services with a wide range of stakeholders, including national authorities, NGOs, international organizations, family and community members.

IOM' protection and assistance services follow a migrant-centred (or client-oriented) approach to case management, ensuring that the interest of each individual is at the center of all interventions. This approach also promotes beneficiaries' participation and decision-making regarding their access to services.

Case management allows to address beneficiaries' needs in an appropriate, systematic, and timely manner either through direct assistance or referrals. In order to ensure quality, consistency, and coordination of assistance, case management shall be provided in accordance with standard operating procedures (SOPs) to be established for each centre in line with its components and objectives.

Depending on the migratory context and on the safety and security of both migrants and case management workers, different delivery models can be put in place or combined to provide the best possible assistance. In the individual care model, individual case management workers are assigned to beneficiaries on a one-to-one basis. This model allows us to build trust between the two subjects but is highly resource intensive. In the community-based care model, case management workers are based in migrant communities, allowing for more direct access to the targeted population and enhanced knowledge of available services among the beneficiaries. Outreach/mobile models foresee that case

management workers meet beneficiaries in their place of residence, accommodation, or in other convenient locations, and it is recommended when beneficiaries do not want to or cannot be identified by going to a migrant centre. Case management workers are usually based in migrant centres facilities, but remote case management via phone or internet is also possible.

Facilitator Note 3.3.4

Case management is not a linear process, but it may be divided into **six interlinked steps**:

- **Identification:** Eligibility criteria to access protection and assistance services shall be clearly defined prior to programme implementation in order to guide the screening process that will lead to beneficiaries' admission. Registration starts once caseworkers have verified that eligibility criteria are met, and the beneficiary has given informed consent to registration. Registration of beneficiaries accessing migrant centres allows to ensure current individual and future case management, to monitor assistance delivery, to identify gaps and needs and to avoid duplication of services and fraud. Data can be collected both at individual and household level and it usually includes disaggregated demographic information such as names, date of birth, sex, gender, as well as other elements including vulnerabilities, reasons for migrating and experiences of hardship and abuses.
- **Assessment:** Once an individual is identified as eligible for assistance, a comprehensive assessment shall be made to determine their vulnerabilities, needs, capacities and skills. Vulnerability screenings consist in the identification and assessment of situations of vulnerability, including for instance medical and psychological needs, unaccompanied and separated migrant children, victims of trafficking, exploitation, abuse, gender violence or gender discrimination, as well as persons in need of international protection.
- **Case planning:** Individual case plans address the needs identified during the assessment phase by identifying measurable objectives to be reached through direct assistance and/or referrals. Beneficiaries shall play an active role in the elaboration of their plan, working closely with their designated caseworker to ensure that their goals, needs and priorities are addressed. Case plans shall be detailed and define the actions shall be taken, who is responsible for their implementation and within what time framework. The documents shall specify how assistance will be monitored, how feedback from beneficiaries will be incorporated, how the whole case management process will adhere to data protection principles, how information will be shared with beneficiaries and between case management workers and relevant counterparts. The plans can also include resource allocations and a budget for relevant costs. They are living documents that can be revised if the situation or the context change, and they shall address beneficiaries' needs in the short, medium and long term.
- **Plan implementation:** This step concerns the actions taken to implement the case plan through protection and assistance services, either through direct support by IOM or through referrals to other entities or implementing partners. In this phase, the case management worker has the responsibility to coordinate the provision of services and to monitor it, to record progress, and to make sure that case plan objectives are met.
- **Follow up and review:** Throughout the implementation of the assistance plan, case management workers shall monitor the services accessed by beneficiaries to ensure that the plan meets their needs and that they are receiving appropriate support. Monitoring should be regular, although its frequency depends on the situation of each beneficiary and their specific needs and vulnerability. If a need for adjustments emerges, any change shall be made through regular communication with the beneficiary and information-sharing with all relevant partners, which entails also adherence and respect of IOM Data Protection principles and Information Sharing provisions (e.g., third party data sharing agreement). Monitoring and review can be addressed during case planning meetings – i.e., meetings between the beneficiary and their case management worker; case management meetings – i.e., internal meetings to review open cases and to discuss about progresses and to discuss possible measures to be taken; and case conferences – i.e., meetings among all partners involved in the provision of assistance and services to a given beneficiary.
- **Case closure** is the point at which assistance ends. Case management may terminate for a variety of reasons, as for instance because the support has ended, because beneficiaries no longer meet the criteria for case management support, because they choose to stop receiving assistance, or because they leave the location where assistance was provided or because they have deceased. Before case closure, the beneficiary shall be prepared for the transition and any unmet or new needs identified. In IOM's programming, often cases are

not closed but transferred to another IOM office (e.g., from a facility in a sub-office to a main office, or from a program to an IOM office in a country of destination or return). In this case, a clear handover plan shall be shared with the caseworker taking over the file. When transferring a case to a partner (e.g., to the government or to another UN agency), beneficiaries shall give informed consent.

Actors involved Facilitator Note 3.3.5

Use the schematic example available in AVM handbook, pg 32. Delivery of services at the individual level requires personal, face-to-face contact, but remote case management via phone or internet is also possible. It is therefore typically delivered by: **(a) case managers**, who have specific responsibilities for working with migrants in vulnerable situation to assess their needs and capacities, identify goals, develop an assistance plan, organize delivery of the plan, and monitor and follow up on the effectiveness of the plan in meeting the identified goals; and **(b) service providers**, both public and private, who have a role to play in meeting the protection and assistance needs of migrants in vulnerable situation.

(c) State authorities play a role in upholding individual rights and meeting protection and assistance needs. Such functions can include provision of safety and security services by police officers, documentation assistance provided by consular officials and civil registry officials, and care and guardianship arrangements for vulnerable children provided by State child welfare agencies.

Referral Mechanism Facilitator Note 3.3.6

Beneficiaries assisted in migrant centres usually have complex and multiple needs that require a comprehensive, inclusive and multi-dimensional response that unlikely can be provided by a single entity or organisation. Cooperation among different stakeholders such as United Nations (UN) agencies, government entities, non-governmental organisations (NGOs), civil society and the private sector through referral mechanisms is therefore paramount to ensure comprehensive and inclusive assistance and protection.

A referral mechanism is not a one-off document, but rather the process of working together through various steps of the assistance process, although a formalisation of such process is needed through a memorandum of understanding (MoU) and standard operating procedures (SOPs). Although there is no one-size-fits-all approach to develop referral mechanisms, government should take the lead in their development in order to ensure ownership and sustainability.

Facilitator Note 3.3.7

Key steps for establishing referral mechanisms include:

- **Setting up a steering committee (SC):** it provides overall guidance and coordination. If the country already has a national coordination mechanism on migration, the SC can be subset. It shall be multi-sectoral and involve relevant actors involved in the referral mechanism's implementation.
- **Carry out an assessment:** mapping of available services (also specialized services) for migrants in vulnerable situations (i.e., who, what, where)
- **Formalize the Cooperation:** MoUs, SOPs, referral pathways.

Food, Nutrition, NFIs Facilitator Note 3.3.8

Food assistance shall be preceded by a needs assessment to define the size of rations, frequency of distribution, type of food and distribution modalities, as well as special needs of specific groups. Food must be available in sufficient quantities and be culturally and religiously appropriate, so depending on the profile of beneficiaries' diverse food

selections may be necessary. Beneficiaries shall be consulted in order to define preferred food lists and specific food requirements considered (e.g., formula milk for nursing children) > quality/quantity; accessible; easy and safe access, culturally appropriate.

Facilitator Note 3.3.9

Distribution modalities: Depending on the context and on the specific needs of the beneficiaries, modalities other than in-kind distribution can be chosen for food and NFIs distribution, such as cash transfer for the purchase of food and goods or distribution of vouchers. The choice of the transfer modalities should be based on a thorough analysis of the context and the impact of the different options. Cash and voucher systems empower beneficiaries, reduce operational costs related to purchase and distribution and benefit the local economy. However, close monitoring shall be conducted by centres staff to assess how money is spent and how this impacts beneficiaries' needs. Furthermore, these systems entail a higher risks of aid diversion.

Health and Medical Services Facilitator Note 3.3.10

Migrant centres usually provide preventive and basic curative health assistance to beneficiaries, who are then referred to local hospitals or health clinics if required by their medical conditions.

When medical assistance is among the services provided by migrant centre, the **presence of medical personnel** (medical doctor and/or nurses) shall be ensured full time. A room to be used as infirmary shall be foreseen, as well as a dedicated observation space for sick migrants in order to enable close monitoring and ensure isolation in case of infectious diseases. The **spaces dedicated to medical assistance** should be designed to provide privacy. Reception desks, waiting, and arranged to preclude the possibility of others overhearing conversation between beneficiaries and healthcare practitioners. All records related to beneficiaries' healthcare are confidential. As such, they shall be stored securely and shall not be shared without prior consent. Upon request, complete medical records should be handed over to beneficiaries. For further guidance on data protection, details will be explained in following dedicated sessions within the course of this training.

MHPSS Services Facilitator Note 3.3.11

The provision of mental health and psychosocial support (MHPSS) in the framework of migrant centres plays an important role in migrant protection and assistance, strongly contributing to the sustainability of other centres interventions.

Consider the broad nuances of migratory experience > there is no single way or model to provide mental health and psychosocial support in migrant centres.

However, there are key considerations that should be taken into consideration, in line with Protection & Humanitarian principles (meaningful access, safety and dignity in particular):

- Centre personnel (regardless of their specific roles) shall receive basic training on how to avoid emotional harm to beneficiaries and on how to recognise physical, emotional, behavioural and cognitive signs of distress.
- MHPSS services may be provided directly in the facility by specialised personnel
- MHPSS services may be provided by external specialized service providers (INGOs, local NGOs, and specialized facilities)
- A clear system shall be put in place for **the referral of beneficiaries with severe mental health disorders to specialised mental health services**

Facilitator Note 3.3.12

The facilitator should be familiar with the measures suggested and prepared to elaborate concepts. The facilitator can also consider asking participants if there is any MHPSS specialized staff among them that could provide peers with further elaboration and description of the measures listed in the slide and possibly provide some best practices examples.

- **Mainstreaming MHPSS considerations when providing assistance:** the emotional and cultural impact that services may have on individuals, family dynamics, gender relations and traditional household roles shall always be considered in the design of migrant protection and assistance service in order to not disorient or harm beneficiaries. Centre staff shall receive guidance on how to mainstream MHPSS and on “do no harm” rules.
- **Psychological first aid (PFA)** is a set of simple techniques that can be used both by MHPSS professionals and non-professionals to communicate with people in distress, prioritise their needs and refer them to appropriate services. PFA covers both social and psychological support and it gives a framework for supporting people in ways that respect their dignity, culture and abilities.
- **Facilitated group discussions on psychosocial needs:** A peer support group is a space where people come together to share their difficult experiences to give and receive support from each other. Peer support groups create a space for dialogue and conversation that facilitates the expression of emotions and feelings, including fears, concerns, hopes, and fosters mutual support. Peer support groups may be the ground to facilitate psychosocial group discussions dedicated to different themes (e.g., the expectations before the departure, the challenges of the journeys, the emotions, feelings related to return). Such activities shall be organized in close coordination with beneficiaries and facilitated by a professional with an educational background in counselling, psychology or social sciences with a deep understanding of beneficiaries' difficulties, needs, resources and cultural background. These groups also represent an opportunity to interact with returning migrants and allow them to detect cases in need of more focused psychological care.
- **Psycho-education group sessions** are organized by a facilitator with an educational background in counselling, psychology or social sciences to help beneficiaries to understand the psychological reactions that arise from the stressors they are confronted to. The aim of these sessions is to reassure beneficiaries of the normality of these reactions and to provide a simple way to cope with distress and negative feelings. Psycho-education group sessions should use everyday language and avoid using clinical terms.
- **Individual counselling** is a low-intensity psychological intervention for beneficiaries impaired by distress which must be delivered exclusively by specialized mental health practitioners. It aims at restoring positive coping mechanisms, strengthening resilience and restoring a sense of wellbeing. When the time beneficiaries are spending at migrant centres facilities does not allow to carry out multiple sessions and follow up, no psychotherapeutic treatment shall be started as this may inadvertently harm the beneficiary. For people on the move, therapeutic techniques shall therefore be adapted to one-time counselling sessions.
- **Group recreational activities** do not have a direct therapeutic objective, but they can contribute to beneficiaries' psychological well-being and social connectedness.

Education, Training, Recreational Activities Facilitator Note 3.3.13

The facilitator should be prepared to elaborate on the important key consideration that will guide design and planning of education, training and recreational activities, which are equally applicable to other services as mentioned in previous sessions, in migrant centres:

- Consider age/gender/disabilities factors to ensure appropriateness and inclusivity
- Identify possibly physical and non-physical barriers that may prevent beneficiaries from accessing services and activities

- Ensure beneficiaries' active role in planning and designing activities
- Engage and interact with beneficiaries, build active communication to ensure their views, thoughts, suggestions are taken into serious consideration in the design and implementation of activities
- Identify skilled individuals among beneficiaries that may be willing to take on roles of facilitators/trainers/volunteers to conduct activities (e.g., sports club, childcare, literacy, numeracy) together with the supervision or guidance of IOM personnel
- Equal and active involvement of host community is key and can positively impact on social cohesion and integration.

Sustainable Solutions
Facilitator Note 3.3.14

Depending on the context and on the specificities of each case, different types of durable solutions can be sought for migrants assisted under protection and assistance programs, such as Assisted Voluntary Return and Reintegration (AVRR), sustainable local integration in the transit or host country and sustainable settlement elsewhere. Beneficiaries should be involved in the decision to pursue their preferred option and receive all available information on the opportunities and limitations of each one.

AVRR program

AVRR programs, as part of the overall Return, Readmission and Reintegration framework (RRR) provide administrative, logistical and financial support to migrants unable or unwilling to remain in a country of transit or destination who wish to return to their country of origin. Beneficiaries may include stranded migrants in host or transit countries, migrants in irregular and/or regular situations, and asylum seekers who decide not to pursue their claims or who are found not to be in need of international protection. AVRR assistance can also be provided to migrants in vulnerable situations, such as victims of trafficking, unaccompanied and separated children, or migrants with health-related needs. In the context of transit migration, AVRR has proven to be an effective tool to assist migrants in distress, or who lack the means to continue their journey, be them in a regular or in an irregular situation. Voluntary return and reintegration must be addressed in a holistic way in order to respond to the needs of both the individuals and the communities. In IOM's view, **it shall adhere to six key principles:**

- **Voluntariness:** beneficiaries shall have access to of timely, unbiased and reliable information to make an informed decision and take ownership of the return process;
- **Migrant-centred response:** the support to each beneficiary shall be tailored to their needs in an age, gender and diversity sensitive manner. A flexible approach is required to provide individual reintegration and return assistance adapted to the returnee's needs, problems and preferences, as well as to the different return contexts.
- **Safety** considerations may lead to the limitation or the suspension of returns to certain locations because of security or operational challenges. Ensuring that migrants reach their countries of origin in a safe and dignified manner implies several administrative and logistic arrangements, including travel assistance and assistance upon arrival;
- **Sustainability of reintegration:** at the core of the AVRR approach, reintegration can be considered sustainable only when beneficiaries have reached levels of economic self-sufficiency, social stability and psychological wellbeing. Achieving sustainability therefore requires the adoption of an integrated approach that addresses the needs of individual returnees as well as the communities while responding to the structural factors at play in the country of return.
- **Confidentiality:** strict safeguards to preserve confidentiality or personal data and privacy of individuals shall be in place
- **Dialogue and partnership:** sustainable return and reintegration is beyond the scope of one actor's engagement. Cooperation among a variety of actors is required to build synergies among different interventions in the areas of humanitarian assistance, community stabilization, migration management and development

cooperation in order to enhance the range and quality of return assistance, avoid duplications and ensure sustainability of reintegration.

- **Evidence-based programming:** systematic data collection, feedback mechanisms and monitoring and evaluation shall be in place to assess the impact of AVRR intervention.

Local integration

In host countries, integration support programmes could be organized in the framework of protection and assistance programming for various categories of newcomers, including migrant workers, migrant's families and resettled refugees. Such programmes may include concrete training and employment opportunities, language courses, social cohesion activities, and the establishment of partnerships with the private sector. Furthermore, beneficiaries who have the option to remain in their current location may require help to regularise their immigration status and other administrative issues such as identity documents, banking procedures, professional, educational and language certificates, among others. In this case, legal aid and representation to carry out relevant procedures shall be offered.

Resettlement to a 3rd Country

Sustainable solutions in a third country entail securing permission for **temporary or permanent** immigration from a State other than the one where the beneficiary is present. Possible options include relocation or resettlement to a third country, international family reunification or family sponsorship, temporary or permanent work permits, student or study visas, temporary or permanent protection visas or residency, and humanitarian or compassionate immigration admissions. Also, in this case, beneficiaries may need support required to submit applications and compile supporting documentation, as well as pre-departure and post-arrival assistance.

SESSION 3

THE MIGRANT CENTRES TOOLKIT

SECTION 3.4: MANAGEMENT OF MIGRANT CENTRES

Session Overview

Session aim: This session introduces participants to the third category of the Migrant Centres Toolkit: this category focuses on the management of migrant physical centres. It presents possible centres typologies and management models, as well as resources to facilitate the effective set-up and running of the centres in line with assistance and protection standards and best practices. Guidance on beneficiaries' participation and accountability, information sharing, and community relations is also provided in this section.

This and the following sessions of this course are built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 225 minutes

Session type: presentation/plenary discussion/interactive exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Provide participants with an overview of migrant centres management key steps and considerations • Provide participants with an overview of migrant centre typologies and management models applicable in different context • Provide participants with an understanding of how to consult resources and apply tools to facilitate effective set-up, running and phasing out of the centres • Provide participants with guidance on beneficiary participation and accountability, and community relations standards and practices
<p>Learning Outcomes</p>	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> 1. Be familiar with key steps and considerations related to migrant centres management 2. Confidently apply tools and models for effective set-up and running of MCs facilities in accordance with context-specific dynamics 3. Appreciate the importance of coordination among relevant stakeholders and external service providers for effective and comprehensive management of MCs facilities 4. Understand and appreciate the importance of mainstreaming age, gender and diversity to ensure meaningful access to comprehensive and inclusive migrant's assistance services 5. Understand and appreciate the positive impact of beneficiaries' active participation in the management of MCs facilities

<p>Key Messages</p>	<ol style="list-style-type: none"> 1. Types of facilities and management models vary according to specific context-dynamics 2. Coordination with relevant stakeholders and external service providers is essential for effective and comprehensive management of MCs facilities 3. Mainstreaming age, gender and diversity is essential to ensure meaningful access to comprehensive and inclusive migrant assistance services 4. Ensuring beneficiaries' active participation in the management of MCs facilities is essential for effective management of migrant centres 5. Good relations with host community are important. Whenever possible, integrated mechanisms that include services for the host community are preferable.
<p>Preparation</p>	<p>Projector and audio-video systems</p> <p>Flip chart papers and markers</p>
<p>Resources</p>	<ul style="list-style-type: none"> • PPT slides with videos • Video: Sphere Minimum Standards Intro • Resource S3.4 Best Practices • Resource S3.4_Group Exercise_Types of Facilities • S3.4_YellowModule_Group Exercise_Conflict/Incident Management • Specific guidance tools and samples listed in the resources column

Session 3.4 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide. After this session, participants will be able to: <ol style="list-style-type: none"> 1. Be familiar with key steps and considerations related to migrant centres management 2. Confidently apply tools and models for effective set-up, running and phasing out of MCs facilities in accordance with context-specific dynamics 3. Appreciate the importance of coordination among relevant stakeholders/external service providers for effective and comprehensive management of MCs facilities 4. Understand and appreciate the importance of mainstreaming age, gender and diversity to ensure meaningful access to comprehensive and inclusive migrant's assistance services 5. Understand and appreciate the positive impact of beneficiaries' active participation in the management of MCs facilities 	
5 mins	Management of Migrant Centres category - Structure	
	<ul style="list-style-type: none"> • Present the structure of the <i>management of migrant centres category</i> on a PPT slide: it comprises the following <ul style="list-style-type: none"> • Types of facilities • Management models • Migrant centre's life cycle • Standards of assistance and minimum requirements • Inclusivity and age, gender and diversity (AGD) mainstreaming • Safety, security and incident management • Beneficiaries' participation and accountability • Community relations and environmental protection • Explain that each sub-category will be thoroughly explored during this session 	
40 mins	Types of Facilities - Management of Migrant Centres	
	<ul style="list-style-type: none"> • Introduce the types of facilities category by highlighting the following key points on a PPT: <ul style="list-style-type: none"> • Provision of physical facilities: core of migrant protection and assistance services • Upon request of member states and/or governments • Neutral spaces • To provide protection and assistance services in countries of origin, transit, destination • Degrees of engagement depends on the specific context <p><i>See facilitator note 3.4.1</i></p>	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain that migrant centres have been categorized in six different typologies based on their structure, scope, and services (list them on a PPT slide): <ul style="list-style-type: none"> • Multifunctional facilities • Facilities providing shelter/accommodation • Government –run facilities • Information resource facilities • Hotels, guesthouse, private accommodation • Other types of facilities <p><i>See facilitator note 3.4.2</i></p> <ul style="list-style-type: none"> • Present and explain the minimum set of services provided in multifunctional facilities on a PPT slide: <ul style="list-style-type: none"> • Identification, registration, screening • Information and awareness sessions + basic counselling and orientation • Psychological first aid (PFA) and MHPSS services • Referral to external services • Shelter/accommodation • Food & NFIs • Health care services • Administrative and legal aid • Restoration family links and family tracing • Training, education, recreational activities • AVRR and other sustainable solutions <p>Remind participants that the above services were outlined in the previous session.</p> <ul style="list-style-type: none"> • Present and explain key characteristics of facilities providing shelter/accommodation on a PPT slide: <ul style="list-style-type: none"> • Nature and shape of the facility depends on: migratory context, security, location, population size • Type of facilities: collective shelters, transit centres, reception centres • Shelter/accommodation is highly needed but also very challenging aspect of migrant protection and assistance programs • Design, planning of physical structure must adhere international standards (e.g., Sphere) • Ensuring qualitative services and structures > budget & resources implications <p><i>See facilitator note 3.4.3</i></p>	<p>Resources: IOM & UNHCR Collective Shelter Guidelines Running an Effective Migrant Resource Centre</p> <p>Resources: Running an effective Migrant Resource Centre</p> <p>Resource: S3.4 Best Practice – Transit Centre</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Present a best practice from the field on a PPT slide: <p><i>Niger: located in the city of Agadez, IOM largest transit centre in Niger has a capacity of 1,000 people. The facility offers dedicated spaces for women and girls, families and migrants with medical needs, along as communal areas for recreational and training activities. All migrants hosted in the centre also benefit from hygiene kits, food assistance, medical care, psychosocial and recreational activities, education and training, consular assistance and assisted voluntary return and reintegration (AVRR).</i></p> <p>And/Or</p> <p><i>Mali: in Mali, a total of 16 migrant centres are distributed between the capital city and the four sub-regions. Numerous small-size facilities have been preferred to larger ones to ensure dedicated spaces are available for specific vulnerable groups, while also mitigating potential security risks in such a volatile and deteriorating environment.</i></p> <ul style="list-style-type: none"> • Introduce the government-run facilities typology by asking participants to suggest, in plenary, pros/ positive and cons/challenging aspects of this facility type. • Briefly Present and Explain key characteristic of government-run facilities on a PPT slide: <ul style="list-style-type: none"> • Governmental and local authorities' full responsibility and ownership • Requires excellent collaboration among actors intervening in/around the facility • Partner's role: support and/or complementary services • Requires clear division of roles and responsibilities • Briefly present and explain key characteristics of Information/Resource facilities on a PPT slide: <ul style="list-style-type: none"> • To provide information, advise, outreach teams • Neutral space • In country of origin, transit, destination • Individual counselling, hotlines, awareness sessions, mobile outreach teams • Present a government-run facilities best practice on a PPT slide: <p><i>In Bulgaria, the Government requested IOM support to establish Safety Zones for unaccompanied asylum-seeking children in the State Agency for Refugees' (SAR) Registration and Reception Center (RRC) located in Sofia. IOM Bulgaria renovated three floors, including rooms, corridors, and common toilets and showers and IOM personnel support state social workers in the provision of protection and assistance.</i></p>	<p>Resources: IOM Handbook for VoT</p> <p>UN Guidelines for UASC Alternative Care</p> <p>Resource: S3.4 Best Practice – Government Run Facility</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Present and explain key characteristics of hotel, guesthouse, private accommodation facilities on a PPT slide: <ul style="list-style-type: none"> • Run by IOM, IPs, and/or other entities • Family size, gender, shared rooms in apartments • Attention to age, gender, medical conditions • Attention to specific vulnerabilities (people with diverse SOGIESC, mental conditions, VoTs) • Alternative to overcrowded facilities • Urgency of alternative facilities for immediate and/or short term stay • Explain that this type of solution may entail some challenges: supervision, costs, logistic implications <p>See facilitator note 3.4.4</p> <ul style="list-style-type: none"> • Present and explain key characteristics of other type of facilities on a PPT slide: <ul style="list-style-type: none"> • Protection and assistance services embedded in pre-existing facilities within the host-community • Integrated approach • Specific facilities to host VoTs, UASC, PWD • Foster families and/or alternatives to institutional care <p>Group Exercise – Types of Facilities: Divide the participants into groups and provide each group with the S3.4_Group Exercise _Types of Facilities Cards. Each group should match the type of facility with its definition. They have 5 minutes to complete the exercise. The group that completes the exercise first wins the competition.</p>	<p>Resource: S3.4_Group Exercise_Types of Facilities Cards</p>

TIME	ACTIVITY	RESOURCES
20 mins	<p>Management Models - Management of Migrant Centres</p> <ul style="list-style-type: none"> • Introduce the management models category by stating that: <ul style="list-style-type: none"> • Migrant centres should be established upon request of hosting governments, or other organizations • pursuant to national migration management strategy • part of existing government systems and processes • leadership role of the state • support role provided by IOM and/or other entities • Briefly present and explain the 4 models of migrant centre's management on a PPT slide: <ul style="list-style-type: none"> • Government managed centres • Centres managed through IPs • Co-managed centres • IOM managed centres <p>See <i>facilitator Note 3.4.5</i></p> <ul style="list-style-type: none"> • Present best practices on a PPT slide <p><i>In Guinea Conakry, Migrant Resource and Response Centres (MRRCs) are run jointly by IOM and government authorities. Management committees have been established to operationalise this joint leadership and meet on a monthly basis. Budgetary allocations for the MRRCs have been included in the 2020 National Budget by the Ministry of Social Affairs.</i></p> <p><i>In Mali: MRRCs are run jointly by IOM and Government authorities for migrants of Malian origins returning to their country. This collaboration has been formalized through the signing of MoUs, established SOPs and a cost sharing system.</i></p>	<p>Resource: S3.4_Best Practice management model</p>
30 mins	<p>The Migrant Centre's Life Cycle – Management of Migrant Centres</p> <ul style="list-style-type: none"> • Introduce the Migrant Centre's Life Cycle by explaining that: Migrant centres' location, design, and duration are context-specific, and the way these elements significantly impact the provision of protection and assistance to beneficiaries throughout program implementation. • Present and explain on a PPT slide: migrant centres' life cycle can be divided into three interconnected phases that follow each other within an overlapping period: <ul style="list-style-type: none"> • Phase 1: set-up • Phase 2: centre's management • Phase 3: phasing out 	<p>Resources: IOM NRC UNHCR Camp Management and Camp Coordination Toolkit</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain the participants that you will now guide them through each phase • Present and explain the different considerations and steps of the set-up phase on a PPT slide <ul style="list-style-type: none"> • Good and effective planning and design is a necessary pre-condition to meet beneficiaries' needs at all stages of assistance • Good understanding of existing services and service providers in the context (mapping) • Identify satisfactory site and satisfactory structure: <ul style="list-style-type: none"> - Consider scope of facility, size, safety & security, access, surrounding community, proximity to local communities and security forces - Consider negative and risk factors: strained resources, proximity to hostile communities, unstable areas (prone to conflicts) - Consider environmental risks • Set-up options: <ul style="list-style-type: none"> • State authority assigns existing facility: should meet considerations mentioned above • Rent facility from private owner • Build a new structure (high budget and time implications) <p>See <i>facilitator Note 3.4.6</i></p> <ul style="list-style-type: none"> • Introduce the centre's management phase by asking participant what, according to their experience and understanding, centre's management may include. Write their suggestions on a flip chart paper • Once they have provided suggestions, guide them in identifying the macro-categories in which each activity might fit into • Present and explain key macro-categories of centre's management on a PPT slide: <ul style="list-style-type: none"> • Managing human resources and personnel • Maintenance and cleaning • Organize reception and orientation services • Coordinating provision of services (see previous session) • Safety and security management • Promoting beneficiaries' participation • Community relations • Ask participants to provide additional examples for each category (e.g., human resources management entails: selection of qualified staff, organigram, training and capacity building, staff care initiatives). • Remind participants and emphasize the importance of mainstreaming the 4 key protection mainstreaming principles seen in the 1st part of this training: meaningful access, safety, dignity and do no harm, accountability, participation and empowerment. 	<p>Running an Effective Migrant Resource Centre</p> <p>Flip Chart Paper and Markers</p>

TIME	ACTIVITY	RESOURCES
	<p>OPTIONAL: ask participants to provide few examples of how they would mainstream these principles within the centre's management categories. See <i>facilitator Note 3.4.7</i></p> <ul style="list-style-type: none"> • Present and explain key considerations of the phasing out phase on a PPT slide: <ul style="list-style-type: none"> • Planning phase out or exit strategy (handover or closure of the centre) in the set-up phase • Requires coordination with relevant IPs and service providers • Requires time • Capacity building (for the receiving authority) • Plan overlap phase for smooth transition • If not well planned, can negatively impact beneficiaries • Explain that: planning and coordination for the phase-out is an integral part of the set-up process, and handover plans shall be in place with national authorities and other relevant stakeholders from an early stage. The way how phasing out is handled will have a significant impact on the future of its beneficiaries. If not well planned, phasing out is a challenging phase as it occurs at a time when both staff and beneficiaries are anxious about the future and when budget and resources are usually low. If announced abruptly, the downturn in energy and focus may negatively impact the provision of protection and assistance in the final phase. <p>See <i>facilitator Note 3.4.8</i></p> <p>Note: <i>IMPORTANT! If different partners provide services and assistance through the facility, close coordination among the partners is needed to ensure harmonised communication and prevent contradictory messages</i></p>	<p>Resource: S3.4_Best Practice management model</p>
20 mins	<p>Standards of Assistance and Minimum Requirements – Management of Migrant Centres</p>	
	<ul style="list-style-type: none"> • Explain that (present on PTT slide): <i>Sphere standards derive from the principle of the right to life with dignity and concern four key sectors: a) water supply, sanitation and hygiene promotion; b) food security and nutrition; c) shelter and settlement and d) health.</i> • Explain and present minimum Sphere requirements (examples) to comply with in migrant centres on a PPT slide: <ul style="list-style-type: none"> • 1 toilet to 20 people, located at least 30 meters from water sources. The bottom of the pits shall be at least 1.5m above the groundwater table; • 1 shower to 20 people (interpretation of Sphere as there is no specific ratio for bathing facilities); • 20 litres of water available per person per day; • Total area of minimum of 30 sq. meters per person (“Where communal services can be provided by existing or additional facilities outside of the planned area of the settlement, the minimum usable surface area should be 30m2 for each person.”); 	<p>Sphere Minimum standards (MCT electronic page)</p> <p>Sphere Minimum Standards</p> <p>IOM NRC UNHCR Camp Management and Camp Coordination Toolkit</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Living area of minimum of 3.5 sq. meters per person (“A covered floor area more than 3.5m2 per person will often be required to meet these considerations.”) • Explain: migrant centres shall comply at minimum with the Sphere standards, with the aim of ensuring quality and accountability of assistance and protection in line with humanitarian principles • Present : key considerations of a potential structural layout on a PPT slide: <ul style="list-style-type: none"> • Perimeter • Communal areas • Sleeping areas • Spaces for counselling/MHPSS • Child friendly spaces • Areas for beneficiaries in vulnerable situations • Sanitation • Storage • Personnel office • Lighting and electricity • Explain: that in cases where the minimum requirements exceed the living conditions of the host community, measures shall be taken to reduce potential tension, for example by extending services to the local community. In some situations, national authorities may establish minimum requirements that are higher than the Sphere standards and shall therefore be considered. • OPTIONAL: play the video introducing the Spere Standards (accessible here: Sphere Mnimum Standards Intro) • Emphasize : that participants are encouraged to consult Sphere Minimum standards available here: Sphere Minimum Standards (Dedicated PPT slide) • As well as Camp Coordination and Camp Management Toolkit, (consult CCCM Cluster and CCCM Toolkit) 	<p>Video: Sphere Minimum Standards Intro</p>
15 mins	<p>Inclusivity, Age, Gender & Diversity (AGD) Mainstreaming - Management of Migrant Centres</p>	
	<ul style="list-style-type: none"> • To introduce this category, remind participants about the principles of meaningful access, safety/dignity and do no harm among others. This will serve to further elaborate the inclusivity and AGD mainstreaming • Explain that <i>diversity</i> must be considered, and IOM and/or other entity must ensure to address and remove barriers that may prevent inclusivity: <ul style="list-style-type: none"> • Physical man-made barriers • Physical and mental disabilities (i.e., visual and hearing impairment; illiteracy) • Barriers related to gender identity and non-binary identities 	<p>Resources: IFRC Disability-Inclusive Shelter Guidance</p> <p>IASC Minimum Standards for Child Protection</p> <p>IASC Gender Handbook</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Age and gender considerations: <ul style="list-style-type: none"> • Child-friendly spaces • Age-appropriate activities • Separate facilities • Adequate services. • Present a best practice <i>Mali</i> : In Mali, unaccompanied minors are hosted in separate rooms and areas of migrant centres facilities, depending on their age and gender, to ensure adherence to minimum standards, age and gender appropriate spaces and to prevent/mitigate risks of sexual exploitation and abuse • Explain that the importance of this topic requires dedicated in-depth learning and analysis. Participants can access resources listed in the Trainee Booklet, e-learning platform, consult relevant specialists/thematic experts and country focal points. 	Resource: S3.3 Best Practice AGD Mainstreaming
30 mins	Safety, Security and Incident Management – Management of Migrant Centres	
	<ul style="list-style-type: none"> • Present safety, security and incident management category on a PPT slide: Safety and security: for whom? • Ask participants to brainstorm and provide their inputs. • Ask participants: How would you ensure safety and security in migrant centres? • Present a list of minimum safety and security measures to be taken into consideration on a PPT slide. <ul style="list-style-type: none"> • Consultation of relevant security officers • Presence of security guards in the premises • Physical security of the premises: separate entrances, exit doors, fire extinguishers, meeting points • Standard of conducts and PSEA policies for personnel • Contingency plans and standard operating procedures (SOPs) • Inspections of beneficiaries' belongings • Establish facilities rules: e.g., no smoking • Regular training on PFA and first aid assistance • Conflict management training • Incident management: in the event of a security incident: <ul style="list-style-type: none"> • Alert guard service • Inform higher management • Activate contingency plans and SOPs • Use of force: only in certain circumstances (self-defence) • Apply PFA principles (look, listen, link) • Group Exercise - Provide: participants with a scenario: <i>Scenario:</i> you are managing a migrant centre facility. You are aware that the host community is not very happy with the presence of the MC due to external services contracts awarded to a “company” from another district which was preferred to the “local” one. One day some very violent groups from the host community start protesting in front of the MC gate and the situation becomes worrying when a MC-security guard is physically attacked. 	Flip chart paper and markers Camp Coordination and Camp Management Toolkit S3.4_Yellow Module_Group Exercise_Conflict / Incident Management

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Ask a best practice <ul style="list-style-type: none"> • How would you handle the situation? • Discuss within your group what steps should be taken to manage the situation. 	
20 mins	Beneficiaries' Participation & Accountability – Management of Migrant Centres	
	<ul style="list-style-type: none"> • Introduce this category by explaining that: The inclusion of beneficiaries in the management of the facilities is key to identify priority needs and take them into account in program implementation, thus contributing to improve the quality and effectiveness of assistance. • If not already mentioned in session 1, the facilitator is encouraged to briefly describe the participation levels using the participation ladder model (passive, information transfer, consultation, material motivation, functional, interactive, ownership) <i>See facilitator Note 3.4.9</i> • Ask participants to suggest what concrete ways they would consider ensuring beneficiaries' participation in migrant centre's management • Remind: participants about the IASC Accountability to Affected Population framework (AAP) seen in session 1. • Present: a best practice for beneficiaries' participation and accountability on a PPT slide: <i>In IOM Niger transit centres, a migrant of each nationality hosted in the facilities is appointed by their compatriots to represent them. The representatives meet regularly with the centre's management staff and play an active role in coordinating food distribution, participation to social activities, as well in mediation and conflict management. IOM staff does not intervene in the selection of the representatives, but ensures that each group feels represented</i> 	Participation Ladder (PPT slide) – optional WFP Participatory Techniques and Tools Resource: S3.4 Best Practice Participation Accountability
25 min	Community Relations, Host Fatigue – Management of Migrant Centres	
	<ul style="list-style-type: none"> • Present: key considerations of this category on a PPT slide: <ul style="list-style-type: none"> • Community engagement is a key component of migrant centres programming • Relations between the host community and centre's beneficiaries are heavily influenced by the specificities of each context (economic, cultural, political, environmental) • Frictions may arise due to competition for services and resources, as well fears related to culture, religion, lifestyle and language • Present: concrete ways to mitigate host fatigue and foster community relations: <ul style="list-style-type: none"> • Good knowledge of the context in design-planning phase • Establish and maintain good relations • Community engagement • Integrated approach (services for host community) • Social cohesion activities. 	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Ask participants if they have any additional suggestion, observation, which may be relevant to the specific context where the training is conducted. • Remind that migrant centres staff should be trained on basic communication skills, conflict management, how to deal with angry people. 	
5 mins	Environmental Protection – Management of Migrant Centres	
	<ul style="list-style-type: none"> • Present key considerations of this category on a PPT slide: <ul style="list-style-type: none"> • Foresee, prevent, address migrant centres facilities' negative environmental impact (Environmental protection mainstreaming) • Environmental issues may trigger tensions between the host population and MCs' beneficiaries. • Water shall be safe for drinking, cooking and personal hygiene. Water sources shall be distanced from latrines, clothes washing and bathing areas and waste disposal site • Present: possible ways to mainstream environmental protection in the context of migrant centres facilities (<u>See also facilitator note 3.4.7</u>): <ul style="list-style-type: none"> • Environmental protection mainstreaming • Migrant centre's beneficiaries shall play an active role in environmental management, and environmental awareness promoted through clear messages and guidance. • Waste management • Adopt environmental-friendly technologies (e.g., solar panels) • Encourage: participants to share their experiences, good practices and/or any additional input or suggestion they may have 	
10 min	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. Types of facilities and management models vary according to specific context-dynamics 2. Coordination with relevant stakeholders/external service providers is essential for effective and comprehensive management of Migrant Centres facilities 3. Mainstreaming age, gender and diversity is essential to ensure meaningful access to comprehensive and inclusive migrant's assistance services 4. Ensuring beneficiaries' active participation in the management of Migrant Centres facilities is essential 5. Good relations with host community are important, whenever possible, integrated mechanisms that include services for the host community are preferable. 	

Facilitator Notes

Management of Migrant Centres

Types of Facilities Facilitator Note 3.4.1

The provision of services in physical facilities other than IOM offices is a core characteristic within the framework of IOM's technical assistance to its member states and upon their request. Migrant centres **are intended as neutral spaces** that provide migrants with protection and assistance services at all stages of the migration process, in countries of origin, transit and destination. The setting and services provided by IOM in migrant centres greatly vary depending on the specificities of each context, with different degrees of engagement. This entry presents different types of facilities that may be set-up and it offers a series of resources that can help users to define the best format to be established in their context.

Facilitator Note 3.4.2

Migrant centres have been categorized in **six different typologies** based on their structure, scope, and services:

- **Multifunctional facilities:** intended as collaborative spaces where different services are provided in a single place to respond to beneficiaries' urgent and immediate needs and to offer longer-term support;
- **Facilities providing shelter/accommodation** to migrants in need of protection and assistance;
- **Government-run facilities** in case protection and assistance services are embedded in pre-existing institutional government-run facilities providing assistance and services to migrants and other persons of concern in line with IOM mandate;
- **Information/resource facilities** offering access to independent and impartial information on migration and implementing outreach services;
- **Hotels, guest houses and private accommodation,** when protection and assistance services is provided in such structures rather than in dedicated medium or large-scale facilities;
- **Other types of facilities** including those providing assistance to both migrants and host communities or to particular categories of beneficiaries such as victims of trafficking or unaccompanied and separated children.

Shelter and Accommodation Facilitator Note 3.4.3

Offering accommodation fills in important gaps in migrant protection and assistance. Nevertheless, the provision of shelter solutions is one of the most challenging aspects of protection and assistance programs implementation, ranging from the achievement of minimum standards to ensure the quality of life of residents to maintenance and budgetary implications. IOM estimates indicate that if the number of beneficiaries to be hosted is equal to or greater than 3,000 people per year, offering shelter in Migrant Centres is more cost-effective than outsourcing accommodation.

Key considerations:

- The **selection and design of buildings** must ensure safe, dignified, qualitative stay of residents.
- Ensure the respect of minimum standards and facilitate the provision of services. The **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere standards)** indicate that all facilities providing accommodation shall have:
 - 1 toilet (and shower) for 20 people, separated by gender.
 - The minimum living space per person is 3.5 sq. meters, and separate sleeping area for male and female shall be foreseen, as well as specific areas for vulnerable beneficiaries, child friendly spaces and spaces for families.
 - Each beneficiary needs a bed (or a culturally equivalent place to rest, e.g. hammocks or wickers) and mattresses must be plastic coated for ease of cleaning and disinfecting.
 - The stock of sheets and blankets must be big enough to allow their turnover.

- A dedicated area is needed for medical cases or beneficiaries with other specific needs, as for instance women who just gave birth.
- Ensure common spaces for recreational and psychosocial activities, as well as for socialization and entertainment, such as for instance TV areas or sports areas.
- eating areas shall be separated from other common spaces, and a shift system established if the space is not sufficient for all the guests.
- Alternatively, additional accommodation may be found outside of the facilities for beneficiaries with special needs.
- When accommodation is provided, **IOM/organization's duty of care** for its beneficiaries is 24/7. It is therefore recommended that personnel, including health professionals, are present 24 hours a day, 7 days a week. Outsourcing of security, food provision and cleaning is generally recommended.

Hotel/guesthouse/private accommodation
Facilitator Note 3.4.4

Private facilities are also likely to be situated in better locations than large scale facilities, thus facilitating beneficiaries' mobility and social interactions. **Challenges** related to this model concern administrative and logistical implications for IOM/Organizations, especially if beneficiaries are hosted in more than one facility. In addition, it may be difficult to ensure the provision of the same standards of assistance in different facilities and to monitor the compliance with minimum standards.

Hotels, guesthouse and private accommodations shall offer not only sleeping areas, toilets and showers, but also common spaces for eating or for social activities, including play areas for children. Access to internet connection or landline phones is also highly recommended. Whenever possible, beneficiaries shall be involved in the maintenance of the premises and a cleaning schedule be established.

Management Models
Facilitator Note 3.4.5

The facilitator should be prepared to elaborate on the 4 models.

- **IOM- managed Centres:** In this model, centres are set-up by IOM and eventually transferred to state authorities after these have progressively engaged in the management of the premises through the deployment of caseworkers and/or through trainings and capacity building initiatives. The advantage of this model is that this structure can be set-up relatively fast and in full compliance with international standards of assistance and minimum requirements. However, since this model does not ensure high levels of ownership by state authorities, the handover to state authorities may be difficult to implement.
- **Centres managed through implementing partners (IPs):** In this model, centres are not managed directly by IOM/other entity but **fully or partially run through IPs**, i.e. a non-profit organisation with inherent capabilities that allow IOM/other entity to be more effective and efficient in fulfilling its mandate. This model may be chosen because of programmatic or security reasons. Implementing partners shall be selected through IOM/other entity standard procurement procedures and detailed terms of reference shall define the scope of the facilities, the minimum standards they shall respect as well as confidentiality/ data protection clauses. Depending on their level of engagement, national authorities may take part in the selection of the IPs through a steering committee. This model may relieve IOM/other entity of daily facilities management task and it can be fully budgeted under operational costs. Challenges related to this model include time consuming internal administrative and financial procedures for the selection and monitoring of the IPs, as well risks related to government engagement which may impact the sustainability of IPs' interventions beyond IOM/other entity's support

- **Government - managed facilities:** government-managed centres are **embedded within government structures** since the beginning of the interventions. Depending on the context, IOM/other entity's role can be twofold. If national authorities are technically and financially able to run the facilities, IOM/other entity may provide complementary services to improve the quality of assistance and to ensure compliance with international standards. Another option is that a facility is run by a governmental agency with IOM/other entity financial and technical support. In order to be sustainable, this model implies a strong ownership and engagement by state authorities, which shall include the facility in its national/ regional budgeting and planning. In this model, quality control, budgetary allocations, transparency and cost-efficiency may be difficult to monitor for IOM/other entity. In this model, governments shall ensure the financial sustainability of the centre, including its human resources. IOM- specific: Nevertheless, if the coverage of government staff salary is foreseen in deviation of Internal Instruction (IN) 92 on the Policy on Non-payment of Bonuses to Government Officials when IOM and governments are jointly implementing capacity building or other projects, clearance shall be granted by both IOM Legal Department (LEG) and the donor entity supporting the activities.
- **Co-managed centres:** In this model, migrant centres are **jointly managed by IOM and government authorities / or IOM and civil society organizations (CSO)/ or government and CSOs.** Division of roles and responsibilities, as well as boundaries and accountability of each actor shall be clearly defined through the establishment of a cooperation agreement and management committees shall be established to operationalise the joint leadership and meet regularly to coordinate the interventions. If well implemented, this mixed model may ensure longer-term sustainability and government ownership compared to an IOM-managed centre, while ensuring the respect of international standards of assistance, transparency and cost-efficiency. As in the previous model, IOM welcomes measures aimed at increasing government ownership, with the long-term view that centres are nationally managed. Governments should be encouraged to contribute financial and human resources to centres.

Migrant Centre's Life Cycle

Set-Up phase
Facilitator Note 3.4.6

Provided that the space identified is apt to the purpose, the most **recommended solution is to adapt an existing structure.** In fact, this solution allows flexibility in relation to possible changes in migratory flows and funding opportunities. However, the conditions of the building (safety of the structure; proper roof, door, windows; water and sanitation solutions; state of electrical wiring; heating/cooling systems) and its location shall be carefully assessed to ensure that the centre has the appropriate characteristics for its intended use is apt to the purpose.

Regardless of the selected option, the design of spaces should facilitate the organization of daily life and activities in the centre and their logistics, considering the frequent turnover of beneficiaries. If the centre is meant to offer accommodation, a separation between living spaces and communal areas must be foreseen in line with cultural, religious or traditional considerations regarding the appropriateness of spaces.

Centre's Management
Facilitator Note 3.4.7

The facilitator should be well prepared to elaborate and explain categories within the centre's management, and provide concrete examples:

- **Managing human resources:** The composition and organization of the human resources differs according to the context and the scope of the centre. Although the number and profile of the staff can vary, some key functions are essential for the correct functioning of the premises.

Examples:

- Recruitment of specialized personnel (define profiles, roles)
- Gender-balanced personnel
- Staff care initiatives (psychological counselling for personnel working with vulnerable cases; debriefing post-security incidents)
- Organigrams
- Capacity building (induction, refresh trainings)

- **Ensuring the care and maintenance of the infrastructure:** regular maintenance, cleaning and repair works are imperative to ensure beneficiaries' safety, health and quality of stay, as well as to prevent the degradation of the building fabric, including structural damage. Whenever possible, beneficiaries shall be involved in the maintenance of the premises and a cleaning schedule be established.

Examples:

- Cleaning services (through external providers)
 - Replacement of damaged or consumed items
 - Ensure budget availability for maintenance and running costs
- **Ensuring proper reception, orientation and info sharing** throughout assistance is key to establishing trust and to ensure a smooth functioning of migrant centres and their services. Accurate and up-to-date information will allow beneficiaries to make informed decisions about the assistance they wish to receive based on the information presented. The trust, openness and respect shown by sharing information with beneficiaries will make them more involved, engaged and empowered.

Examples:

- Dedicated personnel with good communication skills
 - Availability of information material in different formats
 - Structured sessions and schedules
- **Mainstreaming age, gender and diversity inclusivity:** an age, gender and diversity (AGD) approach shall be adopted to promote an accessible, inclusive and protective environment. Diversity in values, attitudes, cultural perspectives, beliefs, ethnic background, nationality, sexual orientation, sex characteristics, gender identity, ability, health, social status, skills and other specific personal characteristics must be considered, and dedicated efforts shall be made by IOM/other entity to address and remove barriers that prevent inclusivity and equal access to assistance.

Examples:

- Child friendly spaces
- Ensure dedicated spaces/activities and services for people with diverse SOGIESC
- Ensure dedicated spaces/activities and services for elderly people
- Ensure dedicated spaces/activities and services for people with disabilities (mental and physical)

- **Coordinating the provision of services:** Needs assessments shall be conducted regularly to ensure that services identified during the set-up phase are still relevant and meet the needs of beneficiaries. Services provided in migrant centres greatly vary depending on the context and many include shelter and basic needs provisions such as food, NFIs and medical and mental health care, administrative and legal support as well as information about the risks of irregular migration and alternatives to it, referral services, pre-departure and post-arrival integration support as well as assisted voluntary return and reintegration (AVRR).

- **Guaranteeing safety and security:** Security in migrant centres premises has a twofold connotation, as it concerns not only safety of the beneficiaries but also staff, implementing partners and service providers. The way facilities are designed and managed play a crucial role in ensuring safety and security and shall be thoroughly defined in coordination with relevant security personnel, or when applicable, with IOM security officers.

Examples:

- Contingency/security plans /PSEA/code of conduct
- SOPs activation/simulations
- Trained personnel (e.g. PFA)
- Premises should ensure adherence to child's safety measures
- Establish facilities regulations/rules

- **Promoting beneficiaries' participation:** beneficiaries shall not be passive recipients of assistance, but rather be actively involved in the daily management of migrant centres and have the chance to share their skills, knowledge and capacities. Participation is important for beneficiaries' self-perception and self-esteem, and it is key to maintain a pleasant atmosphere in the facilities. More guidance on accountability to affected populations (AAP) is available at [this entry](#) , while guidance on how to ensure beneficiaries' participation and accountability can be found [here](#).

Examples:

- Set up committees/representative structures
- Support creation of sports clubs/art clubs
- Feedback mechanisms

- **Handling community relations:** Depending on the size and scope of the facility, tensions may arise with the local population, who may perceive that their environment, neighborhood, culture or resources are negatively impacted by the presence of the facility and its beneficiaries. They may also resent the assistance beneficiaries are receiving, especially if no initiatives targeting the host population are foreseen. Migrant centres management includes the establishment of links with the host community, so that their petitions can be heard, and action taken to mitigate any negative impact the presence of the facility may have inadvertently created.

Examples:

- Promote social cohesion initiatives (sports tournaments, cultural events)
- Include host community representatives in planning/design of social cohesion initiatives
- Promote information sharing with host community
- Regularly liaise with host community representatives and maintain positive relations

- **Environmental protection:** regardless of their size and scope, the running of migrant centres facilities will affect the environment, and certain impacts may also be passed on to the host community. Mainstreaming environmental protection through the establishment of an environmental action plan is therefore an important aspect to monitor the impact of Migrant Centres premises on the environment. When a location is selected for the establishment of the facilities, an environmental assessment shall be carried out, as environmental issues may trigger tensions between the host population and MCs' beneficiaries. Sites shall not be identified near potentially vulnerable ecosystems, and natural resources must be managed effectively and sustainably. Both visible and invisible impacts on the environment shall be addressed, as for instance the overuse of water resources, soil contamination and sanitation management.

The nature and scale of environmental concerns varies greatly according to the location of the facilities and their scope. Water shall be safe for drinking, cooking and personal hygiene. Water sources shall be distanced from latrines, clothes washing and bathing areas and waste disposal sites.

Waste management is a main concern for all migrant centres facilities. The disposal of solid waste must be carried out properly, and recycling and separation of types of garbage schemes promoted. Sanitation facilities shall be strengthened if not initially designed to support the number of people utilising them, and latrines cleared regularly by specialised service providers. Whenever possible, the use of environmental-friendly technologies (e.g. solar panels) shall be preferred.

MCs' beneficiaries shall play an active role in environmental management, and environmental awareness promoted through clear messages and guidance. Activities involving beneficiaries include organising special occasions related to the environment involving also the local community, promoting the cleaning of the premises and tree-planting activities.

Examples:

- Installation of solar panels
- Rainwater harvesting systems
- Waste management – recycling (where applicable)
- Joint (MC's migrants and host community) tree planting initiatives
- Joint (MC's migrants and host community) environmental cleaning (waste collection) initiatives: e.g., celebration of international Earth Day/Water Day.

Phasing out

Facilitator Note 3.4.8

Phasing out of migrant centres management by IOM may take place for a variety of reasons and in a diversity of ways, including progressive withdrawal and handover to government counterparts, changes in migration dynamics that no longer require IOM protection and assistance interventions, and closure due to security threats, changes in government policy, or lack of donor support. Planning and coordination for the phase-out is an integral part of the set-up process, and handover plans shall be in place with national authorities and other relevant stakeholders since an early stage. The way how phasing out is handled will have a significant impact on the future of its beneficiaries. If not well planned, phasing out is a challenging phase as it occurs at a time when both staff and beneficiaries are anxious about the future and when budget and resources are usually low. If announced abruptly, the downturn in energy and focus may negatively impact the provision of protection and assistance in the final phase. If different partners provide services and assistance through the facility, close coordination among the partners is needed to ensure harmonised communication and prevent contradictory messages.

The following elements shall be considered to ensure that an exit strategy is successful:

- Ensuring that there is sufficient timing to transfer knowledge, build capacity and ensure a smooth transition
- Identification of sustainable solutions for the beneficiaries (please consult this entry)
- Establishment of a clear handover plan endorsed by all the stakeholders involved in centres' management covering issues related to human resources, transfer of materials and infrastructure, handover documents for each partner/activity, etc.
- Provision of training and capacity building to national authorities or other partners taking over the centres' management
- Provision of technical support during an overlap period

Participation ladder

Facilitator Note 3.4.9

Ownership: the community controls decision-making.

Interactive: the community is wholly involved in decision-making with other actors.

Functional: the community fulfils only a particular role with limited decision-making power (for example, forming a water committee which is then supervised by an NGO staff member).

Material motivation: the community receives goods or cash in return for a service or role.

Consultation: The community is asked for their opinion on what they would like to see, but their opinion has limited sway in decision-making.

Information transfer: information is gathered from the community, but they are not involved in the resulting discussions which inform decisions.

Passive: the community is informed of decisions and actions, but have no say in either the process or the result.

We should always aim at reaching the **ownership Level**.

Participation: puts people back in control of their own lives, decreases dependency and increases self-resilience. | 162

SESSION 3

MIGRANT CENTRES TOOLKIT

SESSION 3.5: INFORMATION MANAGEMENT AND MIGRATION DATA

Session Overview

Session aim: This session introduces participants to the fourth and last category of the Migrant Centres Toolkit: "information management and migration data". This category provides tools to facilitate registration of beneficiaries and ensure accurate information management for programme implementation and reporting purposes. IOM's data protection principles and provisions are also addressed in this section.

This session is built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 60 mins.

Session Type: presentation/plenary discussion/interactive exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Provide participants with an overview of process and tools to ensure accurate information management for programme implementation and reporting purposes • Provide participants with an overview of IOM's data protection principles and provisions with particular attention to aspects of data sharing requirements.
<p>Learning Outcomes</p>	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> 1. Confidently orient themselves in the applicability of tools and process to ensure accurate information management and data protection 2. Understand and appreciate the importance of data protection principles to ensure privacy, safety and dignity of beneficiaries
<p>Key Messages</p>	<ol style="list-style-type: none"> 1. Data protection is a systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data 2. Ensuring data protection is essential for safe and dignified programming 3. Personal and sensitive data can only be shared with external actors upon respecting set procedures 4. Data and information collected inform evidence-based programming
<p>Preparation</p>	<p>Projector and audio-video systems</p> <p>Flip chart papers and markers</p>
<p>Resources</p>	<ul style="list-style-type: none"> • PPT slides • S3.5_Information Management DTM product sample • S3.5_YellowModule_Data Sharing Exercise • Specific guidance tools and samples listed in the resources column

Session 3.5 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> Present session learning outcomes on a PPT slide: After this session participants will be able to: <ol style="list-style-type: none"> Confidently orient themselves in the applicability of tools and process to ensure accurate information management and data protection Understand and appreciate the importance of data protection principles to ensure privacy, safety and dignity of beneficiaries 	
20 min	Data Protection provisions – Information Management and Migration Data	
	<ul style="list-style-type: none"> Explain that, to ensure safe and dignified programming, it is important to ensure data protection systems, defined as: “Systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data”. Present and explain importance of data protection on a PPT slide: <ul style="list-style-type: none"> To respect the right to privacy, human dignity and well-being of migrants and other mobile populations To ensure their safety and non-discrimination. To ensure privacy, safety and dignity during migration and manage sensitive and confidential information necessary to understand migration trends. To increase the credibility of the institution both with its beneficiaries and with partners. Present and explain on a PPT slide that beneficiaries have the right to: <ul style="list-style-type: none"> Know who is going to use, access and process their data, and for what purpose; Access and change their information and contest the way their information is used; Be informed on the way their data will be used. Get the consent ! (PPT slide) <p>See facilitator note 3.5.1</p> <ul style="list-style-type: none"> Briefly explain the three different data types applicable in the context of migrant centres: personal data / non-personal data / non-personal but sensitive data. <p>Note: PPT slides dedicated to each data type, are optional. If time allows, facilitator may refer to them (PPT slides 144-146) See facilitator note 3.5.2</p>	<p>Resources: IOM Data Protection Manual</p> <p>IOM audio-visual consent form</p> <p>IOM Data Sharing agreement form</p> <p>IOM general consent form</p> <p>PPT slides 143 (from 144 to 146 – optional, if time allows)</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> Explain that according to the above classification, personal data sharing is regulated as per IOM Data Protection Manual. Go through the next PPT slides. Explain that non-personal but sensitive data can only be shared using an access form Group Exercise (Role Play): Read the scenario S3.5Yellow-Module_Data Sharing Exercise. Identify two participants (or ask for 2 volunteers among the participants). Assign each of them the following two roles: IOM-IP Centre’s manager, government official (statistics office). <ul style="list-style-type: none"> Ask participants to analyse the situation and suggest potential steps they would take to handle the situation. <p>Note: the facilitator may change the profile of the protagonists depending on his/ her context and audience.</p> <p>Scenario: One day a government official comes to IOM Reception centre in Magnabougou, and urgently requests to have access to the list of migrants arrived in the country in the last 6 months, she is particularly interested to access data related to minors and women. She tells the centre’s manager (IP-NGO Senior staff), Ms. Johnson, that this is very urgent because the Office of Statistics must prepare a report by tomorrow.</p>	S3.5_YellowModule_Data Sharing Exercise
20 min	Data Protection provisions – Information Management and Migration Data	
	<ul style="list-style-type: none"> PPT slide: What do we do with all this data? We manage it! Present and explain the usage and purpose of IOM information management systems on a PPT slide: <ol style="list-style-type: none"> Data feeds migrant centres’ monitoring systems: caseload Analysis of migration trends/needs Evidence-based programming <p>Note: explain that this slide is only meant to provide an example of how data is managed and how it can contribute to evidence-based programming. The example is strictly related to IOM, because the training is implemented by IOM, but other organizations may have their own data management systems and may share their own expertise/good practices.</p> <ul style="list-style-type: none"> Present best practice of IOM Regional Office-Data Hub screenshot on a PPT slide. Facilitator may replace the sample with a context-specific one, if available. Explain that for more information, all participants can consult: <ul style="list-style-type: none"> the IOM Data Protection Manual visit the DTM website 	S3.5_Information Management DTM product sample

TIME	ACTIVITY	RESOURCES
5 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. Data protection is a systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data 2. Ensuring data protection is essential for safe and dignified programming 3. Personal and sensitive data can only be shared with external actors upon respecting set procedures 4. Data and information collected inform evidence-based programming 	

Facilitator Notes

Information Management and Migration Data

Data Protection provisions Facilitator Note 3.5.1

Consent is a process that includes providing information to beneficiaries, giving them the opportunity to ask questions to ensure that the information is complete and understood. Before receiving assistance, beneficiaries must give their permission (or refusal), which shall be recorded in a secure and confidential manner. Consent is usually provided in writing by signing a consent form. In case this is not feasible or appropriate (for example in the case of children, beneficiaries with low levels of literacy, and/or those without the capacity to give consent), it is possible to record audio or video consent. If the consent is given verbally, it shall be certified in writing by an IOM/organization staff.

Capacity to give consent can be affected by migrants' age, cognitive ability physical, and psychological state. In such cases, informed assent can be sought, i.e., the expressed willingness to participate in assistance provision. Appropriate measures should be taken to determine whether a beneficiary is able to give informed consent. If s/he is deemed incapable, appropriate guardianship authorities should be involved, but the migrant should remain involved in any decisions regarding assistance.

IOM/organization's implementing partners are also bound by the (migrant centre's managing) organization provisions relating to data protection and shall ensure that beneficiaries provide their informed consent to the collection of their personal data. IOM-specific: in case of referrals of beneficiaries, principle 5 of IOM Data Protection provisions on data sharing shall be followed.

The facilitator should explain that IOM Data Protection Manual and related provisions are applicable to personal-data only. However, it is important that participants understand the differences amongst the three types of data they may be handling in their day-to-day operations and confidently apply respective principles, storage and sharing modalities.

Non Personal, Personal, Non-Personal Sensitive data Facilitator Note 3.5.2

Non-personal data means any information that does not relate to an identified or identifiable data subject.

This may include:

- Number of families/ households,
- Age groups, age and gender breakdown
- Migrants having access, or not having access, to legal and administrative services/ MHPSS services and health care

When this data is non sensitive, it can be shared publicly. In principle, this data can be collected, disseminated, and shared without raising major preoccupations or issues in terms of confidentiality and does not, in general, pose a risk to the persons you provided the information.

Personal data includes any information recorded on paper or by electronic means which can be used to identify data subjects.

This may include:

- Biographical data (e.g., name, date of birth, marital status);
- Biometric and genetic data (e.g., fingerprints, iris scans);
- Background data (e.g., family and household history, relationships with relatives);
- Material circumstances (e.g., experience of human rights violations and transit details);
- Images and recordings;
- Corroborating materials (e.g., medical reports, hotline reports);
- Personal and verification documents (e.g., health records, financial records).

IOM Data Protection Principles (see [IOM Data protection manual](#)) apply to personal data.

This data is **sensitive by nature** and should not be shared unless it is necessary and follows a risk-benefit assessment as well as the signature of an agreement and/or contract.

IOM staff should note that LEG has a data sharing agreement template to be used when transferring personal data to third parties and a risk-benefit assessment template as well - all are available on the [Data Protection Intranet page](#). It is also mandatory for all IOM staff to complete the IOM Data Protection Principles Online Training Course.

- In the **absence of consent**, only **anonymous aggregate** data that cannot be used to identify or trace data subjects should be published and disseminated to the public.
- To the extent possible, only share anonymous aggregate data with third parties.

Non-personal sensitive data: This may include (not limited to), for example, data including protection indicators concerning a specific site or point, number of unaccompanied children hosted in a migrant centre facility. Such data should not be made public.

To share this data, the requesting organization must fill out and sign the data access request form.

This data can be shared with some restrictions, as sharing this data could potentially lead to non-respect of confidentiality, violations of the right to private life and security, and/or to expose a person or community to risks of reprisal, exclusion, exploitation and/or discrimination.

SESSION 4

SIMULATION, CLOSING AND EVALUATION

Session Overview

(Simulation is optional, at discretion of the facilitator)

Session aim: This session marks the end of the “Practicing the Migrant Centres Toolkit” training. The *simulation, closing and evaluation* session provides an opportunity to remind participants of what they have learned during the training and to practice it through a simulation exercise. It also provides an opportunity for participants to provide their feedback on the overall training experience thus allowing the facilitator or the facilitation team to collect lessons learnt and improve future training sessions

This session is built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: from 20 to 110 mins.

Session Type: presentation/plenary discussion/evaluation

Preparation	<p>Projector and audio-video systems</p> <p>Prepare and print pre-post-test questionnaires and training evaluation forms (according to the number of participants)</p> <p>Flip chart papers and markers</p>
Resources	<ul style="list-style-type: none"> • Video: MCT_Case Study video 1 • S4_RedModule_Simulation Exercise • S4_Trainer Skills Evaluation • S1S4_Yellow Module Participant Pre/Post Survey • S4_Post Training Evaluation • Certificate of Completion • Migrant Centres Toolkit_Trainee Booklet

Session 3.5 Plan

TIME	ACTIVITY	RESOURCES
70 mins	<p>Simulation Exercise – Role Play</p> <p>Scenario: watch again the video 1 and read the additional information provided below. Scenario additional info:</p> <p><i>Governmental forces, together with IOM, have just rescued 100 migrants. They are yet to be taken to any existing Migrant Centre facility (with shelter/accommodation; co-managed). Among them: men, women, young children, elderly, injured people. They are highly distressed, and traumatized</i></p> <ul style="list-style-type: none"> • Divide participants in groups as per below: <ul style="list-style-type: none"> • Group 1: Government authorities • Group 2: Host community • Group 3: NGOs • Group 4: IOM staff • Each group should identify its roles/responsibilities in the provision of the immediate urgent assistance (within 24 hours) to 100 migrants just arrived and in highly distressed situation • Each group should design relevant assistance steps pertaining to its role • Groups will be invited to the Task Force Emergency meeting this afternoon to discuss a Response Plan. <p>Time allocated for this exercise: 40 minutes</p> <p>Note: <i>facilitator should allocate additional 30 minutes for the “Task Force Emergency meeting” to discuss actors’ plans.</i></p>	<p>Resources:</p> <p>Video: MCT_Case Study Video 1</p> <p>S4_Red Module_Simulation Exercise (applicable to Yellow Module)</p>
20-30 mins	<p>Closing and Evaluation</p> <ul style="list-style-type: none"> • Explain that the training “Practising the Migrant Centres Toolkit” has come to an end. • Thank the participants for their time and commitment demonstrated throughout the module and related sessions. • Explain that a last effort to complete the training evaluation forms (participant post – training test, training/trainer evaluation forms) will be required from the participants, which is highly relevant to measure the effectiveness and impact of the training material and methods. • Handover certificates of attendance and Trainee Booklet <p>Note: <i>Trainee Booklet may be handed over in hard copies if available or shared via email as digital files.</i></p> <ul style="list-style-type: none"> • Thank participants and provide any other relevant information (i.e., that trainers will send an email with PPTs and other useful resources, that trainers may be contacted at [...]) 	<p>Resources:</p> <p>S1S4_Yellow Module Participant Pre/Post Survey</p> <p>S4_Trainer Skills Evaluation</p> <p>S4_Post Training Evaluation</p> <p>Certificate of Completion</p> <p>Migrant Centres Toolkit_Trainee Booklet</p>

RED MODULE

OPERATIONAL APPLICATION OF THE MIGRANT CENTRES TOOLKIT

Time: 3 days minimum (adaptable to 4 and 5 days)

Target Audience: IOM implementing partners and staff, protection and non-protection personnel working in the field or providing field support for the implementation of migrant assistance services in migrant centres facilities. This module is also tailored for IOM program and project management personnel contributing to the establishment and management of migrant centres facilities within migrant protection and assistance programs under the overall IOM Protection framework.

Aim of the module: This module aims to provide a comprehensive overview of the operational application of the Migrant Centres Toolkit in the framework of the migrant protection and assistance services and facilities. It has a strong focus on strengthening or building the capacity of participants to use available tools and resources to ensure safe and dignified programming. It enables participants, both protection and non-protection personnel, to carry out comprehensive protection analysis of migrant vulnerabilities, thus striving to ensure context-specific, inclusive, meaningful and dignified assistance. It is suitable for protection and non-protection personnel and can be used with a combination of participants from both groups. Using a combined target group will facilitate greater engagement between the two groups and will enable greater collaboration throughout the training.

Preparation and resources: This module is accompanied by a dedicated pre-established power point presentation, trainer's resources, exercises and handouts that can be made available by IOM under certain conditions. To receive further information and the complete Migrant Centres Toolkit – Training package please [contact us](#).

Module Instructional Objectives

This module will:

- Demonstrate the importance of understanding protection, protection mainstreaming and core principles to ensure safe and dignified programming applied to migrant protection and assistance operations in migrant centres;
- Provide a comprehensive overview of the operational application of the Migrant Centres Toolkit within the framework of migrant protection and assistance services and facilities.

Learning Outcomes

After this module participants will be able to:

1. Describe the importance of mainstreaming protection across migrant protection and assistance operations in migrant centres and appreciate its importance for safe and dignified programming
2. Confidently apply the Migrant Centre Toolkit in context specific settings

Module Outline and Suggested Timing

DAY 1:

Introduction, icebreakers, housekeeping and pre-test training survey

1. Safe and Dignified Programming

- 1.1 Intro – Protection
- 1.2 Protection & protection mainstreaming
- 1.3 Protection analysis & determinants of migrant's vulnerabilities (DoMV)

2. Safe Communication of Protection Incidents & Prevention of Sexual Exploitation and Abuse (PSEA)

3. The Migrant Centres Toolkit

- 3.1 MCT - Introduction
- 3.2 MCT - Administration

DAY 2:

Recap day 1

3. The Migrant Centre Toolkit

- 3.3 Protection And Assistance
 - Case Management
 - Referral mechanism
 - Reception, orientation, information sharing
 - Registration
 - Food, nutrition, non-food items (NFIs)
 - Health
 - Mental health and psychosocial support (MHPSS)
 - Education, training
 - Administrative, legal services
 - Sustainable solutions

DAY 3:

Recap day 2

3. The Migrant Centres Toolkit (MCT)

3.4 Management of Migrant Centre

- Types of facilities
- Management models
- Migrant centre's life cycle
- Standards of assistance and minimum requirements
- Inclusivity and age, gender, diversity (AGD) mainstreaming
- Safety, security and incident management
- Beneficiaries' participation and accountability
- Community relations, host fatigue, environmental protection

3.5. Information Management and Migration Data

- IOM data protection provisions
- Information management

4. Simulation, Closing and Evaluation

The schedule is flexible and can be adjusted according to context-specific requirements.

SESSION 1

SAFE AND DIGNIFIED PROGRAMMING

SESSION 1.1: INTRODUCTION - PROTECTION

Session Overview

Session aim: this session introduces the objectives of the workshop and provides participants with an opportunity to meet and learn a little about each other. The session is also critical in framing the training in terms of why protection and protection mainstreaming are important, how are located and relevant in the context of migrant protection and assistance programs and, more specifically, within the Migrant Centres Toolkit. It aims to influence and inform attitudes, set the “tone” for the training and persuade participants as to the value of the training itself.

Session length: 60 mins.

Session type: plenary discussion/ paired introduction and exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Facilitate introductions between participants and facilitators • Highlight objectives of the day • Illustrate and emphasize the importance of protection and protection mainstreaming for all actors • Illustrate and emphasize the importance and relevance of protection, protection mainstreaming in the context of Migrant protection and assistance services and facilities, with specific reference to the Migrant Centres Toolkit (MCT), therefore its implementation in a specific context and its operational impact
<p>Learning Outcomes</p>	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> 1. Appreciate the relevance and value of protection, protection mainstreaming to operations and promote this to others, including at relevant coordination mechanisms and to cluster/ working group leads in-country 2. Demonstrate understanding of the four key principles of protection mainstreaming 3. Recognize that protection mainstreaming is the responsibility of all actors
<p>Key Messages</p>	<ol style="list-style-type: none"> 1. All actors have a role to play in ensuring protection of migrants in vulnerable situation 2. All actors have a role to play in mainstreaming protection across sectors’ interventions 3. By mainstreaming protection, actors can support people to safely access and enjoy their rights and services
<p>Preparation</p>	<p>Have the photo of the boy with disability in a migrant centre on a PPT slide or use an alternative locally appropriate photo if available</p> <p>Projector and audio-video systems</p>

<p>Resources</p>	<p>This session is partially built on the Protection Mainstreaming training package developed by the Global Protection Cluster (GPC).</p> <p>And partially on IOM existing training material (notably the IOM Handbook on Protection and Assistance to Migrant Vulnerable to Violence, Exploitation and Abuse, available here: IOM Handbook on Protection and Assistance to Migrant Vulnerable to Violence, Exploitation and Abuse).</p> <p>Resources:</p> <ul style="list-style-type: none"> • PPT slides with videos • S1S4_RedModule_Pre-/Post training Survey • S1.GPC Brief on Protection Mainstreaming • Video: GPC_Protection Mainstreaming Video • Video: IOM_Protection Mainstreaming Video
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Session 1.1 Plan

TIME	ACTIVITY	RESOURCES
15 min	<p>Welcome and introduction</p> <ul style="list-style-type: none"> • Introduce yourself (and training team if any) • Provide information on any housekeeping points: bathrooms, tea breaks, emergency exits/contact point for feedback • Ask participants to complete the pre-/post training survey. Explain that is useful for participants and trainers to be able to track and measure learning over the course of the training. • Once participants have completed the survey, you may ask them to introduce themselves: their name, role, department they work for. • Present the session learning outcomes: After this session participants will be able to: <ol style="list-style-type: none"> 1. Appreciate the relevance and value of protection, protection mainstreaming to operations and promote this to others, including relevant coordination mechanisms and cluster/working group leads in-country 2. Demonstrate understanding of the four key principles of protection mainstreaming 3. Recognize that protection mainstreaming is the possibility of all actors 	<p>Resource: S1S4_RedModulePre-/Post Training survey</p>
40 min	<p>Why Protection is important?</p> <ul style="list-style-type: none"> • Explain that the training will start with exploring why we are all here at this training, and why, within the context of migrant protection and assistance programs and migrant centres, protection is important and how is relevant to the context of migrant centres facilities. • Show the picture of migrant boy with physical disabilities in a migrant centre <p>Note: the facilitator may replace this image if a more context-specific image is available. Please ensure that the image reflects- visibly- protection mainstreaming gaps; also, the following slides are linked to this image, therefore it is recommended that all slides are updated accordingly</p> <ul style="list-style-type: none"> • Ask participants in plenary: where do you think the individual is going? <i>Responses may include: to the health centre/to the food distribution point/to individual MHPSS counselling session/ to the school/ to the toilet. The purpose of this question is to elicit a long list of services that could equally correspond to specific sector's services (health, education, WASH for example).</i> 	<p>Resources: S1_PPT slide with Picture of Boy in Wheelchair</p>

TIME	ACTIVITY	RESOURCES
	<p>Facilitate a discussion about the individual's experience using some of the following prompt questions:</p> <ul style="list-style-type: none"> • Do you think he has meaningful access to those services? • What barriers might he experience and why? • Is he safe accessing those services? • Do you think he has been consulted on the location and access routes to those services? <p>See facilitator note 1.1.1</p> <ul style="list-style-type: none"> • Explain that each one of these services could also correspond to a specific sector's service: WASH, education, MHPSS, health, (facilitator can explicitly refer to IOM protection and assistance services and programs) • Write the services on a flip chart. • Ask participants in plenary: who is responsible for ensuring he/she can safely access those services? <i>Responses often refer to specialised agencies (e.g., Humanity & Inclusion, UNHCR, IOM, WFP) The "correct" answer is that all have a measure of responsibility.</i> <p>See facilitator note 1.1.2</p> <ul style="list-style-type: none"> • Explain that specialized agencies may be required for some activities, like building ramps for ease of access, but all actors have a responsibility to make sure the individual has access to their services. <p>Give the example of an actor providing recreational activities services in a migrant centre) which has children in wheelchairs (less than 5% - average attending recreational activities). This actor made sure to have wheelchairs and child-seized crutches available in the centre so that children, boys, girls, like the one in the picture could easily "access" the service provided. They also made sure that latrines were accessible to persons with disabilities, and that the ground was flat and without gravel.</p> <p>Note: if possible, use an example from the context where training is being conducted.</p> <ul style="list-style-type: none"> • Ask participants to discuss, in plenary, concrete examples of protection problems they have encountered in sectors programs in this context (context where the training is conducted) • Thank participants for their examples. Explain that we will not discuss them now but that we will refer back to them during the training. 	
5 mins	<p>Summary of Key Messages</p>	
	<p>Summarise the session's key messages on a PPT slide:</p> <ol style="list-style-type: none"> 1. All actors have a role to play in mainstreaming protection across interventions 2. By mainstreaming protection actors can support people to safely access and enjoy their rights and assistance services 	

General Note for the facilitator’s attention: there is a need for sensitivity and inclusiveness even with regards to terminology used in this training initiative, in every-day language and technical terms used in every-day operations. Throughout the training manual general terms have been used for ease of reference. The facilitator should, where applicable, utilize extended versions of acronyms and abbreviation, such as:

- **Migrant = migrant person: in general, there is a tendency to separate migrants as they were another entity, using “migrant person” may be helpful to bridge this.**
- **Case = person: often encountered in case management technical explanations, or in everyday operations. It is preferable to adopt the term “person” where applicable.**
- **Any use of the term “vulnerable migrants” for stylistic purposes should be understood to mean migrants in vulnerable situation that might be exposed to violence, exploitation and abuse**

Facilitator Notes

Introduction - Protection

Facilitator Note 1.1.1

The purpose of guiding participants through the series of questions is to elicit some of the key components of protection mainstreaming (also called safe and dignified programming): safety and dignity, meaningful access, accountability, participation and empowerment.

- For access to be meaningful, assistance and services must be:
 - Available in sufficient quantity and quality
 - Provided based on need and without discrimination
 - Within safe and easy reach
 - Known by people potentially accessing services
 - Physically and financially accessible
 - Inclusive
 - Culturally relevant and socially acceptable
- In the case of the boy from the picture, his access is clearly limited in terms of being in safe and easy reach and being physically accessible
- The fact that the boy cannot safely access the services suggests that he may not have been involved in a process of identifying suitable locations and access routes.

Facilitator may also consider eliciting participants’ reflections on risk and protective factors:

Risk factor: factors at the individual, household/family, community or structural level that increase migrants’ likelihood of experiencing violence, exploitation or abuse before, during or after migrating.

Protective factor: factors at the individual, household/family, community or structural level that decrease migrants’ likelihood of experiencing violence, exploitation or abuse before, during or after migrating

Facilitator Note 1.1.2

The purpose of this question is for participants to identify that all actors have a role to play in ensuring that the boy is:

1. Consulted on the location and access routes to services
2. Able to safely access services
3. Is being treated with dignity

Acknowledge that protection mainstreaming is not solely the role of humanitarian actors, local and national government has primary responsibility. However, in the context of their own programs, WASH, Shelter, camp management staff etc. have to recognise the important role they can play.

SESSION 1

SAFE AND DIGNIFIED PROGRAMMING

SESSION 1.2: PROTECTION AND PROTECTION MAINSTREAMING

Session Overview

Session aim: This session introduces participants to the definition and concept of protection followed by the definition and concept of the protection mainstreaming. This session explores some concrete examples of protection mainstreaming and how these reflect in the definition.

Session length: 120 minutes

Session Type: plenary discussion/group work/interactive exercise.

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Explain the definition and concept of protection • Introduce and explain the broad concept of mainstreaming • Highlight concrete example from the field (context related) • Reinforce what protection mainstreaming is and is not, in the framework of migrant protection and assistance services and facilities in practice, and the responsibilities that come from this. • Explain the key elements of protection mainstreaming and highlight examples of each element
<p>Learning Outcomes</p>	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> 1. Provide an overview of the protection definition and the protection continuum 2. Highlight the responsibilities of different actors or entities with regards to protection mainstreaming 3. Describe what protection mainstreaming means in the context of migrant centres’ services and facilities 4. Cite concrete examples of protection mainstreaming in practice that are relevant to their current operations 5. Understand and reflect on the importance of how assistance is provided rather than limiting to what is provided
<p>Key Messages</p>	<ol style="list-style-type: none"> 1. Protection is an inclusive concept, which requires collaboration and complementarity to fulfil 2. A comprehensive legal framework provides clear objectives and criteria for protection, develops a sound operational response using a rights-based approach, and provide a basis for advocacy and other similar activities 3. All actors have a responsibility to place protection at the centre of responses, by incorporating key protection elements in their organizational approaches and contributing to inter-agency leadership and coordination on protection at country-level 4. Different cross-cutting initiatives exist, and all contribute to the protection of affected populations 5. Protection mainstreaming focuses not on WHAT we do (the product), but rather on HOW we do it (the process)

	<p>6. There are four key elements critical to protection mainstreaming: prioritize safety and dignity and avoid causing harm; meaningful access; accountability; and participation and empowerment</p> <p>7. Good programming is central to protection mainstreaming, but it also requires some intentional, proactive steps to support safe and dignified programs</p>
Preparation	<p>Prepare S1.2_Group Exercise_Protection definition: A4 papers, each paper containing a word of the protection definition (IASC) – 1 set of A4 words for each group</p> <p>Projector with video and audio setting</p> <p>Flip chart, papers and markers</p> <p>Wi-Fi connection</p> <p>Check that the GPC Protection Mainstreaming video is working and ready to play</p>
Resources	<ul style="list-style-type: none"> • PPT slides with videos • S1.2_GPC Brief on Protection Mainstreaming • S1.2_Group Exercise_Protection definition • S1.2_ PM in practice • S1.2_Good and Poor PM practices • S1_Crosscutting_ Role Play_(Empathy, Respect, No Judgement) • Video: GPC_Protection Mainstreaming Video • Video: IOM_Protection Mainstreaming Video

Session 1.2 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide: After this session, participants will be able to: <ol style="list-style-type: none"> 1. Provide an overview of the protection definition and the protection continuum 2. Describe what protection mainstreaming means, in the context of migrant centres' services and facilities 3. Highlight the responsibilities of different actors or entities with regards to protection mainstreaming 4. Cite concrete examples of protection mainstreaming in practice that are relevant to their current operations 5. Understand and reflect on the importance of how assistance is provided rather than limiting to what is provided 	
45 mins	What is protection mainstreaming?	
	<ul style="list-style-type: none"> • Explain that before looking at the definition of protection mainstreaming (PM) we will first refresh our understanding of Protection • Divide participants into groups and provide each group with A4 papers containing words related to the definition of protection • Ask participants to assemble the words and come up with the definition of protection. Groups have 10 minutes to complete the exercise. <u>It is recommended to give participants time limitations (and to adhere to it) to guarantee proper time management during the sessions.</u> • Present the definition of protection as per Interagency Standing Committee (IASC), on a PPT slide • Explain that we will unpack the protection definition around three main words: 'rights', 'bodies of law' and 'activities'. • Unpacking the definition: 'rights' • Unpacking the definition: 'bodies of law' • Unpacking the definition: 'all activities'→ use the "egg model" <p><i>See facilitator note 1.2.1</i></p> <ul style="list-style-type: none"> • Explain the Centrality of Protection (IASC 2013) and Ask participants to brainstorm on who is responsible for protection. Note their answers on a flip chart. 	Resource: S1.2_Group Exercise_Protection Definition

	<ul style="list-style-type: none"> • Explain that different actors have different mandates in protection, however all agencies and actors involved in the system must ensure respect for human rights and protection of civilians. Some agencies and actors have specific mandates to implement protection programs (e.g., UNHCR, OHCHR, ICRC, protection NGOs). <p>See facilitator note 1.2.2</p>	
15 mins	Understanding Mainstreaming and Protection Mainstreaming	
	<ul style="list-style-type: none"> • Ask participants what they understand by the term 'mainstreaming' • Write the ideas from participants on flip chart paper and highlight the following main points: <ul style="list-style-type: none"> ◦ Mainstreaming seeks to address a certain issue (e.g., gender inequality) or contribute to achieving a certain outcome (gender equality) without creating a specific sector, program or project for it. ◦ Mainstreaming aims to maximise the positive impacts of an existing program or project on the situation or issue being mainstreamed ◦ Mainstreaming focuses not on what we do (product), but rather how we do it (process) • Ask participants to discuss in plenary what protection mainstreaming means • Present the <u>GPC definition of protection mainstreaming</u> on a PPT slide: <p><i>"The process of incorporating protection principles and promoting meaningful access, safety, and dignity in humanitarian aid"</i></p> • Explain that protection mainstreaming is: <ol style="list-style-type: none"> 1. <u>A humanitarian imperative</u>: the fundamental of humanitarian action is the safety and dignity of affected populations and ensuring a meaningful access to assistance (principle of humanity and impartiality). 2. <u>A rights-based approach</u>: promote and protect the rights of affected population, not contributing, not perpetuating and reducing discrimination, abuse, violence, neglect or exploitation. 3. <u>A standard for quality and accountability</u>: ensures the quality of the humanitarian response and the programs implemented as well as accountability towards the behaviours of staff. 4. <u>A shared responsibility</u>: all actors are responsible to mainstream protection in all sectors and all phases of the program cycle. • Ask participants to reflect on how this relates to migrant centres facilities <p>See facilitator 1.2.3</p>	Flip charts papers, marker, pens

	<p>OPTIONAL: mainstreaming cross-cutting issues infographic</p> <ul style="list-style-type: none"> • Explain that protection mainstreaming is very much linked to other cross-cutting requirements: disability, age, sex and diversity, child protection, mine action, housing, land and property, mental health and psychosocial support, GBV, HIV and environment. • Explain that the infographic was developed to emphasize that protection mainstreaming can be seen as the umbrella to mainstream cross-cutting issues in humanitarian operations and assistance. • Affected populations are at the center of humanitarian (and non-humanitarian) assistance. • The application of PM principles allows for all the above-described issues to be reflected during the response. • Finally, practitioners must consider and respect the environment where responses take place to ensure contextually appropriate action which avoids environmental degradation putting a strain on affected populations' exposure to risks. <p>Explain that for each cross-cutting issue, global guidance and resources have been developed.</p> <ul style="list-style-type: none"> • If time allows it, list examples of available resources and guidelines (list is not exhaustive) and Ask participants to complement the list with additional guidelines they may be familiar with. 	
5 mins	Summary of Key Messages 1/2	
	<p>Summarise the session's key messages part 1 on a PPT slide:</p> <ol style="list-style-type: none"> 1. Write the ideas from participants on flip chart paper and highlight the following main points: 2. Mainstreaming seeks to address a certain issue (e.g. gender inequality) or contribute to achieving a certain outcome (gender equality) without creating a specific sector, program or project for it. 3. Mainstreaming aims to maximise the positive impacts of an existing program or project on the situation or issue being mainstreamed 4. Mainstreaming focuses not on what we do (product), but rather how we do it (process) 	Flip chart, marker, pens
40 mins	4 Key Elements of Protection Mainstreaming	
	<ul style="list-style-type: none"> • Hand out copies of the Global Protection Cluster (GPC) Brief on Protection Mainstreaming to all participants • Read the four key elements of protection mainstreaming articulated in the GPC Brief: <ol style="list-style-type: none"> 1. Prioritize safety and dignity and avoid causing harm 2. Meaningful access – in proportion to need and without any barriers 	S1.GPC Brief on Protection Mainstreaming

3. Accountability
4. Participation and Empowerment

Note that strong linkages can be made between the GPC's 4 key elements and Sphere standards and principles.

- **Explain** that a short video will introduce the 4 key elements of protection mainstreaming before discussion about the key elements
- **Play the video:** An introduction to protection mainstreaming, Global Protection Cluster 2014. Available online: [GPC Protection Mainstreaming Video](#)
- Note: facilitator may also consider utilizing the [IOM Protection Mainstreaming Video](#)

In relation to “meaningful access”:

- Why might some individuals or groups not be able to access assistance, or more specifically, IOM's assistance?
- What measures can IOM or any other actor take to facilitate access for individuals or groups who are excluded or not able to access assistance?
- **Summarise and explain** that for access to be meaningful, assistance and services must be:
 - a. Available in sufficient quantity and quality
 - b. Provided based on need and without discrimination
 - c. Within safe and easy reach
 - d. Known by people potentially accessing services
 - e. Physically and financially accessible
 - f. Inclusive
 - g. Culturally relevant and socially acceptable

In relation to “prioritize safety and dignity and avoid causing harm”:

- How might IOM or any other actor inadvertently expose migrants to increased danger or abuse of their right?
- What actions can IOM or any other actor take to avoid or minimize any adverse effects?
- What actions can IOM or any other actor take to prioritize safety and dignity in programs?
- **Summarise and explain** that:
 1. Safety can be impeded by physical threats such as violence, assault, coercion, and environmental threats
 2. Dignity can be impeded by physical or psychological threats such as lack of respect, lack of confidentiality and privacy, and lack of consultation.

[GPC Protection Mainstreaming Video](#)

Optional:
[IOM Protection Mainstreaming video](#)

In relation to “accountability”:

- **Ask** participants what accountability is and why is important
- Show on PPT slide the definition of accountability as per GPC Brief
- **Show** on PPT slide and discuss the 5 IASC commitments (from Accountability to Affected Populations (AAP) Operational Framework)
- **Present** Accountability examples on a PPT slide. It is recommended to also engage participants and possibly Ask them to provide additional inputs or examples.

In relation to “participation and empowerment”:

- **Ask** participants why participation and empowerment are important
- **List** ideas on flip chart while eliciting responses from the participants. Make sure that at least the following responses are listed:
 - a. It builds dignity and self-esteem
 - b. It helps to ensure that interventions are appropriate and effective
 - c. It develops skills for life after displacement
 - d. It puts people back in control of their own lives – decrease dependency and increase self-reliance.
- **Present** or simply provide the definition of Participation and Empowerment
- **Present** the participation ladder (steps) on a PPT slide.

OPTIONAL: the facilitator may engage participants to think about their day-to-day operations and reflect on how and where they would locate IOM/their organization's activities in the participation ladder

- **Ask** participants how participation and empowerment can be ensured? Make sure the following answers emerge:
 - Consult regularly with all layers of the society and include the affected population in project design and evaluation
 - Work with local authorities and civil society
 - Provide information about people's entitlements and rights.
 - Assist people to secure or replace the documentation they need to access their entitlements
 - Ensure appropriate referral of protection issues
 - Identify the coping mechanisms and design intervention to avoid resorting to negative coping mechanisms
 - Hand-over facility management to community or local authorities. Support representative community groups.

10 mins	(OPTIONAL) How does Protection Mainstreaming Looks Like in Practice?	
	<ul style="list-style-type: none"> • Show participants examples of best practices • Ask participants if they have concrete examples of good PM practices implemented in their context of operations <p><i>Note: best practices may be replaced with more context related examples</i></p>	<p>Resource: S1.2_PM in Practice</p> <p>S1.2_Good and Poor PM Practices</p>
5 mins	Summary of Key Messages 2/2	
	<p>Summarise the session's key messages part 2 on a PPT slide:</p> <ol style="list-style-type: none"> 1. Protection mainstreaming focuses not on <u>what</u> we do (the product), but rather on <u>how</u> we do it (the process) 2. There are four key elements critical to protection mainstreaming: prioritize safety and dignity and avoid causing harm; meaningful access; accountability; and participation and empowerment 3. Good programming is central to protection mainstreaming, but it also requires some intentional, proactive steps to support safe and dignified programs 	

Facilitator Notes

Protection and Protection Mainstreaming

Facilitator Note 1.2.1

IASC definition of Protection

The trainer should emphasize that protection activities are the responsibility of protection actors, while protection mainstreaming is the responsibility of all actors. However, the facilitator should be familiar with the following guidance on the Interagency Standing Committee (IASC) definition in order to respond to any specific questions.

The Inter-Agency Standing Committee (IASC) is the primary inter-agency coordination mechanism for humanitarian response and its representative nature (i.e., includes UN, Red Cross, Red Crescent Movement and NGOs)

The IASC definition is widely regarded as the umbrella definition for [humanitarian] and human rights actors, and that is important because it clearly establishes people's rights at the centre of protection work. Protection is about ensuring that all women, girls, boys, and men can enjoy their rights on an equal basis, including in times of displacement. Protection work therefore boils down to identifying which rights people are entitled to in each situation, what are the legal obligations of States and other authorities under the law and whether those rights are upheld, promoted and respected.

Given the focus of this training on Migrant Centres Toolkit, which is developed and promoted by IOM, the facilitator may also explicitly refer to IOM's approach to protection:

"IOM's protection interventions include, amongst others, child protection, risk mitigation, response to and prevention of gender-based violence, counter-trafficking, alternatives to detention, mental health and psychosocial support, land property and reparations and inclusion of persons with disabilities. IOM also focuses on mainstreaming protection across all its sectors of intervention, ensuring the principle of do no harm, prioritizing safety and dignity, enabling meaningful access, promoting accountability and fostering participation and empowerment".

Source: [IOM - Protection](#).

Unpacking the IASC Definition: 'all activities'

Responsive, remedial and environment building actions are sometimes described as short-term, medium-term, and longer-term respectively.

Examples of activities under the 3 types of protection action include:

1. **Responsive action:** is any immediate activity undertaken in connection with an emerging or established pattern of violation and is aimed at preventing its recurrence, putting a stop to it, and/or alleviating its immediate effects. Responsive activities have a sense of real urgency (but can last for many years) and aim to reach a particular group of civilians suffering the immediate horrors of a violation. They are primarily about stopping, preventing, or mitigating a pattern of abuse.

Example:

- Safely referring a survivor or a HR abuse to medical services
- Providing firewood as part of an NFI distribution, so women and adolescent girls do not have to travel outside an IDP/refugee camp.

2. Remedial Action: is aimed at restoring people’s dignity and ensuring adequate living conditions subsequent to a pattern of violation, through rehabilitation, restitution, compensation and repair. Remedial activities are longer term and aim to assist people living with the effects of abuse. This might include the recuperation of their health, tracing of their families, livelihood support, housing, education, judicial investigation.

Example:

- Education in migrant centres to prevent stigmatization of survivors of sexual gender based violence (SGBV)
- Vocational training and PSS for migrants as part of a livelihood program

3. Environment building : is aimed at creating and/or consolidating an environment-political, social, cultural, institutional, economic and legal – conducive to full respect for the rights of the individual. Environment-building is a deeper, more structural process that challenges society by aiming to change policy, attitude, belief and behavior. It is likely to involve the establishment of more humane political values, improvements in law and legal practice, the training of security forces, and the development of an increasingly non-violent public culture.

Example:

- Advocating for designing/establishing/revising labor migration law in countries of destination that present a high influx of migrants for the domestic labor sector

Unpacking the IASC definition: ‘The rights of the individual’ under ‘relevant bodies of law

Relevant bodies of law include:

Customary international law

International Human Rights (IHR) law sets out the legal obligations of governments to act in certain ways or refrain from certain acts, in order to protect HR and fundamental freedoms of individuals and groups (OCHCR). For example, Convention on the Rights of the Child (1989) and Convention on the Elimination of Discrimination against Women (1979)

Facilitator Note 1.2.2

Explain that in 2013, the IASC published a Statement on the Centrality of Protection. This statement affirms the commitment to ensuring the centrality of protection in humanitarian action and the role of humanitarian coordinators, humanitarian country teams and sectors to implement this commitment in all aspects of humanitarian action. It is part of several measures that are meant to ensure more effective protection of people in humanitarian crises.

Understanding Protection Mainstreaming

Facilitator Note 1.2.3

Some ideas about protection mainstreaming (PM) means:

- Including protection considerations in other sectors such as shelter
- Including protection considerations during all stages of the project cycle (assessment, design, implementation, monitoring and evaluation (M&E))
- Thinking about whether people are safe while accessing services provided by our organization
- Thinking about whether people’s rights are respected in programming
- Ensuring not only vulnerabilities, but also capacities and skills are considered in programs and projects
- Applying a MHPSS approach across interventions through: active listening, non-judgemental attitude, empathy, respect and understanding, considering migrants as individuals not as numbers. Thinking about whether people are safe while accessing services provided by our organization
- Being aware of potential protection risks in programs, projects, specific interventions
- Ensuring participation of all groups

Some participants may work in agencies or organizations that use different terminology to convey similar ideas such as “safe programming” and “safe and dignified programming”. Be prepared to explain that “protection mainstreaming” is the agreed terminology of the IASC and the Global Protection Cluster.

SESSION 1

SAFE AND DIGNIFIED PROGRAMMING

SECTION 1.3: PROTECTION ANALYSIS AND DETERMINANTS OF MIGRANT VULNERABILITY (DoMV)

Session Overview

Session aim: building on the previous sessions on protection, which ‘set the tone’, this session introduces IOM’s Determinants of Migrant Vulnerability Model (DoMV), which is used to assess risk and protective factors at the individual, household/family, community and structural levels. It also introduces IOM’s individual programmatic approach to protecting and assisting migrants vulnerable to violence, exploitation and abuse. It discusses the model’s operationalization and its application at different stages of migration and in countries of origin, transit and destination (see IOM-AVM handbook).

Session length: 120 mins.

Session type: plenary discussion/group work/interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> Explain and demonstrate the use of protection analysis, through the risk equation as an analytical tool to highlight and comprehend protection risks Explain the IOM’s Determinants of Migrant Vulnerability (DoMV) model Explain IOM programmatic response at individual level Encourage participants to think about what makes people vulnerable in specific contexts
Learning Outcomes	<p>After this section participants will be able to:</p> <ol style="list-style-type: none"> Analyse protection risks as the first step of mainstreaming protection across sectors of interventions Understand DoMV model and how comprehensive analysis of intersecting structural factors can inform and determine safe and dignified programming
Key Messages	<ol style="list-style-type: none"> Safe and dignified programming starts in assessment processes Mainstreaming protection needs to be informed by an analysis of the real and potential protection risks that may arise in a sector program Vulnerability is not inherent Vulnerability will be determined by a number of factors that will change with context. Factors might include: severe deprivation, serious discrimination, abusive or exploitative relationships, high levels of distress and unsafe or negative coping mechanism.
Preparation	<p>Prepare resource S1.3: Cards of Vulnerability Exercise. Consider having 1 set of cards (profile and description) for each group.</p> <p>Post-it notes, markers, coloured cards</p>
Resources	<ul style="list-style-type: none"> PPT slides Resource S1.3_Cards of Vulnerability Exercise

Session 1.3 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> Present session learning outcomes on a PPT slide: After this session, participants will be able to: <ol style="list-style-type: none"> Analyse protection risks as the first step of mainstreaming protection across sectors of interventions Understand DoMV and how comprehensive analysis of intersecting structural factors can inform and determine safe and dignified programming Check if participants have any questions 	
60 mins	Analysing Protection Risks in Programs	
	<ul style="list-style-type: none"> Explain that, before diving into the DoMV we will take a step back and understand how to unpack and analyse: risk Present the Risk Equation on a PPT slide Risk = Threat + Vulnerability Capacity <p>See Facilitator Note 1.3.1</p> <ul style="list-style-type: none"> Unpack the risk and explain what is a ‘risk’, ‘threat’, ‘vulnerability’ and ‘capacity’ Explain: how time impacts the risk equation - it might be useful as well to add the time element to the equation, as where there is a threat and people are vulnerable, they are at risk. The longer the time people face the threat, the higher the risk. <p>See Facilitator Note 1.3.2</p> <ul style="list-style-type: none"> Explain that understanding vulnerability is very important and that the following exercise will explore what vulnerability in this context means. S1.3_Cards of Vulnerability Exercise: Divide into groups of 3/4. Each group receives 1 set of profiles (10). Rank the individuals according to how vulnerable you think their situations are (Rank from 1 = the most vulnerable to 10 = least vulnerable. Each group receives a second set of profile-descriptions (10) and ranks the individuals. Ask the groups to give feedback on if and why they made changes to the rankings and/or invite participants to share their observations about this exercise, responses may include: <ul style="list-style-type: none"> In our day-to-day work with migrants in vulnerable situations we may tend to make assumptions which may lead to “incorrect conclusions” Tendency to have or create stereotypes, which are informed by own’s norms (e.g., gender/cultural norms) 	Resources: S1.3_Cards of Vulnerability Exercise

	<p>See <i>facilitator note 1.3.3</i></p> <ul style="list-style-type: none"> • Explain that this analytical approach will help us to avoid generalization, ensure contextualization. No one factor will lead to a specific outcome, but rather multiple intersecting factors. • Ask participants to think about the context they work in and suggest 2 examples where risk equation can be applied to unpack and analyse protection risks affecting migrants. <p>Applicable example: Abuse during detention/arrest (risk) = arrest (threat) + migrant without legal identity documents (vulnerability)</p> <p>Migrants' community / social protection nets (capacity)</p> <p>Note: <i>this exercise on attempting to apply the risk equation to existing real examples is very useful as participants may realize that the distinction between risk, threat, vulnerability and capacity is quite challenging. It also helps to expand the participant's view towards a more holistic broader vision of the potential beneficiary by not only focusing on vulnerabilities, but to think about capacities and skills too.</i></p>	
50 mins	<p>IOM Determinants of Migrant Vulnerability Model (IOM)</p>	
	<ul style="list-style-type: none"> • Ask participants to share their knowledge on DoMV model (probe for existing knowledge and/or familiarity with the concept) <p>Note: <i>the following exercise may be considered if participants demonstrate poor knowledge/familiarity with the DoMV model. Should they instead demonstrated good knowledge of the DoMV model, the facilitator may move directly to briefly presenting the model on a PPT slide.</i></p> <ul style="list-style-type: none"> • Explain that IOM utilizes the DoMV model to design its programmatic responses: in this specific case we will focus on the individual programmatic response. To introduce the DoMV, engage participants in a practical exercise to discover the DoMV step by step rather than explaining it yourself: Risk Factors & Protection Factors exercise: [before the session] stick four A4 papers of blue, green, red, yellow colours aligned horizontally on a wall. In plenary: ask participants to list examples of risk and protective factors aloud and then write them on post-it notes (one factor per post-it notes). Have a second facilitator or organizer place them under the coloured cards (without indication of level) corresponding to the model (blue for the individual level, green for the family/household level, red for the community level and yellow for the structural level). Have participants stand up and come closer to the wall. Ask what this setup inspires them. • Write the four levels on each of the corresponding A4 once participants have guessed them and proceed to the next slide to complete the explanation of the DoMV 	<p>Post-it Notes and Markers</p> <p>Coloured Cards</p>

	<ul style="list-style-type: none"> • Explain that DoMV considers both resilience and vulnerability to be determined by the presence, absence, and interaction of risks and protective factors at different levels: Individual, family-household, community, structural. Each factor at each level is either a risk or protective factor, depending on the context (time and location) • Present the DoMV model on a PPT slide <p>See <i>facilitator note 1.3.4</i></p> <ul style="list-style-type: none"> • Present the application of the DoMV model on all stages of migration (origin, transit, destination) on a PPT slide <p>See <i>facilitator note 1.3.5</i></p> <ul style="list-style-type: none"> • Explain how factors may intersect in transit and destination countries –schematic presentation on a PPT slide • Present the programmatic responses model on a PPT slide (fig.1.2, pg 9, AVM handbook) • Ask participants who is involved in each level (probe for knowledge and familiarity with this model) • Ask participants what the role of the state is. Facilitate a discussion on this topic by asking a subsequent question on 'which scenarios we may find in terms of role played by the state'. <p>See <i>facilitator note 1.3.6</i></p> <ul style="list-style-type: none"> • Present and explain IOM protection and assistance operational pillars <p>See <i>facilitator note 1.3.7</i></p>	
10 mins	<p>Summary of Key Messages</p>	
	<ul style="list-style-type: none"> • Summarise the session's key messages on a PPT slide: <ol style="list-style-type: none"> 1. Safe and dignified programming starts in assessment processes 2. Mainstreaming protection needs to be informed by an analysis of the real and potential protection risks that may arise in a sector program 3. Vulnerability in not inherent 4. Vulnerability will be determined by several factors that will change with context (defined by time and location). 	

Facilitator Notes

Protection analysis and IOM's Determinants of Migrant Vulnerability Model (DoMV)

Facilitator Note 1.3.1

$$\text{RISK} = \frac{\text{THREAT} \times \text{VULNERABILITY}}{\text{CAPACITY}}$$

Reduce threat
Reduce vulnerability
Increase capacity

Explain that the risk equation is one of the tools that will guide a sound understanding of the current protection risks faced by the populations, and an evidence-based analysis of the situation. The best way to think about protection is from the perspective of those who need it. Understanding people's protection needs in terms of threat, violation, vulnerability, capacity and risk can do this. This approach uses a model of risk and response that is familiar to many actors and agencies. This approach allows us to appreciate the precise nature of the threats and vulnerabilities people are experiencing and the capacities they have to prevent and cope with them. The risk equation can also be applied to identify the protection risks linked to programming. When we speak about protection risks, we refer to the precise nature of the threats and vulnerabilities people are experiencing and the capacities they have to prevent and cope with them.

- **TIME and LOCATION:** how time and location impact the risk equation - it might be useful as well to add the time and location elements to the equation, as where there is a threat and people are vulnerable, they are at risk. The longer the time people face the threat, the higher the risk. This analysis is particularly relevant when analysis **DoMV at origin/transit/destination.**

Facilitator Note 1.3.2

Risk : a specific and/or potential violation or damage to enjoyment of a right. With a causal agent: a perpetrator or a decision-maker or event which leads to the violation. Understood as a combination of threats, vulnerabilities, exposure and capacities or coping skills that define how individuals are affected by a pattern of harm. Strategies to reduce a risk can include:

Reducing the severity or level of potential harm
Reducing the frequency or number of people potentially affected by it
Reducing the probability of the violation affecting a certain group

Threat: a threat is an external action or event that exposes someone to risk of compromised safety, dignity, access.

- What is the harm (violence, barrier, coercion, exploitation, deprivation, neglect)?
- Who is responsible?
- Why are they doing it? What are their motivations?
- Who influences or supports them?
- When are these problems occurring? Why?

To reduce the threats:

Change the abuser's mind/behavior
Increase coping capacities

Capacity: capacities refer to the coping mechanisms and strategies whether positive or negative that people use to protect themselves or to give themselves a level of resilience in the face of the threat. It refers to individual or social action that can prevent a threat from resulting in harm.

Capacities can include: community strength, alliances and connections, communication and ability to persuade, knowledge and access to justice, ability to defend oneself, coping strategies, community early systems, assets, skills, connections.

- What capacities exist within the community to address the threat or assist the most vulnerable to the threat?
- What coping mechanisms or strategies (negative or positive) are used?
- What other strategies might be possible?

To increase capacities:

Facilitate alliances
Support access to justice
Support community organizing/mobilization
Leadership training
Supporting community-based initiatives.

Facilitator Note 1.3.3

- **Explain** that understanding vulnerability is very important and that the following exercise will explore what vulnerability in this context means.
- **Provide** each group with ten white cards each with the details of one individual on the card: a 10-year-old girl; a community leader; a farmer; a disabled man; a cleaner at a migrant centre; a worker for a national NGO; a grandmother; a mother with 5 children; a migrant returning to his village; and a newborn baby. Use the white cards from **Resource 1.3: Cards of Vulnerability Exercise.**
- **Ask** the group to rank the individuals according to how vulnerable they think they are likely to be (ask participants to think about vulnerability in the context in which the training is being held). Rank from 1 = the most vulnerable to 10 = least vulnerable.
- **Ask** each group to provide a summary of their ranking and rationale. At this stage do not facilitate a broader discussion.
- **Provide** the group with the grey cards from resource **1.3: Cards of Vulnerability Exercise**, which provides additional information about each individual. Ask the group to read the additional information and discuss if they would change the ranking based on the additional information. Ask the group if they want to make any changes to the ranking.
- **Ask** the groups to give feedback on if and why they made changes to the rankings.

Provide definition of **vulnerability:** vulnerability is an individual characteristic or circumstance that causes someone to be exposed to a threat. Vulnerabilities are context-specific characteristics or factors that make a person/group of people vulnerable to a specific threat.

Factors of vulnerability can include risk-factors such as old age, gender, ethnicity, and time exposure to the threat – or a combination of these.

- Who is most at risk of harm?
- Who in the community is most exposed to the threat?
- What are the factors of vulnerability?
- When are they most vulnerable?
- How can their vulnerabilities be reduced?.

To reduce vulnerabilities:

Change behavior
Change location
Provide information.

Determinants of Migrant Vulnerability Model (DoMV)

Facilitator Note 1.3.4 (for more details refer to the IOM AVM Handbook)

Individual Factors

For some individual factors, whether they are risk factors or protective factors is context specific. For example, being a member of a particular racialized group may be a protective factor in some contexts (if that group is dominant or privileged), but a risk factor in others (if that group is marginalized or oppressed). Other individual factors may be broadly considered to always be risk factors or protective factors. For example, literacy is almost always a protective factor, while illiteracy is almost always a risk factor.

Family-Household Factors

Households and families can constitute both risk and protective factors against violence, exploitation and abuse. Risk factors can include interpersonal violence between family members, households headed by a child or a single parent, and a history of unsafe migration behaviour. Protective factors can include the presence of a supportive environment within the home, equitable distribution of resources and opportunities between boys and girls, and sufficient earnings to meet both basic needs and the main aspirations of all family members.

Community Factors

All communities will have a combination of risk and protective factors. Community risk factors include practices such as forced marriage, exclusion of some members of the community from the full benefit of community resources, or the presence of natural hazards such as landslides or flooding. Protective community factors include a good education system accessible to all, sufficient access to quality health care, a functioning social welfare system, and adequate preparedness measures to mitigate risks from natural hazards.

Structural Factors

At the structural level, risk factors include patterns of systemic marginalization and discrimination, conflict and instability, poor governance, the absence of accountability mechanisms, and weak rule of law. Protective factors include peace and security, good governance, respect for human rights, and equitable development.

DoMV model at Origin, Transit, Destination

Facilitator Note 1.3.5

The determinants of migrant vulnerability model can be applied before, during or after migration, for purposes that will likely differ depending on the situation.

If applied **before** migration, the model should be used to encourage safe and informed migration, and/or prevent violence, exploitation or abuse of migrants.

If applied **during** migration, the model should be used to identify migrants in vulnerable situations with a view to taking measures to prevent them from experiencing harm and/or to developing appropriate protection and assistance plans if harm has already been done.

If applied **after** migration, the model should be used to identify migrants in vulnerable situations with a view to taking measures to prevent them from experiencing harm and/or to developing appropriate protection and assistance plans if harm has already been done. It should also be used to support the development of longer-term sustainable resolution of vulnerability. In the context of returns, it should be used to address vulnerabilities and promote sustainable reintegration.

The role of the State

Facilitator Note 1.3.6

As the primary duty bearer for upholding the rights of all persons, including migrants, the State has a particularly important role to play in upholding rights and reducing vulnerability to rights violations in all spheres and at all levels.

Protection and Assistance Operational Pillars (Protection Wheel)

Facilitator Note 1.3.7

IOM works to realize its commitment to address the needs, as well as promote and uphold the rights of migrants. The Protection Division supports these individuals and communities to access and exercise their rights. It also offers support to governments in carrying out their duties to respect, protect and fulfil these rights, thus contributing to managing in line with international standards and practices. The Division's activities aim to reduce protection risks of individuals in vulnerable situations, and in particular, those who are exposed to abuse, exploitation, violence, neglect and deliberate deprivation. It does so by addressing protection threats and vulnerabilities while increasing the capacities of individuals, their communities as well as those of their duty bearers.

Working in partnership with other stakeholders, IOM responds through the following six pillars: direct assistance; training and capacity development; data, research and learning; convening and dialogue; advocacy and communications; as well as the provision of thematic guidance.

Protection encompasses all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law. Specifically, protection involves activities that seek to directly secure, individual or group rights, as well as activities that aim to create a society in which individual and group rights are recognized and upheld.

Assistance includes all direct support activities that target individuals and their families, their communities, as well as broader structural level interventions and support to governments as duty bearers. Individual and family assistance can include support to meet immediate, medium or long-term needs including food; shelter and accommodation; health-care; education and training; employment and/or income generation; family assessments and reunification; counselling; referrals; safe and dignified return and/or sustainable reintegration.

SESSION 2

SAFE COMMUNICATION OF PROTECTION INCIDENTS - PSEA

Session Overview

Session aim: This session provides participants with the skills to respond safely and ethically to protection incidents that they may encounter in the field. It recognizes that often staff members hear about, or witness, protection incidents and that by responding in the wrong way they may further expose survivors to harm. It is also an opportunity to remind participants of the six PSEA principles widely applied by humanitarian actors and to discuss reporting channels as well as referral mechanisms for survivors

Session length: 75 mins.

Session Type: Plenary discussion/Interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> • Introduce participants to practices that avoid causing harm • Provide participants with practical examples to discuss appropriate response and referrals
Learning Outcomes	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> 1. Confidently understand how to safely and ethically respond to protection incidents that they may hear about or witness in the field 2. Understand the six core principles relating to sexual exploitation and abuse (SEA) 3. Recognize what individuals and organizations can do to prevent and respond to sexual exploitation and abuse (PSEA)
Key Messages	<ol style="list-style-type: none"> 1. Avoid causing harm should be central to all actors/agencies' responses to allegations or incidents of abuse; 2. Agencies should document referral pathways and contact details for specialist medical, legal, psychological and protection services, ensuring this information is regularly updated and available to all staff. 3. Only agencies with special mandates or trained human rights or protection monitors/personnel should engage in systematic monitoring and reporting of human rights violations. 4. Sexual exploitation and abuse are unacceptable and cause serious harm; 5. The purpose of the PSEA is to protect the vulnerable; 6. We each, individually, can play a role in addressing the problem, principally by taking the issue seriously and reporting suspicions or concerns.
Preparation	<p>Identify referral pathway documents (SOPs) and guidance that exists in specific context</p> <p>Prepare Resource S2_Cards for Safe response to protection Incidents (1 set/group)</p> <p>Projector and as audio-video setting</p>
Resources	<ul style="list-style-type: none"> • Resource S2_Cards for Safe response to Protection incidents • Resource S2_PFA Handout • Sample SOPs (possibly context specific) • Resource S2_WE ARE ALL IN – Where it all begins Video • Resource S2_WE ARE ALL IN – What happens next Video • PPT slides with videos

Session 2 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide After this session, participants will be able to: <ol style="list-style-type: none"> 1. Confidently understand how to safely and ethically respond to protection incidents that they may hear about or witness in the field 2. Understand the six core principles relating to sexual exploitation and abuse (SEA) 3. Recognize what individuals and organizations can do to prevent and respond to sexual exploitation and abuse (PSEA) 	
20 mins	Safe and Ethical Responses	
	<ul style="list-style-type: none"> • Divide participants into groups. Explain that in the course of day-to-day work staff /personnel may be exposed to protection incidents –either directly witnessing them or hearing about them. It is important that staff respond in the right way. • Read aloud the following scenario: <p><i>Scenario: You are food security advisor with no specific expertise in protection. You are visiting a migrant centre early in the morning. While you are there a boy runs over to your group and tells your team that a woman has been attacked earlier that morning. He takes you to see the woman who is highly distressed.</i></p> • Give each group the white cards from Resource S2_Cards for Safe response to Protection Incidents. Ask them to read each response card and for each one discuss the following questions: <ol style="list-style-type: none"> a. Is the suggested action safe or unsafe? b. Why is the action safe/unsafe? 	<p>Resource: S2_Cards for Safe Response to Protection Incidents</p>
30 mins	Discussion	
	<ul style="list-style-type: none"> • Lead plenary discussion – going through each action and asking the groups if they felt the action was safe or unsafe <p>See <i>facilitator Note 2.1.1</i></p> <ul style="list-style-type: none"> • Direct participants to resources that might help them, including: psychological first aid (PFA) guidance. Available here: PFA guidances • Hand out copies of sample (or actual) SOPs for responding to allegations and/or incidents of human rights violations → see if available in IOM country office • Ask participants if they are aware of any context-specific guidance on how to respond to protection incidents, including referral contact and pathways 	<p>Resource: S2_PFA handouts (pg 55-56 PFA guide)</p> <p>Sample SOPs</p> <p>PFA Guidance</p>

	<p><i>Note: if you have been able to identify any context-specific resources take time to share them with participants now</i></p> <p><i>Or</i> <i>Ask if among the participants there is any specialized protection staff that may provide an overview of existing practices/SOPs</i></p> <ul style="list-style-type: none"> • Give participants 5-10 minutes to review the handouts and check if participants have any questions 	
5 mins	Summary of Key Messages 1/2	
	<ul style="list-style-type: none"> • Summarise the first part of the session key messages on a PPT slide: <ol style="list-style-type: none"> 1. Avoiding causing harm should be central to all actors' responses to allegations or incidents of abuse 2. Actors should document referral pathways and contact details for specialist medical, legal, psychological and protection services, ensuring this information is regularly updated and available to all staff. 3. Only actors with special mandates or trained human rights or protection monitors should engage in systematic monitoring and reporting of human rights violations. 	
10 mins	Refreshing your Knowledge about Protection from Sexual Exploitation and Abuse (PSEA)	
	<ul style="list-style-type: none"> • Introduce the PSEA topic by asking participants if they are familiar with IOM PSEA policy • This section intends to remind participants about their commitment, whether as IOM's staff, implementing partners (IPs), operational partners or service providers, towards creating and maintaining an environment that prevents SEA • Present the definitions of sexual exploitation and sexual abuse (SEA) <p>NOTE: If time allows - or asked by participants – explain the similarities and differences between sexual exploitation and abuse (SEA) and gender-based violence (GBV). The facilitator may also want to take this opportunity to encourage [program] managers to ensure that all migrant centres staff and IPs are trained on addressing GBV.</p>	

	<ul style="list-style-type: none"> • Explain that this short session is aimed at simply reminding participants about the 6 core principles that guide any PSEA policy (PSEA policies are generally similar between UN entities, NGOs and INGOs, while they may be different for governmental authorities), which it is assumed to be known by participants (PSEA training is mandatory for IOM personnel/IPs, non-IOM personnel contracted by IOM as service providers) and usually taken at the beginning of the assignment, followed by additional "refresh" trainings throughout the assignment period) <p><i>See facilitator note 2.1.2</i></p> <ul style="list-style-type: none"> • Present the 6 core principles of PSEA on PPT slides • Remind participants that PSEA and other misconduct concerns and/or suspicions can be reported through IOM-We Are All In platform <p>Note: explain that in the context of migrant centres, it is advisable to sensitize also beneficiaries on what PSEA consist of, the commitment made by IOM and other actors/agencies to ensuring an environment free of SEA, and available and accessible reporting mechanisms should they be subjected to and/or witness any PSEA violations, as well as other misconducts.</p> <ul style="list-style-type: none"> • Utilize the WE ARE ALL IN - Where it all begins video as auxiliary tool to present IOM's reporting mechanism/platform (additional available video: WE ARE ALL IN - What happens next?) • Show participants how to access the IOM – We Are All In webpage 	<p>PSEA principles</p> <p>We Are All In - Confidential Reporting Form</p> <p>Resources: WE ARE ALL IN - Where it all begins</p> <p>WE ARE ALL IN - What Happens Next?</p>
5 mins	Summary of Key Messages 2/2	
	<p>Summarise the second part of the session key messages on a PPT slide:</p> <ol style="list-style-type: none"> 1. Sexual exploitation and abuse are unacceptable and cause serious harm; 2. The purpose of the PSEA is to protect the vulnerable; 3. We each, individually, can play a role in addressing the problem, principally by taking the issue seriously and reporting suspicions or concerns. 	

Facilitator Notes

Safe Communication of Protection Incidents and PSEA

**Discussion
Facilitator Note 2.1.1**

Facilitator must be prepared to comment on each of the response cards – see guidance below:

RESPONSE CARD	GUIDANCE FOR FACILITATOR
Check safety: your safety, the safety of other staff members and the safety of the affected person and the community	SAFE. Before taking any action you should check that you, other staff, the survivor and the other community members are safe.
Ask the woman if she is hurt	SAFE. Checking if a survivor has any immediate medical needs is a first step in response
Ask for details of what happened	UNSAFE. Without proper training to interview survivors of right abuses, staff should never attempt to interview or gain further information about an incident.
Ask who is responsible for attacking her	UNSAFE. Without proper training to interview survivors of right abuses, staff should never attempt to interview or gain further information about an incident.
Ask survivor for details of when and where it happened	UNSAFE. Without proper training to interview survivors of right abuses, staff should never attempt to interview or gain further information about an incident.
Ask what specific help/assistance she needs. Ask if she is happy for you to contact someone to get support for help	SAFE. Trying to help a survivor access appropriate services (medical, counselling, legal) is an important step. Staff should be provided with a list of services (e.g., service directory) that can be referred to in the area they are working. You must ask the survivor for informed consent before contacting any service providers.
Give the person contact information for health, counselling, or other relevant services.	SAFE. If survivors are not comfortable with you contacting service providers on their behalf you can provide them with contact information of service providers that may be able to help them.
Don't say anything at the time, but later call the police from somewhere private	UNSAFE. You should not call the police on behalf of a survivors unless they have requested that you do so and have provided informed consent.
Report the incident to your manager /Protection staff member and ask for advice	SAFE. You should always report the incident to your manager or a protection staff member. They will be able to provide you with further support on the appropriate way to respond.

Do nothing if it is domestic violence or family/community matter	UNSAFE. Domestic violence is a serious offence in most countries. You should provide the same support to a survivor of domestic violence as any other human rights violation. Ignoring domestic violence is not acceptable.
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Facilitator Note 2.1.2

Application of PSEA principles: It is important to elaborate on the application of these principles as international non-governmental organizations (INGO), non-governmental organizations (NGO), civil society organizations (CSO) and other entities may develop/adopt PSEA policies that are quite similar to the IOM's one, as PSEA principles are defined by the IASC, which is an interagency entity. However, whether they apply or not PSEA policy, it is important to inform them on the relevant principles and reporting tools should they witness any breach/violation of PSEA and code of conduct (CoC) policies by UN and NON –UN entities.

Take the opportunity to **mention other type of misconducts that are unacceptable** when committed by IOM staff and IPs and can hence be reported through the We Are All In platform.

Facilitator could also briefly mention the importance of informing and sensitizing beneficiaries hosted and/or assisted by IOM/INGO/NGO/CSO on the existence of PSEA policies and how it contributes to ensuring a SEA free environment. It is important also to inform beneficiaries on the existence and functionality of reporting mechanisms should they witness or be subjected to any PSEA policy violations.

SESSION 3

THE MIGRANT CENTRES TOOLKIT

SESSION 3.1 – INTRODUCTION: THE MIGRANT CENTRES TOOLKIT

Session Overview

Session aim: This session provides participants with an overview of the Migrants Centres Toolkit, which is intended as a **practical resource for field practitioners** providing access to key guidance material, tools, best practices, and examples on migrant centres' services and facilities' design and implementation. In particular, **the focus of this toolkit is on the management of physical facilities, referred to in this toolkit as “migrant centres” (MCs).**

This and the following sessions of this course are built on the Migrant Centres Toolkit - electronic platform (available here [Migrant Centres Toolkit](#)).

Session length: 45 mins.

Session Type: presentation/plenary discussion/interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> Introduce participants to the Migrant Centres Toolkit: purpose, usage, applicability Introduce participants to each Migrant Centres Toolkit category that will be further developed in detail during the training
Learning Outcomes	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> Contextualize the Migrant Centres Toolkit (MCT) within the migrant protection and assistance programs Confidently orient themselves on the usage and applicability of the Migrant Centres Toolkit (MCT) Be familiar with Migrant Centres Toolkit content
Key Messages	<ol style="list-style-type: none"> The toolkit constitutes a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on migrant centres' service and facilities' design and implementation The focus of this toolkit is on the management of physical facilities, referred to in this toolkit as “migrant centres” The MCT provides guidance on applicable minimum standards, to ensure safe and dignified assistance in the context of migrant centres The MCT consists of concise entries that provide guidance and tools on specific topics grouped together under four categories which will be further explored during this session
Preparation	<p>MCT webpage open (to show participants how to access it)</p> <p>Projector and video-audio systems</p>
Resources	<ul style="list-style-type: none"> PPT slides with videos Video: IOM Introduction to Migrant Centres Toolkit_Video

Session 3.1 Plan

TIME	ACTIVITY	RESOURCES
5 mins	<p>Introduction</p> <ul style="list-style-type: none"> Present session learning outcomes on a PPT slide: After this session participants will be able to: <ol style="list-style-type: none"> Contextualize the Migrant Centres Toolkit within migrant protection and assistance programs Confidently orient themselves on the usage and applicability of the Migrant Centres Toolkit Be familiar with Migrant Centres Toolkit content 	
20 mins	<p>About the Migrant Centres Toolkit</p> <ul style="list-style-type: none"> Play the video: “Introduction to The Migrant Centres Toolkit” <p>Note: This video provides a “tangible” overview of what migrant centres are and what they consist of, while at the same time promoting the usage and application of the Migrant Centres Toolkit, with a link to the MCT electronic platform.</p> <ul style="list-style-type: none"> Present the MCT - web page screenshot on a PPT slide Show the participants how to access the electronic platform of MCT, accessible here: Migrant Centres Toolkit Explain that this session provides participants with an overview of the Migrants Centres Toolkit which, building on the electronic platform, is intended as a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on migrant centres' services and facilities' design and implementation. Explain that the focus of this toolkit is on the management of physical facilities, referred to in this toolkit as “migrant centres”, particularly on: <ul style="list-style-type: none"> Multi-functional facilities Shelter/Accommodation facilities Ask participants if they are already familiar with the toolkit Ask participants what their existing knowledge about the MCT is (i.e., tools, applicability) and/or their existing knowledge of migrant centres (or other type of facilities) management. <p><i>See facilitator note 3.1.1</i></p>	<p>Resources:</p> <p>Introduction to the Migrant Centre Toolkit Video</p>

15 mins	The Migrant Centres Toolkit - Categories	
	<ul style="list-style-type: none"> • Explain that the migrant centres toolkit consists of concise entries that provide guidance and tools on specific topics grouped together under four categories. • Present the 4 categories in a PPT slide <ul style="list-style-type: none"> • Administration • Management of migrants centres • Protection and assistance services • Information management and migration data • Provide a brief overview of category and explain that during the course of this training we will explore each category and related tools <p>See facilitator note 3.1.2</p>	
5 mins	Summary of Key Messages	
	<p>Summarise the key messages of this session on a PPT slide</p> <ol style="list-style-type: none"> 1. The toolkit constitutes a practical resource for field practitioners providing access to key guidance material, tools, best practices, and examples on MCs' services and facilities' design and implementation 2. The focus of this toolkit is on the management of physical facilities, referred to in this toolkit as "migrant centres" 3. MCT provides guidance on applicable minimum standards, to ensure safe and dignified assistance in the context of migrant centres set-up and running 4. The MCT consists of concise entries that provide guidance and tools on specific topics grouped together under four categories which will be further explored during this training 	

Facilitator Notes

Introduction: The Migrant Centres Toolkit

Facilitator Note 3.1.1

Assistance to migrants in vulnerable situations is a core activity of the International Organization for Migration (IOM) in line with its mandate, the 2030 Agenda and its Sustainable Development Goals, and the New York Declaration for Refugees and Migrants. Over the past years, IOM has capitalized on its expertise on identification, assistance, and protection of migrants in need through the establishment of migrant centres. **Migrant centres** are integrated into IOM's model for migrant protection and assistance in key hubs in countries of origin, transit, and destination. Saving lives must go hand in hand with comprehensive measures to improve conditions for migrants along the migration routes. The goal is to provide a wide range of services to improve conditions for migrants:

- Food and water
- Accommodation in open centres
- Medical and psychosocial care
- Legal options and information
- Voluntary return and reintegration support and other sustainable solutions
- Referral for specialized assistance and referral for asylum seekers, victims of trafficking, unaccompanied or separated migrant children and other migrants in vulnerable situations.

The aim of these facilities, referred to in this toolkit as "migrant centres" is to ensure that the human rights and wellbeing of migrants are respected and to provide an effective way to refer migrants in need to specialized services. The nature of migrant centres varies in each location and throughout time, but it is characterized by three core elements:

1. A **co-operative framework** → to facilitate the identification of migrants in need, and to ensure that they receive appropriate immediate longer-term support

All migrant centres seek to formalize co-operation among IOM, government agencies, civil society organizations, and United Nations (UN) agencies providing assistance to migrants in need, including shelter, protection from physical and psychological harm, as well as support services and sustainable solutions.

2. A **one-stop shop** → for the provision of comprehensive and inclusive protection and assistance services

Migrant centres are neutral spaces that provide migrants with protection and assistance services at all stages of the migration process, in countries of origin, transit and destination. Services greatly vary depending on the specificities of each context and may include shelter and basic needs provisions such as food, non-food items (NFIs) and medical and mental health care, as well as administrative and legal support, information about the risks of irregular migration and alternatives to it, referral services, pre-departure and post-arrival integration support as well as assisted voluntary return and reintegration (AVRR).

3. A **mechanism** → through which migration data is collected about migrants and migration trends, allowing to gain knowledge on protection risks and vulnerability factors, through direct contact with beneficiaries lived realities to feed into evidence-based policy and programming

Migrant centres can play a significant role in data gathering, mainly through the registration of migrants during assistance. Information on the reasons for migrating, immediate migrant needs, the experience of hardships and human rights abuses, as well as demographic information is collected in line with IOM Data Protection Principles and it contributes to building a clearer picture of migration trends as well as migrant's vulnerabilities and strengths, which can feed into evidence-based advocacy, policy, and programming.

Basic principles for migrant protection and assistance including self-determination and participation, non-discrimination, inclusivity, respect and protection of human rights, informed consent, age, gender and diversity (AGD) mainstreaming, and data protection are core elements of migrant centres, as well as accountability to affected populations (AAP) and protection from sexual exploitation and abuse (PSEA).

Facilitator Note 3.1.2

1. **Administration:** This category provides IOM offices and staff with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.
2. **Management of migrant centres:** This category focuses on the management of migrant physical centres. It presents possible typologies and management models, as well as resources to facilitate the effective set-up, running and phasing out of the centres in line with assistance and protection standards and best practices. Guidance on beneficiaries' participation and accountability, information sharing, and community relations is also provided in this section.
3. **Protection and assistance services:** This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including case management, food and non-food items (NFIs), health and mental health support, education, training and recreational activities, administrative and legal services and sustainable solutions.
4. **Information management and migration data:** This category provides tools to facilitate registration of beneficiaries and ensure accurate information management for programme implementation and reporting purposes. IOM's data protection provisions are also addressed in this section.

SESSION 3

THE MIGRANT CENTRES TOOLKIT

SECTION 3.2: ADMINISTRATION

Session Overview

Session aim: This session introduces participants to the first category of the Migrant Centres Toolkit: "Administration". It will provide participants with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.

This and the following sessions of this course are built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#)).

Session length: 65 mins.

Session Type: presentation/plenary discussion/interactive exercise

Session Instructional Objectives	<p>This session will:</p> <ul style="list-style-type: none"> • Provide participants with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.
Learning Outcomes	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> 1. Confidently orient themselves with the administrative processes of migrant centres set-up (and beyond) 2. Understand the relevance and applicability of administrative basic tools for migrant centres set-up (and beyond)
Key Messages	<ol style="list-style-type: none"> 1. The set-up and running of migrant centres start from a set of administrative processes and steps that applies to different sub-categories: human resources, procurement and logistics, monitoring and evaluation (M&E) and accountability. 2. It is important that project/program management personnel familiarize and confidently orient themselves around these administrative processes 3. Each category is managed by specialized dedicated personnel, which means that effective coordination and communication between different departments/units is essential to the smooth set-up, running and phasing out of migrant centres.
Preparation	<p>Familiarize with guidelines/resources indicated in each session plan</p> <p>Projector and audio-video systems</p> <p>Wi-fi connection</p>
Resources	<ul style="list-style-type: none"> • PPT slides • S3.2_Best Practices • Specific guidance tools and samples listed in the resources column • S3.2_IOM Organigram sample

Session 3.2 Plan

TIME	ACTIVITY	RESOURCES
5 mins	<p>Introduction</p> <ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide: After this session participants will be able to: <ol style="list-style-type: none"> 1. Confidently orient themselves with the administrative processes of migrant centres set-up (and beyond) 2. Understand the relevance and applicability of administrative basic tools for migrant centres set-up (and beyond) 	
5 mins	<p>Administration – Migrant Centre Toolkit</p> <ul style="list-style-type: none"> • Present the 5 sub-categories within the Administration category on a PPT slide: <ul style="list-style-type: none"> • Human resources • Cooperation frameworks with government and other entities • Procurement and logistics • Monitoring and evaluation (M&E) • Accountability to affected populations (AAP), complaint and feedback mechanisms • See <i>Facilitator Note 3.2.1</i> • Explain that you will now guide participants through the main steps and processes within each sub-category <p>Note: All the components under this category are relevant for the set-up and beyond. Recall participants' attention on this point as who may "be past" the set-up phase (in their own context), might "switch off" their attention.</p> <p>Suggestion for the facilitator:</p> <ol style="list-style-type: none"> a. Ask if among participants is there any colleague in the room who may help you explain this session, given his/her expertise on this set-up phase. This technique will engage participants, avoiding "switching off" attitude. b. Ask if among participants is there any colleague who has already experienced the "set-up" phase and may recall any possible challenge encountered during that time? 	

10 mins	Human Resources - Administration	
	<ul style="list-style-type: none"> • Present and explain key considerations of the human resources sub-category on a PPT slide: <ul style="list-style-type: none"> • IOM's human resources (HR) structure is made of 3 categories: professional staff, national officers, general service staff • Staff VS non-staff <p>Note: Explain that third party contracts (CTG with whom IOM has a global agreement) are usually utilized in "red zones" (where IOM/UN staff cannot be deployed) and utilized for personnel that are performing identical staff tasks.</p> <ul style="list-style-type: none"> • Budget implications: staff (staff & office costs), non-staff (operational costs) • Migrant centres facilities present high need of human resources • All personnel (directly hired by IOM or through implementing partners (IPs)/service providers)→PSEA & code of conduct (CoC) • Project managers→define terms of reference (ToR) and job descriptions according to specificities of MC facilities • Duty of care: ensure 24/7 personnel's presence (applicable to shelter/multifunctional facilities) • Clear division of roles and responsibilities: Organigram (and SOPs) • Regular capacity and team building for MC's personnel <ul style="list-style-type: none"> • Explain that MC personnel has duty of care, they should be balanced in gender, age and disability where possible and relevant. • Explain that both IOM and non-IOM personnel shall undertake a mandatory Protection from Sexual Exploitation and Abuse (PSEA) training. <p>Explain that MC's personnel should receive regular training (including first aid and psychological first aid and security and standards operating procedures in case of incidents, among others), participate in capacity building and team building initiatives where possible.</p> <ul style="list-style-type: none"> • Explain that in order to ensure a positive environment within the centres, key competences and personal inclinations to be considered when recruiting personnel for the facilities include: <ul style="list-style-type: none"> • Takes into considerations key competences and inclinations • Knowledge and adherence to humanitarian principles • Good communication skills • Open and collaborative attitude • Mandatory PSEA/child protection policies/CoC training • Encourage PFA / First aid trainings • Consult and engage beneficiaries 	<p>Resources: ToR sample</p>

	<ul style="list-style-type: none"> • Explain that both staff and migrants – as well as service providers and external actors – must follow a code of conduct – each center has its own rules and regulations • Present an organigram sample on a PPT slide <p>OPTIONAL: If time allows ask participants “what core competencies they think all staff working in MCs should have?” and explain that all MCs staff should have basic skills in PFA as well as communication techniques, conflict management. This can prove to be very useful when having to deal with an incident (security incident or other type of incident happening in a MC). MCs staff shall be regularly trained/refreshed on these topics as well as other ones (basic security training, basic GBV training, medical first aid for example)</p> <ul style="list-style-type: none"> • Present an example of essential roles for the functioning of migrant centres facilities on a PPT slide. Explain that terminology used in this slide is simply representative, different actors may use different or similar terminology to describe similar roles in accordance with specific context’s dynamics, organizational structure, management model and type of facility. Not all MCs have the same structure and resources and that some services may be available outside of the MC or upon request of the MC manager • Present the best practice on a PPT slide and invite participants to reflect and share other good/bad practices from their context of operations. <p><i>In Niger, essential staff working in transit centres participated in an IOM workshop on working with people with diverse SOGIESC. See here for further information.</i></p> <p><i>And/Or</i></p> <p>Mali: In Mali, all migrant centres (16) were assessed through structured field visits over a 3 months period (June - August 2022), through a questionnaire (made of 50 questions) that was integrating protection aspects. Specific training on working with people with disabilities, and other vulnerable categories, will be tailored on the needs highlighted in the final evaluation.</p> <p>Note: facilitator may choose the optional best practice, should the first one not be applicable due to sensitivity of the topic in each context.</p>	<p>S3.2_IOM Organigram Sample</p> <p>Resource: S3.2 Best Practice Human Resources</p>
10 mins	Cooperation Frameworks - Administration	
	<ul style="list-style-type: none"> • Explain that migrant centres provide comprehensive multi-dimensional responses which entail the involvement of a variety of actors:ment of a variety of actors: <ul style="list-style-type: none"> • Local authorities / government • INGOs/ CSOs /Local NGOs • Private sector • UN agencies 	

	<ul style="list-style-type: none"> • Present and explain key considerations of cooperation frameworks on a PPT slide: <ul style="list-style-type: none"> • Partnerships and complementarity of services requires formalize agreements, which can be local cooperation agreement, project implementation agreement and/or memorandum of understanding (MoU) • With standard operating procedures (SOPs); PSEA, data protection and other provisions related to code of conduct (CoC) <p>Note: IOM specific steps of identification and selection of IPs outlined in facilitator note 3.2.2. However explain that each organization has specific rules and steps for identification and selection of IPs</p> <p><i>Facilitator Note 3.2.2</i></p> <p>Note: highlight the importance of having frameworks, documents, and tools for comprehensive migrant centres set-up, management and phasing out. For example: formalize agreements, MoUs, SOPs. The list is not exhaustive.</p>	<p>Resources: Identification & Selection of IPs</p> <p>Project Implementation Agreement</p> <p>Local cooperation Agreement</p>
10 mins	Procurement and Logistics - Administration	
	<ul style="list-style-type: none"> • Ask participants if among them there is any colleague from the procurement and logistics department that could stand with you to explain this section <p>Note: This modality will engage the audience, and recognize the key role of procurement and logistics unit in the set – up and management of migrant centre facilities</p> <ul style="list-style-type: none"> • Present and explain types of procurement operations and needs applicable to the context of migrant centres facilities: <ul style="list-style-type: none"> • Purchase of properties (land or real estate) • Purchase of properties (land or real estate) • Procurement of construction works • Donations • Contracting service providers (e.g., cleaning services) • Urgent accommodation or shelter (purchase order) • Warehouse management: storage, purchase of goods, inventory systems • Explain that generally, procurement contracts are guided by the following principles: <ul style="list-style-type: none"> • Highest ethical standards (including avoiding conflicts or perceived conflicts of interest); • Efficiency and economy; • Equal opportunity and competition; • Transparency. • Explain that for detailed information on processes and steps participants should engage with procurement and logistics managers and consult IOM Procurement Manual 	<p>Resources: IOM Procurement Manual</p> <p>Warehouse Management Manual</p>

See facilitator Note 3.2.3

- **Explain** that in this session we will only take a few minutes to better explore specific steps related to procurement of construction works, which is very relevant to the context of setting up migrant centres, which often requires either building a new structure or rehabilitating or upgrading existing structures
- **Present** key considerations of procurement of construction works on a PPT slide:
 - Mandatory: involvement of technical experts (engineers, architects for example):
 - Chief of mission/project manager and procurement officer (support with admin mechanism) + technical expert (competence and expertise)
 - Locally sourced (if applicable)
 - Follow IOM general guidance on procurement of construction works!
 - Entails the following steps:
 - Phase 1 design:** define terms of reference (ToR), scope of work, complete studies, conceptual preliminary design and cost-estimation
 - Phase 2:** tender process (invitation to bidding, bidding submission, evaluation, award of contract)
 - Phase 3:** construction works
 - Site preparation, demobilization
 - Main building
 - Infrastructure and utilities, construction monitoring,
 - Final inspection and provisional acceptance

10 mins	Monitoring and Evaluation - Administration	
	<ul style="list-style-type: none"> • On a PPT slide: why is monitoring and evaluation (M&E) important? <ul style="list-style-type: none"> • Better understand and measure impact and outcome of services provided • Identify gaps and measure of improvement • Prevent and mitigate services' unintended consequences • Gather lessons learnt • Accountability • How? <ul style="list-style-type: none"> • Set clear performance indicators • Identify tools, methodologies, frequency • Surveys, assessments, field visits, attendance lists, impact score card tools • Explain: establishing the appropriate monitoring tools is essential to ensure the smooth implementation of activities and the successful achievement of migrant centres objectives. There are several ways in which data can be collected for the monitoring and evaluation of services in migrant centres, as for instance pre-defined observation forms, checklist and interview guides to measure the outputs, monitor the activities, identify red flags and collect beneficiaries' feedback. Satisfaction surveys shall be conducted with a percentage of the beneficiaries, identified proportionally to the resource available. • Explain reasons for evaluation: <ul style="list-style-type: none"> • Internally: gathering information to improve ongoing and future projects • Externally: promoting transparency and accountability which, in turn, can assist donors in their decision-making and about future project funding. Donors have limited resources and wish to maximize the impact of their contributions; evaluations enable them to know what returns they are getting from their investments. <p><i>Note: emphasize that M&E should be done at all stages of project/program implementation, utilizing dedicated and specific tools (satisfaction survey, baseline/endline assessments, impact score card, process score card, for example).</i></p>	<p>Resources:</p> <p>IOM Project Handbook M&E</p> <p>Running an Effective Migrant Resource Centre M&E</p>

10 mins	Accountability to Affected Populations (AAP), Complaint and Feedback Mechanisms - Administration	
	<ul style="list-style-type: none"> • Ask participants: accountable to whom? Allow participants to provide some inputs. • Remind participants about the AAP (IASC) framework (seen in previous session) and explain that IOM has committed to the AAP: <ul style="list-style-type: none"> • Promoting transparency • Facilitating feedback and complaints • Ensuring participation of affected populations <p>See <i>facilitator Note 3.2.4</i></p> <ul style="list-style-type: none"> • Explain that we have already seen this framework in the first session, whereas accountability is among the 4 key principles of protection mainstreaming to ensure safe and dignified programming. • Explain the importance of establishing formal complaint and feedback mechanisms (CFM) in migrant centres: <ul style="list-style-type: none"> • Establish effective 2-ways communication • Beneficiaries' perspectives can positively impact programming • Effective response to concerns raised by beneficiaries • Support internal accountability mechanisms for staff behaviour and misconduct • Present sources to collect feedback and complaints on a PPT slide: <ul style="list-style-type: none"> • Interviews, post-distribution monitoring • Field visits • Complaint boxes • Community consultations • Social media, SMS • Toll free numbers • Daily reception hours with neutral personnel/staff • Use of voice recorder for those who cannot write • Present the 4 steps of feedback and complaints mechanisms on a PPT slide • IMPORTANT: feedback and complaint mechanisms must be accessible by all beneficiaries and therefore consider and address also all kind of barriers to access such mechanisms. 	<p>Resources: IOM toolkit AAP</p> <p>IASC Accountability to Affected Populations AAP</p> <p>IOM AAP framework</p> <p>Accountability and Complaint Mechanisms IOM PPT</p>
5 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. The set-up and running of migrant centres start from a set of administrative processes and steps that applies to different sub-categories: human resources, procurement and logistics, M&E as well as accountability. 2. It is important that project and program management personnel familiarize and confidently orient themselves around these administrative processes 3. Each category is managed by specialized dedicated personnel, which means that effective coordination and communication between different departments/units is essential to the smooth set-up, running and phasing out of migrant centres. 	

Facilitator Notes

Administration

Facilitator Note 3.2.1

This category provides IOM offices and staff with basic guidance and tools to facilitate the set-up and provision of services in migrant centres, including human resources, cooperation frameworks, procurement and logistics, monitoring, and accountability towards beneficiaries.

Cooperation Frameworks

Facilitator Note 3.2.2

An implementing partner, as per IOM's definition, is any government agency, government owned or controlled corporation, international organization (IO), non-government organization (NGO) or non-profit agency (NPA) engaged by IOM as a partner in non-profit humanitarian work.

The engagement can be:

- at the request of the donor,
- upon determination of need by IOM initiated by the implementing partner
- or by any other arrangement or agreement where IOM and the implementing partner will jointly contribute time and resources on a humanitarian undertaking.

The following characteristics distinguish an IP from a regular commercial service provider (SP) or vendor:

1. An IP is a contractual partnership based on shared goals and objectives.
2. The contractual partnership is formalized by an agreement (MoU, MoA, grant) rather than a service or supply and delivery contract.
3. The IP is a non-profit organization as opposed to commercial companies with profit as an objective.

The IP may have inherent and distinct capabilities that IOM does not possess. The partnership produces synergy. It allows IOM to be more effective and efficient in fulfilling its mandate. A regular commercial transaction is merely the process of obtaining goods and services in exchange for payment in money

Note: highlight the importance of having frameworks, documents, tools for comprehensive migrant centres set-up, management and phasing out. For example: formalize agreements, MoUs, SOPs. The list is not exhaustive

Procurement and Logistics

Facilitator Note 3.2.3

In IOM, most procurement is carried out in a decentralized manner at the country office level, with relevant internal controls provided by the Global Procurement and Supply Unit (GPSU).

IOM's procurement contracts are guided by the following principles:

- Highest ethical standards (including avoiding conflicts or perceived conflicts of interest);
- efficiency and economy;
- equal opportunity and competition; transparency.

IOM's general procurement principles and process, which shall be observed in carrying out procurement of goods and services, may be consulted at: [IOM general procurement principles and processes electronic page.](#)

The IOM Procurement Manual (IN/168 Rev 2) and its supplemental forms and relevant annexes is the main reference document, as it provides IOM staff with the required policies to be observed in carrying out the procurement of goods, construction works, and services. Different procedures are foreseen for each type of procurement commod-

ities, although mixed procurement (i.e., procurement that combines categories) is also possible.

The purchase of properties (land or real estate) shall be coordinated with and approved by the Department of Resources Management (DRM) at Headquarters prior to proceeding with the standard IOM procurement process. The elements to be considered by DRM to verify compliance are a) donor agreement, which shall be obtained in writing; b) potential conflict of interest, if the property is to be donated to an interested party in the project (e.g., a governmental entity); c) the appropriateness of the transaction and the sustainability of the investment; d) any legal issue that may arise.

Procurement of construction works is also addressed in IOM Procurement Manual and its Annex 20.1. Considering the complexity of the construction works implementation, Missions should secure proper technical expertise from the start of the project through to its completion and final acceptance. Missions should ensure that all financial resources are secured, confirmed and available for immediate implementation and that there is also a proper coordination system in place with all stakeholders involved. Mission should ensure that a preliminary engineering study, which includes technical viability, conformance of land, design standards, government permits, or any additional specific recommendation are completed and confirmed by the technical expert prior to proceeding.

Donations are possible only following the signature of a Donation Agreement between IOM and the donee (Document LEG F.1. Donation Agreement). If a property is purchased or built to be donated, the legal agreements related to it shall clearly indicate the building is not for IOM use or ownership and it shall report its intended scope. This procedure shall be coordinated closely between the concerned mission and the Procurement and Supply Division (PSD), the Office of Legal Affairs (LEG), and the Accounting Division (ACO) of DRM. Depending on the conditions related to its purchase and donation, the property will be cataloged in the most appropriate way in IOM books.

If urgent accommodation or shelter is needed, a purchase order (PO) can be signed with a service provider. Nevertheless, it is essential to ensure that the facility complies with minimum protection and assistance standards, and its personnel shall comply with the organization's provisions on confidentiality, data protection, and prevention of sexual exploitation and abuse (PSEA). If assistance in such a facility is protracted, it is recommended to opt for a project implementation agreement instead.

Warehouse and storage issues: efficient and effective warehousing operations allow to minimize stock losses and can be classified in four main activities: receiving goods; storage, picking, kitting and repacking, and withdrawal of goods. It is essential to keep an up-to-date inventory list, which should contain items of supplies (e.g., NFIs, mattresses, mosquito nets, medical equipment, and drugs, etc.) Reports on stock levels, movements, losses, damage, and distribution must be tracked using an inventory system. The inventory system should identify what has been ordered and distributed; which donor/sponsor procured the items; and the items delivered and balance available.

IOM's Warehouse Management Manual provides comprehensive guidelines on the management and stewardship of IOM stocks. The guidelines are applicable to the warehousing of procured goods for beneficiaries, equipment, and supplies for activities that require warehousing and stock tracking. Information is provided for both IOM-managed facilities and externally managed stocks

Accountability to Affected Populations (AAP), Complaint and Feedback Mechanisms
Facilitator Note 3.2.4 – IOM AAP Framework

IOM AAP framework – available here: [IOM AAP Framework](#) “[...]establishes the International Organization for Migration's (IOM) common approach for implementing and mainstreaming AAP throughout its crisis related work as contained in its Migration Crisis Operational Framework (MCOF). It helps the Organization ensure quality and responsive programming in line with the evolving needs of beneficiaries, affected populations and communities and enforce the Organization's zero tolerance against sexual exploitation and abuse (SEA) and other misconduct. The commitments of this framework were developed in line with the Inter-Agency Standing Committee's (IASC) commitments to AAP and adapted to meet IOM's operational realities.”

SESSION 3

THE MIGRANT CENTRES TOOLKIT

SESSION 3.3: PROTECTION AND ASSISTANCE SERVICES

Session Overview

Session aim: This session introduces participants to the second category of the Migrant Centres Toolkit: protection and assistance services. This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including case management, food and non-food items (NFIs), health and mental health support, education, training and recreational activities, administrative and legal services and sustainable solutions.

This and the following sessions of this course are built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 215 mins.

Session Type: Presentation/Plenary discussion/Interactive exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Provide participants with a general overview of the main direct assistance services that may be offered to migrants in migrant centres • Provide participants with and orientation to operationalize case management services • Provide participants with an orientation to operationalize food and NFIs assistance • Provide participants with an orientation to operationalize health and MHPSS support services • Provide participants with an orientation to operationalize training, recreational activities services • Provide participants with an orientation to operationalize administrative and legal services • Provide participants with an orientation to operationalize sustainable solutions services
<p>Learning Outcomes</p>	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> 1. Confidently orientate themselves in the provision of context-specific comprehensive assistance services in Migrant Centres 2. Understand essential operational connotations for the provision of Case Management Services 3. Understand essential operational connotations for the provision of Food, Nutrition, NFIs, Education, Health and MHPSS services. among others

Key Messages	<ol style="list-style-type: none"> 1. The protection and assistance category toolkit constitutes a practical resource for field staff to ensure the provision of applicable context-specific comprehensive and inclusive protection and assistance services 2. Ensuring safe and dignified provision of protection and assistance services within migrant centres is a shared responsibility 3. The protection and assistance category, as part of the MC Toolkit, is built on international standards, in line with IOM handbooks and guidelines, which are available and accessible on IOM portal and I-learn platform. Further guidance can be provided also by relevant IOM country focal point, RTs or relevant national thematic experts.
Preparation	<p>Prepare the Case Study Video 1</p> <p>Flip Chart Papers and Markers</p> <p>Projector and audio-video settings</p>
Resources	<ul style="list-style-type: none"> • PPT slides with videos • S3.3_RedModule_Group Exercise_Health Services • S3.3 Best Practices • MCT_Case Study Video 1 • S3.3_MHPSS Djibouti video • Specific guidance tools and samples listed in the resources column • S3.3_CM steps: A4 papers • S3.3_Health Care Referral System Flowchart Sample

Session Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> • Present session Learning Outcomes on a PPT slide After this session participants will be able to: <ol style="list-style-type: none"> 1. Confidently orientated themselves in the provision of context-specific comprehensive assistance services in Migrant Centres 2. Understand essential operational connotations for the provision of Case Management Services 3. Understand essential operational connotations for the provision of Food, Nutrition, NFIs, Education, Health and MHPSS services among others 	

TIME	ACTIVITY	RESOURCES
15 mins	Protection and Assistance Services in Migrant Centres	
45 mins	Case Management – Protection and Assistance services	

- **Show** participants the MCT Case Study Video1
- See Facilitator Note 3.3.1*
- **After** the video, allow participants to reflect on it for few seconds, and then **Initiate** the discussion by asking the following questions.
 - Could you describe what you have just watched?
 - Can you relate this scenario to the context in which you work?
 - **Allow** the participants to exchange their views, thoughts and emotions for few minutes
 - **Explain** that this scenario the starting point to explore the processes and tools as part of the protection and assistance services in the framework of migrant centres facilities.
 - **Present** and **explain** key considerations about case management at the individual programmatic level.
 - **Present** the list of protection and assistance categories (protection and assistance “flower” in a PPT Slide)
- See Facilitator Note 3.3.2*
- **Explain** that each category refers to existing standard (international/IOM specific) guidelines they might be already familiar with.
 - **Explain** that within this session participants will have the opportunity to explore each individual category and sub-categories.

Resources:
[MCT Case Study Video1](#)

15 mins	Protection and Assistance services in Migrant Centres	
	<ul style="list-style-type: none"> • Guide the participants towards recognizing the key-role played by case management workers, and collaboratively/jointly identify: <ul style="list-style-type: none"> • Qualifications (of case management workers) • Experience • Roles and responsibilities (which may slightly change/differ between organizations) • OPTIONAL: Ask participants if they are familiar with the guiding principles for all assistance provided to migrants vulnerable to violence, exploitation and abuse <p>See <i>facilitator note 3.3.3</i></p> <ul style="list-style-type: none"> • Group Exercise - Case Management steps: divide participants into groups and provide each group with 6 A4 papers, each containing one CM step. Each group should arrange the 6 steps in chronological order. The group that completes the exercise first wins the competition. • Ask each group to assign 1 spokesperson. Groups have 10 minutes to brainstorm and prepare a brief definition of each step, which will be described by the group-spokesperson. <p>See <i>facilitator note 3.3.4</i> See <i>facilitator note 3.3.5</i></p> <ul style="list-style-type: none"> • Present a schematic overview of the actors involved in individual assistance <p>See <i>facilitator note 3.3.6</i></p> <ul style="list-style-type: none"> • Explain that protection and assistance services for specific groups (children, unaccompanied and separated children - UASC, survivors of sexual gender-based violence-SGBV, people with diverse sexual orientation, gender identity, gender expression and sex characteristics (SOGIESC), people with disabilities -PWDs, victims of trafficking- VoTs) requires specialized case management services for which dedicated guidelines should be followed à refer to international/IOM standards and guidelines. 	<p>S3.3_CM steps: A4 papers (each group)</p>

15 mins	Referral Mechanisms - Protection and Assistance services	
	<ul style="list-style-type: none"> • Introduce the referral mechanism as part of the overall case management approach, but it is treated in this toolkit as a separate sub-category of the protection and assistance macro-category as it requires specific attention • Present the definition of referral mechanism on a PPT slide <p>See <i>facilitator note 3.3.7</i></p> <ul style="list-style-type: none"> • Ask participants to provide 1 example of existing referral mechanism for specific vulnerable group in their context of intervention. <p>Note: <i>If there is no national referral mechanism, the facilitator may ask participants if there are referral systems between multiple organizations or institutions for migrants in situations of vulnerability or any other informal mechanisms. It is also an opportunity to discuss the obstacles linked to the lack of a referral mechanism.</i></p> <ul style="list-style-type: none"> • Present and explain the key steps for establishing a referral mechanism on a PPT slide <p>See <i>facilitator note 3.3.8</i></p> <ul style="list-style-type: none"> • Present and explain the key steps for providing protection and assistance services through referral mechanism (within the individual case management process) on a PPT slide • Explain that case management may face some challenges, which may vary according to country's specific dynamics and services. Present potential challenges on a PPT slide (including but not limited to): <ul style="list-style-type: none"> • Case management when services are unavailable: • The case manager remains the focal point and provider of direct support and information • Advocacy for the creation of specific services or the integration of migrants into existing services • Risk identification and management strategy, development of a contingency plan with a migrantVulnerable migrants in detention <p>Notes: <i>additional specifications in relation to vulnerable migrants in detention</i></p>	<p>Resources: IOM Guidance on Referral Mechanisms</p> <p>Running an effective RMC-a handbook for practitioners</p>

	<ul style="list-style-type: none"> States should only use immigration detention as a measure of last resort and should work towards alternatives to detention Detention of children is prohibited Mapping of services in detention Coordination with detention monitoring services and specific actors Regular visits and needs assessments Exit and reintegration plan Alternatives to detention Specific knowledge of rights <p>Note: content of slide dedicated to specific challenges can be adapted to the context and specific problems faced by case managers in the country</p> <ul style="list-style-type: none"> Present the main guidance notes and resources (images/screenshots) available that participants may consult on a PPT slide 	
15 mins	<p>Reception, Orientation and Information Sharing – Protection and Assistance services</p> <ul style="list-style-type: none"> Present key considerations of adequate reception on a PPT slide <ul style="list-style-type: none"> First step of assistance (crucial) Builds relationship with beneficiaries Requires personnel with good listening and communication skills Takes place immediately after arrival Registration and/or first screening Informed consent Present key considerations of adequate orientation on a PPT slide: <ul style="list-style-type: none"> It follows the reception one For beneficiaries admitted in the facility It follows the provision of urgent basic services Access to info is a basic human right Enables beneficiaries to make informed decision It manages expectations It contains and prevent rumours and misinformation that can lead to tensions Helps to establish trust and respect It should be accessible considering notably beneficiaries with visual and hearing, speech impairment, and illiterates. 	

15 mins	<p>Reception, Orientation and Information Sharing – Protection and Assistance services</p> <ul style="list-style-type: none"> Present a list of potential topics that should be included in the orientation phase on a PPT slide: <ul style="list-style-type: none"> IOM's assistance if free of charge, it is based on beneficiaries' needs Participation is voluntary, they can withdraw at any time Overview of facility and services Overview of facility's regulations Overview of feedback mechanisms modalities Explain that as part of the reception and initial orientation procedure or phase, the provision of arrival package could be also included. The practice of providing new arrivals with arrival package may also be replicated at departure. Similar practices could also be implemented for specific vulnerable groups such as UASC, single parents with young children, pregnant women for example, in the form of: <ul style="list-style-type: none"> Baby kit (i.e., hygiene items, diapers, formula milk if not breastfeeding) School kit and/or recreational kits Present <i>main reception-check-in steps</i> on a PPT slide. Explain that this is taken from IOM Kenya Transit Centre's SOPs and can be used as an example to demonstrate in what reception procedures may consist of. Present <i>arrival package</i> (IOM Kenya / Transit Centre) best practice on a PPT slide 	
15 mins	<p>Registration of Beneficiaries – Protection and Assistance services</p> <ul style="list-style-type: none"> Explain that registration of beneficiaries is the first step of case management (seen in S3.3) Present and explain key considerations of registration process on a PPT slide: <ul style="list-style-type: none"> Registration is the 1st (and essential) step of case management and in accessing services in MCs facilities Get consent! Address language and disability (mental and physical) related barriers Interviewer must provide migrants with some basic info: confidentiality of the registration process, scope, services Collect basic information about migrants and their profile Interviewer attitude: not judgemental, yes sensitive attitude Ensure accuracy of data collected Inform participants that for further guidance on how to conduct a registration process they should consult IOM's handbook and guidelines <p>Resources: IOM AVM handbook Migrant Resource Centre SOPs Niger IOM MRRM Handbook Registration and Profiling Protection and Assistance Intake Form MRC registration form Somalia</p>	

	<ul style="list-style-type: none"> • Present on a PPT slide: <ul style="list-style-type: none"> • How do governmental authorities, NGOs and/or other partners register migrants (registration phase) > Primero, Salesforce, Kobo • How does IOM record data (registration) related to case management? > MiMOSA (definition) • Explain that the applicability of specific software and tools depends on the context (coverage, challenging environments) 	
15 mins	Food, Nutrition and NFIs – Protection and Assistance services	
	<ul style="list-style-type: none"> • Introduce the food, nutrition, non-food items (NFIs) category as part of the MCT • Explain that these categories, as well as all the others, should consider the 4 principles outlined in day 1 (meaningful access, safety and dignity, participation and empowerment, accountability) • Ask participants to list concrete examples of how they would design food, nutrition and NFIs services while considering the 4 key principles in their context of operations. Write answers on a flip chart and repeat the exercise for all categories. <p>See facilitator note 3.3.9</p> <ul style="list-style-type: none"> • Explain that for nutrition: specific guidelines must be followed. E.g., WHO and Sphere guidelines, and specific cases of malnourishment or persons with eating disorders must be taken into consideration in assistance provision; • Explain criteria for NFIs distribution: <ul style="list-style-type: none"> • Needs assessment • Age gender diversity (AGD) inclusivity • Pre-determined criteria for NFIs distribution • Include: clothing, hygiene items, baby-kits, education kits, to meet basic immediate personal needs • Explain rationale for distribution modalities (food and NFIs): <ul style="list-style-type: none"> • in-kind (by group or individual), in-cash, vouchers • separation of roles and responsibilities of personnel approving and distributing food and NFIs • OPTIONAL (if time allows it) distribution modalities: engage the participants on a brief analysis of pros/positive and cons/negative factors related to in-kind /in cash/voucher systems. <p>Answers should include:</p> <ul style="list-style-type: none"> • The choice of the transfer modalities should be based on a thorough analysis of the context and the impact of the different options • cost-effectiveness • Dignity and empowerment • Some modalities may require more monitoring/close monitoring system <p>See facilitator note 3.3.10</p>	<p>Sphere Standards-Nutrition</p> <p>IOM/NRC/UNHCR Camp Management Food and Nutrition</p> <p>IOM/UNHCR collective shelter/ food NFIs distribution</p>

	<ul style="list-style-type: none"> • Present and explain best practices on a PPT slide: ask participants to share reflections/observations (if any) <p><i>Ethiopia: food is a powerful instrument for social cohesion. In Ethiopia, IOM migrant centres regularly organise cultural food events. Beneficiaries use the premises' kitchen to cook their traditional food, which will then be presented and shared with the other guests.</i> And/or</p> <p><i>Mali: the respect of cultural aspects of food and nutrition habits, according to migrants' origins is highly important to ensure meaningful access to food and nutrition services. IOM in Mali places special attention to it by accompanying hosted migrants to local markets, to guide them through locally available products similar to products used to cook their traditional meals</i></p>	Resource: S3.3 Best Practice Food Nutrition
20 mins	Health & Medical Services – Protection and Assistance services	
	<ul style="list-style-type: none"> • Introduce the health and medical services category within the MCT, which can be provided either directly in migrant centres facilities and/or through medical referral to specialized partners or medical facilities <p>See facilitator note 3.3.11</p> <ul style="list-style-type: none"> • Present on a PPT slide and explain that the following services may be provided within migrant centres facilities: <ul style="list-style-type: none"> • Medical screening • Primary health assessment and treatment -> referral to specialized services • Provision of information • HIV, hepatitis, tuberculosis, malaria testing • Sexual reproductive health (SRH) counselling and treatment • Post-sexual violence exposure treatment (e.g., PEP kits) and counselling -> referral to specialized services • FFT examination • Health promotion materials • Explain that for health referrals to local clinics and hospitals (external) it is recommended to establish long-term agreements (e.g., MoUs) • Present basic requirement for in-house (MCs facilities) medical services on a PPT slide • Present the health care referral system flow chart (sample available on MTC webpage) on a PPT slide • Group Exercise: provide a brief description of a scenario. Divide participants into groups and ask them to brainstorm on what steps they would follow to respond to this migrant's needs. Choose 1 group that will present their suggested intervention to the rest of the participants. Ask other participants to share any additional suggestions they may have. 	<p>Resources:</p> <p>WHO Refugees and Migrants Health Guidance Note</p> <p>IOM guidance for HIV counsellors</p>

	<p>Scenario: A family group of 3 (father and 2 children) approaches your migrant centre facility: the father tells you that his younger child suffers from high fever and abdominal pain. You notice that the father is highly distressed and presents some wounds on his legs. Discuss with your group: what steps would you follow to respond to this migrant's needs?</p> <p>1 group will present its suggested intervention to the rest of the participants.</p> <p>Note: this group exercise should highlight to what extent participants consider a holistic approach also when assessing migrants in vulnerable situations: single vulnerability VS complexity of signs/vulnerabilities</p>	<p>Resource: S3.3_Red Module_Group Exercise_ Health Services</p>
15 mins	<p>Mental Health and Psychosocial Support (MHPSS) – Protection and Assistance services</p>	
	<ul style="list-style-type: none"> • Introduce the MHPSS category within the MCT, which can be provided either directly in migrant centres facilities and/or through referral to specialized service providers/facilities. • Present the definition of MHPSS (as defined by the WHO) on a PPT slide • Present the MHPSS pyramid (layers of MHPSS interventions) on a PPT slide and ask participants if they can give examples of MHPSS activities that are/ could and/or should be implemented in MCs and signal at what level of the pyramid of psychosocial intervention a certain proposed activity should be categorized. • Ask participants if they can give examples of MHPSS activities that are/ could and/or should be implemented in MCs and signal at what level of the pyramid of psychosocial intervention a certain proposed activity should be categorized <p>See <i>facilitator note 3.3.12</i></p> <ul style="list-style-type: none"> • Explain the importance of understanding the correlation between psychological wellbeing and migratory experiences, considering possible pre-existing psychological and mental disorders. • Explain the importance of providing MHPSS services in the framework of migrant centres and how it is strongly linked to other services provided in migrant centres • Present Key considerations for the provision of MHPSS services <p>See <i>facilitator note 3.3.13</i></p>	<p>Resources: (Optional) Video MHPSS MSP</p> <p>PFA guidance for Field Workers</p> <p>IASC MHPSS guidance</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Present (PPT slide) and explain that the following MHPSS measures should be considered for the provision of MHPSS services in migrant centres: <ul style="list-style-type: none"> • Centre's staff shall receive guidance on how to mainstream MHPSS and on "do no harm" rules • Centre's staff should receive adequate training to provide psychological first aid (PFA) • Availability and access to group sessions/peer support groups facilitated by a MHPSS professional • Individual counselling sessions • Psycho-education group sessions • Group recreational activities to facilitate wellbeing and social connectedness • Present an example of MHPSS activity best practice in a PPT slide and highlight key considerations <u>and/or play a country-specific MHPSS video (short version) to use a different and more tangible way to share a best practice</u> <p>See <i>facilitator note 3.3.14</i></p> <ul style="list-style-type: none"> • Ask participants if they would like to share any best practice of MHPSS services that are taking place in their context of intervention. 	<p>Resources: S3.3 Best Practice MHPSS</p> <p>Video: MHPSS Video Djibouti (embedded in PPT)</p>
15 mins	<p>Education, Trainings and Recreational Activities – Protection and Assistance services</p>	
	<ul style="list-style-type: none"> • Introduce education, training and recreational activities category within the MCT, which can be provided either directly in MCs facilities and/or through external partners/service providers • Begin the presentation by asking participants "Why are educational, training, recreational activities important in the context of migrant centres?" Answers should include: <ul style="list-style-type: none"> • Contributing to psychological wellbeing • Self-perception, reduce sense of dependency • Sense of belonging • Social interaction • Access to opportunities • Present and explain types of activities on a PPT slide: <ul style="list-style-type: none"> • Training for youth and adults: business management, agriculture, hairdressing • Non-formal education: literacy, numeracy, IT courses, arts and crafts, language for children and youth • Childcare and child friendly spaces (CFS) • Sports clubs, tournaments 	<p>Resources:</p> <p>Inclusive Education in Emergencies</p> <p>Education in Emergencies Toolkit</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain the following important considerations, which are also linked to main protection and humanitarian principles (seen on day 1 of this training): <ul style="list-style-type: none"> • Access and inclusivity (age, gender, disabilities,) • Participation and feedback mechanisms – involve beneficiaries in designing and planning activities • Barriers: language, distance to school or training centres, security situation, economic situation, migrant with disability • Build on capacities: you may have beneficiaries with highly technical skills or knowledge on specific topics > they could be facilitators/trainers themselves • Involve host community > bonds, integration, cohesion • Explain that some recreational activities may have a MHPSS focus and, if time allows, discuss with participants why and what is the main difference in their view – i.e., when recreational activities may be considered MHPSS activities? • Also, important to note – it is highly recommended to have a written schedule of all activities organized in MCs and for MCs' beneficiaries that all can check in advance. Organizing regular activities allow migrants to regain a sense of time, organize themselves, are actors of their daily life in the MCs. It is particularly relevant in the MRRM and AVR contexts. <p>See facilitator notes 3.3.15</p>	<p>Resource: S3.3 Best Practice Education</p>
	<ul style="list-style-type: none"> • Present a best practice on a PPT slide and Encourage participants' feedback and observations 	

TIME	ACTIVITY	RESOURCES
15 mins	Administrative and Legal Services – Protection and Assistance services	
	<ul style="list-style-type: none"> • Introduce the <i>administrative and legal services</i> category within the MCT, which can be provided either directly in MCs facilities and/or through external partners or service providers • Explain that the lack of legal documentation represents a barrier to accessing all other services. In the socio-economic sphere, proof of legal identity is a precondition for economic inclusion and for sustainable reintegration in the country of origin or integration in the host country. • Present and explain types of administrative and legal services on a PPT slide <ul style="list-style-type: none"> • Civil registration support: birth registration, death registration, marriage/divorce, custody and other required identity documentation • Access to Legal aid: counselling, representation, awareness and info sessions • Legal aid and support within local integration programs • Support to consular authorities • Access to consular services • Capacity building and financial and logistical support for consular missions. • Explain that administrative and legal services can be delivered through different modalities: <ul style="list-style-type: none"> • In migrant centres, an initial assessment of migrants' legal need can be made by the case management worker assisting the beneficiary, and referrals than made to specialised organisation or law firms • provided by national institutions, international organizations, non-governmental organisations (NGOs) or civil society ones. • Present a best practice on a PPT slide and encourage participants' feedback and observations <p><i>Sudan: In Sudan, referrals are done from IOM's migrant centres (or more specifically MRRC) in Khartoum to local legal NGOs providing legal aid to migrants in relation to administrative detention, negotiation and claims against employers, as well as divorce and custody of children with double nationality.</i></p>	<p>Resources:</p> <p>UNOHC Migrants Access to Justice</p> <p>UN Legal Identity guidelines</p> <p>Resource: S3.3 Best practice Administrative/Legal Services</p>

TIME	ACTIVITY	RESOURCES
10 mins	<p>Sustainable Solutions - Protection and Assistance services</p> <ul style="list-style-type: none"> • Introduce the sustainable solutions category as part of the protection and assistance services within the MCT • Encourage participants to share, in plenary, their understanding of the sustainable solutions and if, in any way, their respective organizations are involved in any steps (and how) of the three sustainable solutions. • Briefly present the 3 sustainable solutions on a PPT slide (provide an overview of each of them) <ul style="list-style-type: none"> • Assisted Voluntary Return and Reintegration (AVRR) • Local integration • Resettlement <p>See <i>facilitator note 3.3.16</i></p> <ul style="list-style-type: none"> • Present and explain the AVRR framework on a PPT slide: provide definition and overview of the 6 key principles: <ul style="list-style-type: none"> • Voluntariness • Migrant-centred response • Safety • Sustainability of reintegration • Confidentiality • Dialogue and partnership • Evidence based-programming • Explain that AVRR programs, as part of the overall Return, Readmission and Reintegration framework (RRR) are made of several steps, process and components for which this training will not provide exhaustive explanation as it is not the main focus. However, it is important to highlight that AVRR programs may in some instances require collaboration and coordination with operational partners, implementing partners and external service providers as well as other IOM country offices (e.g., in destination/origin countries), hence the relevance of providing an overview of this IOM-specific program. • Explain that access to accurate information on their reintegration process (country specific, tailored) during their time hosted in the centres will contribute to informed decision making, and possibly contribute to a smoother reintegration process overall. • Mention IOM's integrated approach to reintegration, where "IOM asserts that reintegration support can only be successful if there is a level of re-inclusion across all economic, social and psychosocial dimensions". <p>See <i>facilitator note 3.3.17</i></p>	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Inform participants that dedicated detailed training on AVRR are available and accessible on the IOM E-learning platforms and that all IOM AVRR staff must complete the mandatory IOM e-course on Return and Reintegration of Vulnerable Migrants and on Monitoring and Evaluation (M&E). • Present and explain local integration (in host country) on a PPT slide: explain to whom it applies and in what consists <p>See <i>facilitator note 3.3.18</i></p> <ul style="list-style-type: none"> • Present and explain resettlement to a third country on a PPT slide • Present a summary of available AVRR, Integration and resettlement guidelines/tools on a PPT slide <p>See <i>facilitator note 3.3.19</i></p> <ul style="list-style-type: none"> • Explain that given the focus of this training being on migrant centres, participants wishing to learn more about sustainable solutions may consult existing available resources and dedicated training packages (E-learning platforms) 	<p>Resources:</p> <ul style="list-style-type: none"> IOM AVRR framework IOM Reintegration Handbook AVRR Community Based approaches IOM Resettlement guidelines Toolkit for Counseling Migrants with Health Conditions IOM's Integrated Approach to Reintegration
5 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. The <i>protection and assistance</i> category toolkit constitutes a practical resource for field staff (protection and non-protection) to ensure the provision of applicable context-specific comprehensive protection and assistance services 2. Ensuring safe and dignified provision of protection and assistance services within migrant centres is a shared responsibility 3. The <i>protection and assistance</i> category, as part of the MCT is built on international standards, in line with IOM handbooks and guidelines, which are available and accessible on IOM portal and I-learn platform. Further guidance can be provided also by relevant IOM country focal point, RTSs or relevant national thematic experts. 	

Facilitator Notes

Protection and Assistance services in Migrant Centres

Facilitator Note 3.3.1

After the intro slide, the Facilitator should immediately show the MCT Case-Study/Scenario VIDEO1 to set the tone of this important session. The aim of the video is to “prepare” the ground on which the participants will “build” the provision of protection and assistance services.

It serves to help participants to “dive” into the processes and tools to be utilized in a potential real scenario they will be working on.

Use the suggested questions to prompt a brief discussion between the participants. This will allow them to relate to the case-study/scenario and start reflecting on the operational response.

Case Management

Facilitator Note 3.3.2

This category provides a general overview of the main direct assistance services that may be offered to migrants in migrant centres, including:

- Case management,
- Food and non-food items (NFIs),
- Health and mental health support,
- Education, training and recreational activities,
- Administrative and legal services
- Sustainable solutions.

Each category refers to existing standard (international and/or IOM specific) guidelines they might be already familiar with (see AVM handbook, sector specific guidelines. Sector/topic specific training are also available on IOM I-Learn platform).

Facilitator Note 3.3.3

All assistance provided to migrants vulnerable to violence, exploitation and abuse should follow the principles set out below (IOM Case Management guidelines, forthcoming):

- Right based approach
- Do no harm
- Non-discrimination
- Self-determination and participation
- Individualized assistance
- Accountability
- Continuum of care
- Informed consent
- Barrier free-access
- Confidentiality, privacy and data protection
- Gender sensitivity
- Child centered-assistance

The facilitator should involve the participants to further elaborate each principle to probe their knowledge and/or familiarity about the topic. The facilitator should be prepared to further complement/elaborate each individual principle.

Facilitator Note 3.3.4

Case management is defined as: a person-centred process for providing protection and assistance to individuals with complex needs over the medium to long term. Case management involves the coordination of both formal and informal services with a wide range of stakeholders, including national authorities, NGOs, international organizations, family and community members.

IOM’s protection and assistance services follow a migrant-centered (or client-oriented) approach to case management, ensuring that the interest of each individual is at the center of all interventions. This approach also promotes beneficiaries’ participation and decision-making regarding their access to protection and assistance services.

Case management allows to address beneficiaries’ needs in an appropriate, systematic, and timely manner either through direct assistance or referrals. In order to ensure quality, consistency, and coordination of assistance, case management shall be provided in accordance with standard operating procedures (SOPs) to be established for each centre in line with its components and objectives.

Depending on the migratory context and on the safety and security of both migrants and caseworkers, different delivery models can be put in place or combined to provide the best possible assistance. In the individual care model, individual case management workers are assigned to beneficiaries on a one-to-one basis. This model allows us to build trust between the two subjects but is highly resource-intensive. In the community-based care model, case managers are based in migrant communities, allowing for more direct access to the targeted population and enhanced knowledge of available services among the beneficiaries. Outreach/mobile models foresee that case management workers meet beneficiaries in their place of residence, accommodation, or in other convenient locations, and it is recommended when beneficiaries do not want to or cannot be identified by going to a migrant centre. Caseworkers are usually based in migrant centres facilities, but remote case management via phone or internet is also possible.

Facilitator Note 3.3.5

Case management is not a linear process, but it may be divided into **six interlinked steps:**

- **Identification:** Eligibility criteria to access protection and assistance services shall be clearly defined prior to programme implementation in order to guide the screening process that will lead to beneficiaries’ admission. Registration starts once caseworkers have verified that eligibility criteria are met, and the beneficiary has given informed consent to registration. Registration of beneficiaries accessing migrant centres allows to ensure current individual and future case management, to monitor assistance delivery, to identify gaps and needs and to avoid duplication of services and fraud. Data can be collected both at individual and household level and it usually includes disaggregated demographic information such as names, date of birth, sex, gender, as well as other elements including vulnerabilities, reasons for migrating and experiences of hardship and abuses.
- **Assessment:** Once an individual is identified as eligible for assistance, a comprehensive assessment shall be made to determine their vulnerabilities, needs, capacities and skills. Vulnerability screenings consist in the identification and assessment of situations of vulnerability, including for instance medical and psychological needs, unaccompanied and separated migrant children, victims of trafficking, exploitation, abuse, gender violence or gender discrimination, as well as persons in need of international protection.
- **Case planning:** Individual case plans address the needs identified during the assessment phase by identifying measurable objectives to be reached through direct assistance and/or referrals. Beneficiaries shall play an active role in the elaboration of their plan, working closely with their designated caseworker to ensure that their goals, needs and priorities are addressed. Case plans shall be detailed and define the actions shall be taken, who is responsible for their implementation and within what time framework. The documents shall specify how assistance will be monitored, how feedback from beneficiaries will be incorporated, how the whole case

management process will adhere to data protection principles, how information will be shared with beneficiaries and between case management workers and relevant counterparts. The plans can also include resource allocations and a budget for relevant costs. They are living documents that can be revised if the situation or the context change, and they shall address beneficiaries' needs in the short, medium and long term.

- **Plan implementation:** This step concerns the actions taken to implement the case plan through protection and assistance services, either through direct support by IOM or through referrals to other entities or implementing partners. In this phase, the case management worker has the responsibility to coordinate the provision of services and to monitor it, to record progress, and to make sure that case plan objectives are met.
- **Follow up and review:** Throughout the implementation of the assistance plan, case management workers shall monitor the services accessed by beneficiaries to ensure that the plan meets their needs and that they are receiving appropriate support. Monitoring should be regular, although its frequency depends on the situation of each beneficiary and their specific needs and vulnerability. If a need for adjustments emerges, any change shall be made through regular communication with the beneficiary and information-sharing with all relevant partners, which entails also adherence and respect of IOM Data Protection principles and Information Sharing provisions (e.g., third party data sharing agreement). Monitoring and review can be addressed during case planning meetings – i.e., meetings between the beneficiary and their case management worker; case management meetings – i.e., internal meetings to review open cases and to discuss about progresses and to discuss possible measures to be taken; and case conferences – i.e., meetings among all partners involved in the provision of assistance and services to a given beneficiary.
- **Case closure** is the point at which assistance ends. Case management may terminate for a variety of reasons, as for instance because the support has ended, because beneficiaries no longer meet the criteria for case management support, because they choose to stop receiving assistance, or because they leave the location where assistance was provided or because they have deceased. Before case closure, the beneficiary shall be prepared for the transition and any unmet or new needs identified. In IOM's programming, often cases are not closed but transferred to another IOM office (e.g., from a facility in a sub-office to a main office, or from a program to an IOM office in a country of destination or return). In this case, a clear handover plan shall be shared with the caseworker taking over the file. When transferring a case to a partner (e.g., to the government or to another UN agency), beneficiaries shall give informed consent.

Facilitator Note 3.3.6

Use the schematic example available in AVM handbook, pg 32. Delivery of services at the individual level requires personal, face-to-face contact, but remote case management via phone or internet is also possible. It is therefore typically delivered by: **(a) case managers**, who have specific responsibilities for working with migrants in vulnerable situation to assess their needs and capacities, identify goals, develop an assistance plan, organize delivery of the plan, and monitor and follow up on the effectiveness of the plan in meeting the identified goals; and **(b) service providers**, both public and private, who have a role to play in meeting the protection and assistance needs of migrants in vulnerable situation.

State authorities play a role in upholding individual rights and meeting protection and assistance needs. Such functions can include provision of safety and security services by police officers, documentation assistance provided by consular officials and civil registry officials, and care and guardianship arrangements for vulnerable children provided by State child welfare agencies.

Referral Mechanism Facilitator Note 3.3.7

Beneficiaries assisted in migrant centres usually have complex and multiple needs that require a comprehensive, in-

clusive and multi-dimensional response that unlikely can be provided by a single entity or organisation. Cooperation among different stakeholders such as United Nations (UN) agencies, government entities, non-governmental organisations (NGOs), civil society and the private sector through referral mechanisms is therefore paramount to ensure comprehensive and inclusive assistance and protection.

A referral mechanism is not a one-off document, but rather the process of working together through various steps of the assistance process, although a formalisation of such process is needed through a memorandum of understanding (MoU) and standard operating procedures (SOPs). Although there is no one-size-fits-all approach to develop referral mechanisms, government should take the lead in their development in order to ensure ownership and sustainability.

Facilitator Note 3.3.8

Key steps for establishing referral mechanisms include:

- **Setting up a steering committee (SC):** it provides overall guidance and coordination. If the country already has a national coordination mechanism on migration, the SC can be subset. It shall be multi-sectoral and involve relevant actors involved in the referral mechanism's implementation.
- **Carry out an assessment:** mapping of available services (also specialized services) for migrants in vulnerable situations (i.e., who, what, where)
- **Formalize the Cooperation:** MoUs, SOPs, referral pathways.

Food, Nutrition, NFIs Facilitator Note 3.3.9

Food assistance shall be preceded by a needs assessment to define the size of rations, frequency of distribution, type of food and distribution modalities, as well as special needs of specific groups. Food must be available in sufficient quantities and be culturally and religiously appropriate, so depending on the profile of beneficiaries' diverse food selections may be necessary. Beneficiaries shall be consulted in order to define preferred food lists and specific food requirements considered (e.g., formula milk for nursing children) > quality/quantity; accessible; easy and safe access, culturally appropriate.

Facilitator Note 3.3.10

Distribution modalities: Depending on the context and on the specific needs of the beneficiaries, modalities other than in-kind distribution can be chosen for food and NFIs distribution, such as cash transfer for the purchase of food and goods or distribution of vouchers. The choice of the transfer modalities should be based on a thorough analysis of the context and the impact of the different options. Cash and voucher systems empower beneficiaries, reduce operational costs related to purchase and distribution and benefit the local economy. However, close monitoring shall be conducted by centres staff to assess how money is spent and how this impacts beneficiaries' needs. Furthermore, these systems entail a higher risks of aid diversion.

Health and Medical Services Facilitator Note 3.3.11

Migrant centres usually provide preventive and basic curative health assistance to beneficiaries, who are then referred to local hospitals or health clinics if required by their medical conditions.

When medical assistance is among the services provided by migrant centre, the **presence of medical personnel** (medical doctor and/or nurses) shall be ensured full time. A room to be used as infirmary shall be foreseen, as well as a dedicated observation space for sick migrants in order to enable close monitoring and ensure isolation in case of infectious diseases. The **spaces dedicated to medical assistance** should be designed to provide privacy. Reception desks, waiting, and arranged to preclude the possibility of others overhearing conversation between beneficiaries and healthcare practitioners. All records related to beneficiaries' healthcare are confidential. As such, they shall be stored securely and shall not be shared without prior consent. Upon request, complete medical records should be handed over to beneficiaries. For further guidance on data protection, details will be explained in following dedicated sessions within the course of this training.

MHPSS Services
Facilitator Note 3.3.12

MHPSS Pyramid (IASC)

The Inter-Agency Standing Committee (IASC) Guidelines on MHPSS in Emergency Settings (IASC, 2007) structure MHPSS activities in a pyramid, which has become extremely popular in MHPSS interventions in emergencies around the globe. The pyramid calls for a layered system of complementary supports that meet the needs of different groups (see Figure 5 in [IOM Manual on Community - Based Mental Health and Psychosocial Support in Emergencies and Displacement](#)). These include basic services and security, community and family support, focused services and specialized services. These layers are not hierarchical and should ideally be implemented concurrently.

The first layer of the pyramid refers to the protection of the well-being of all people through ensuring psychosocial and/or social considerations in the (re)establishment of basic services and security are taken. Security, adequate governance, and services that address basic needs, such as “food, shelter, water, basic health care and control of communicable diseases”, should be provided in “participatory, safe and socially appropriate ways that protect local people’s dignity, strengthen local social supports and mobilise community networks.” MHPSS responses in this level could include advocating for these services to be “put in place with responsible actors; documenting their impact on mental health and psychosocial well-being; and influencing humanitarian actors to deliver them in a way that promotes mental health and psychosocial well-being” (IASC, 2007).

The second layer refers to “community and family supports”, and draws attention to the importance of the role community plays in enabling the maintenance and improvement of the affected persons’ mental health, specifying activities such as “family tracing and reunification, assisted mourning and communal healing ceremonies, mass communication on constructive coping methods, supportive parenting programmes, formal and non-formal educational activities, livelihood activities and the activation of social networks, such as through women’s groups and youth” (IASC, 2007). More specifically, the Guidelines recommend the facilitation of “conditions for community mobilization, ownership and control of emergency response in all sectors... community self-help and social support... conditions for appropriate communal cultural, spiritual and religious healing practices”

The third layer, focused supports, refers to support provided to people who “require more focused individual, family or group interventions by trained and supervised workers” (IASC, 2007).

The fourth layer, specialized services, refers to services provided to people who experience significant difficulties in basic daily functioning due to intolerable suffering, and to those who have severe mental disorders (IASC, 2007). Assistance should include psychological or psychiatric supports, “referrals to specialised services if they exist, or the initiation of longer-term training and supervision of primary/ general health care providers” (IASC, 2007).

Facilitator Note 3.3.13

The provision of mental health and psychosocial support (MHPSS) in the framework of migrant centres plays an important role in migrant protection and assistance, strongly contributing to the sustainability of other centres interventions.

Consider the broad nuances of migratory experience > there is no single way or model to provide mental health and psychosocial support in migrant centres.

However, there are key considerations that should be taken into consideration, in line with Protection & Humanitarian principles (meaningful access, safety and dignity in particular):

- Centre personnel (regardless of their specific roles) shall receive basic training on how to avoid emotional harm to beneficiaries and on how to recognise physical, emotional, behavioural and cognitive signs of distress.
- MHPSS services may be provided directly in the facility by specialised personnel
- MHPSS services may be provided by external specialized service providers (INGOs, local NGOs, and specialized facilities)
- A clear system shall be put in place for **the referral of beneficiaries with severe mental health disorders to specialised mental health services**

Facilitator Note 3.3.14

The facilitator should be familiar with the measures suggested and prepared to elaborate concepts. The facilitator can also consider asking participants if there is any MHPSS specialized staff among them that could provide peers with further elaboration and description of the measures listed in the slide and possibly provide some best practices examples.

- **Mainstreaming MHPSS considerations when providing assistance:** the emotional and cultural impact that services may have on individuals, family dynamics, gender relations and traditional household roles shall always be considered in the design of migrant protection and assistance service in order to not disorient or harm beneficiaries. Centre staff shall receive guidance on how to mainstream MHPSS and on “do no harm” rules.
- **Psychological first aid (PFA)** is a set of simple techniques that can be used both by MHPSS professionals and non-professionals to communicate with people in distress, prioritise their needs and refer them to appropriate services. PFA covers both social and psychological support and it gives a framework for supporting people in ways that respect their dignity, culture and abilities.
- **Facilitated group discussions on psychosocial needs:** A peer support group is a space where people come together to share their difficult experiences to give and receive support from each other. Peer support groups create a space for dialogue and conversation that facilitates the expression of emotions and feelings, including fears, concerns, hopes, and fosters mutual support. Peer support groups may be the ground to facilitate psychosocial group discussions dedicated to different themes (e.g., the expectations before the departure, the challenges of the journeys, the emotions, feelings related to return). Such activities shall be organized in close coordination with beneficiaries and facilitated by a professional with an educational background in counselling, psychology or social sciences with a deep understanding of beneficiaries’ difficulties, needs, resources and cultural background. These groups also represent an opportunity to interact with returning migrants and allow them to detect cases in need of more focused psychological care.
- **Psycho-education group sessions** are organized by a facilitator with an educational background in counselling, psychology or social sciences to help beneficiaries to understand the psychological reactions that arise from the stressors they are confronted to. The aim of these sessions is to reassure beneficiaries of the nor-

mality of these reactions and to provide a simple way to cope with distress and negative feelings. Psycho-education group sessions should use everyday language and avoid using clinical terms.

- **Individual counselling** is a low-intensity psychological intervention for beneficiaries impaired by distress which must be delivered exclusively by specialized mental health practitioners. It aims at restoring positive coping mechanisms, strengthening resilience and restoring a sense of wellbeing. When the time beneficiaries are spending at migrant centres facilities does not allow to carry out multiple sessions and follow up, no psychotherapeutic treatment shall be started as this may inadvertently harm the beneficiary. For people on the move, therapeutic techniques shall therefore be adapted to one-time counselling sessions.
- **Group recreational activities** do not have a direct therapeutic objective, but they can contribute to beneficiaries' psychological well-being and social connectedness.

Education, Training, Recreational Activities
Facilitator Note 3.3.15

The facilitator should be prepared to elaborate on the important key consideration that will guide design and planning of education, training and recreational activities, which are equally applicable to other services as mentioned in previous sessions, in migrant centres:

- Consider age/gender/disabilities factors to ensure appropriateness and inclusivity
- Identify possibly physical and non-physical barriers that may prevent beneficiaries from accessing services and activities
- Ensure beneficiaries' active role in planning and designing activities
- Engage and interact with beneficiaries, build active communication to ensure their views, thoughts, suggestions are taken into serious consideration in the design and implementation of activities
- Identify skilled individuals among beneficiaries that may be willing to take on roles of facilitators/trainers/volunteers to conduct activities (e.g., sports club, childcare, literacy, numeracy) together with the supervision or guidance of IOM personnel
- Equal and active involvement of host community is key and can positively impact on social cohesion and integration.

Sustainable Solutions
Facilitator Note 3.3.16

Depending on the context and on the specificities of each case, different types of durable solutions can be sought for migrants assisted under protection and assistance programs, such as Assisted Voluntary Return and Reintegration (AVRR), sustainable local integration in the transit or host country and sustainable settlement elsewhere. Beneficiaries should be involved in the decision to pursue their preferred option and receive all available information on the opportunities and limitations of each one.

Facilitator Note 3.3.17
AVRR program

AVRR programs, as part of the overall Return, Readmission and Reintegration framework (RRR) provide administrative, logistical and financial support to migrants unable or unwilling to remain in a country of transit or destination who wish to return to their country of origin. Beneficiaries may include stranded migrants in host or transit countries, migrants in irregular and/or regular situations, and asylum seekers who decide not to pursue their claims or who are found not to be in need of international protection. AVRR assistance can also be provided to migrants in vulnerable situations, such as victims of trafficking, unaccompanied and separated children, or migrants with health-related needs.

In the context of transit migration, AVRR has proven to be an effective tool to assist migrants in distress, or who lack the means to continue their journey, be them in a regular or in an irregular situation. Voluntary return and reintegration must be addressed in a holistic way in order to respond to the needs of both the individuals and the communities. In IOM's view, **it shall adhere to six key principles:**

- **Voluntariness:** beneficiaries shall have access to of timely, unbiased and reliable information to make an informed decision and take ownership of the return process;
- **Migrant-centred response:** the support to each beneficiary shall be tailored to their needs in an age, gender and diversity sensitive manner. A flexible approach is required to provide individual reintegration and return assistance adapted to the returnee's needs, problems and preferences, as well as to the different return contexts.
- **Safety** considerations may lead to the limitation or the suspension of returns to certain locations because of security or operational challenges. Ensuring that migrants reach their countries of origin in a safe and dignified manner implies several administrative and logistic arrangements, including travel assistance and assistance upon arrival;
- **Sustainability of reintegration:** at the core of the AVRR approach, reintegration can be considered sustainable only when beneficiaries have reached levels of economic self-sufficiency, social stability and psychological wellbeing. Achieving sustainability therefore requires the adoption of an integrated approach that addresses the needs of individual returnees as well as the communities while responding to the structural factors at play in the country of return.
- **Confidentiality:** strict safeguards to preserve confidentiality or personal data and privacy of individuals shall be in place
- **Dialogue and partnership:** sustainable return and reintegration is beyond the scope of one actor's engagement. Cooperation among a variety of actors is required to build synergies among different interventions in the areas of humanitarian assistance, community stabilization, migration management and development cooperation in order to enhance the range and quality of return assistance, avoid duplications and ensure sustainability of reintegration.
- **Evidence-based programming:** systematic data collection, feedback mechanisms and monitoring and evaluation shall be in place to assess the impact of AVRR intervention.

Facilitator Notes 3.3.18
Local integration

In host countries, integration support programmes could be organized in the framework of protection and assistance programming for various categories of newcomers, including migrant workers, migrant's families and resettled refugees. Such programmes may include concrete training and employment opportunities, language courses, social cohesion activities, and the establishment of partnerships with the private sector. Furthermore, beneficiaries who have the option to remain in their current location may require help to regularise their immigration status and other administrative issues such as identity documents, banking procedures, professional, educational and language certificates, among others. In this case, legal aid and representation to carry out relevant procedures shall be offered.

Facilitator Notes 3.3.19
Resettlement to a 3rd Country

Sustainable solutions in a third country entail securing permission for **temporary or permanent** immigration from a State other than the one where the beneficiary is present. Possible options include relocation or resettlement to a third country, international family reunification or family sponsorship, temporary or permanent work permits, student or study visas, temporary or permanent protection visas or residency, and humanitarian or compassionate immigration admissions. Also, in this case, beneficiaries may need support required to submit applications and compile supporting documentation, as well as pre-departure and post-arrival assistance.

SESSION 3

THE MIGRANT CENTRES TOOLKIT

SECTION 3.4: MANAGEMENT OF MIGRANT CENTRES

Session Overview

Session aim: This session introduces participants to the third category of the Migrant Centres Toolkit: the “*management of migrant physical centres*”. It presents possible centres typologies and management models, as well as resources to facilitate the effective set-up and running of the centres in line with assistance and protection standards and best practices. Guidance on beneficiaries’ participation and accountability, information sharing, and community relations is also provided in this section.

This and the following sessions of this course are built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 235 minutes

Session type: presentation / plenary discussion / interactive exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Provide participants with a detailed understanding of migrant centres (MCs) operational implementation • Provide participants with an overview of typologies of facilities and management models applicable in different context • Provide participants with an understanding of how to consult resources and apply tools to facilitate effective set-up, running and phasing out of the centres • Provide participants with guidance on beneficiary’s participation and accountability, information sharing and community relations standards and practices
<p>Learning Outcomes</p>	<p>After this session participants will be able to:</p> <ol style="list-style-type: none"> 1. Confidently orient themselves in the operational implementation of migrant centres 2. Familiarize with typologies of facilities 3. Confidently navigate among applicable management models and migrant centre’s life cycle 4. Ensure adherence to minimum standards 5. Promote accessible, inclusive, and protective environment in migrant centre facilities

Key Messages	<ol style="list-style-type: none"> 1. Types of facilities and management models vary according to specific context-dynamics 2. Coordination with relevant stakeholders/external service providers is essential for effective and comprehensive management of MC facilities 3. Mainstreaming age, gender and diversity is essential to ensure meaningful access to comprehensive migrant's assistance services 4. Ensuring beneficiaries' active participation in the management of MC facilities is essential 5. Good relations with host community are important, whenever possible, integrated mechanisms that include services for the host community are preferable.
Preparation	<p>Projector and audio-video systems</p> <p>Flip chart papers and markers</p>
Resources	<ul style="list-style-type: none"> • PPT slides with videos • Resource S3.4 Best Practices • Resource S3.4_Group Exercise_Types of Facilities Cards • Video: Sphere Minimum Standards Intro • Resource S3.4 MRRC Sudan flow chart sample • Guidance tools and samples listed in the resources column

Session 3.4 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide. After this session, participants will be able to: <ol style="list-style-type: none"> 1. Confidently orient themselves in the operational implementation of migrant centres 2. Familiarize with typologies of facilities 3. Confidently navigate among applicable management models and migrant centre's life cycle 4. Ensure adherence to minimum standards 5. Promote accessible, inclusive, and protective environment in migrant centre facilities 	
5 mins	Management of Migrant Centres category - Structure	
	<ul style="list-style-type: none"> • Present the structure of the <i>management of migrant centres category</i> on a PPT slide: it comprises the following <ul style="list-style-type: none"> • Types of facilities • Management models • Migrant centre's life cycle • Standards of assistance and minimum requirements • Inclusivity and age, gender and diversity (AGD) mainstreaming • Safety, security and incident management • Beneficiaries' participation and accountability • Explain that each sub-category will be thoroughly explored during this session 	
40 mins	Types of Facilities - Management of Migrant Centres	
	<ul style="list-style-type: none"> • Introduce the <i>types of facilities</i> category by highlighting the following key points on a PPT: <ul style="list-style-type: none"> • Provision of physical facilities: core of migrant protection and assistance services • Upon request of member states and/or governments • Neutral spaces • To provide protection and assistance services in countries of origin, transit, destination • Degrees of engagement depends on the specific context <p><i>See facilitator note 3.4.1</i></p>	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Explain that migrant centres have been categorized in six different typologies based on their structure, scope, and services (list them on a PPT slide): <ul style="list-style-type: none"> • Multifunctional facilities • Facilities providing shelter/accommodation • Government –run facilities • Information resource facilities • Hotels, guesthouse, private accommodation • Other types of facilities <p>See <i>facilitator note 3.4.2</i></p> <ul style="list-style-type: none"> • Explain that, for a matter of relevance to the context, we will place particular attention on multi-functional, shelter/accommodation, and facilities run by IOM or IPs/other entity types. • Present and explain the minimum set of services provided in multifunctional facilities on a PPT slide: <ul style="list-style-type: none"> • Identification, registration, screening • Information and awareness sessions + basic counselling and orientation • Psychological first aid (PFA) and MHPSS services • Referral to external services • Shelter/accommodation • Food & NFIs • Health care services • Administrative and legal aid • Restoration family links and family tracing • Training, education, recreational activities • AVRR and other sustainable solutions <p>Remind participants that the above services were outlined in the previous session.</p> <ul style="list-style-type: none"> • OPTIONAL (if time allows it): present and explain a multi-functional facility flow chart sample. Explain that the chart is a sample taken from the Sudan's operations, which highlights the different steps of the overall service provision with the multi-functional facility in Karthoum. • Note: this is meant to simply provide an example of how a multifunctional facility may look like, structural and operational management of facilities can differ according to contexts. • Present and explain key characteristics of facilities providing shelter/accommodation on a PPT slide: <ul style="list-style-type: none"> • Nature and shape of the facility depends on: migratory context, security, location, population size • Type of facilities: collective shelters, transit centres, reception centres • Shelter/accommodation is highly needed but also very challenging aspect 	<p>Resources: IOM & UNHCR Collective Shelter Guidelines Running an Effective Migrant Resource Centre</p> <p>Resources: Running an effective Migrant Resource Centre</p> <p>S3.4 MRRC Sudan flow chart sample</p> <p>S3.4 Best Practice – Transit Centre</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Design, planning of physical structure must adhere international standards (e.g., Sphere) • Ensuring qualitative services and structures > budget & resources implications <p>See <i>facilitator note 3.4.3</i></p> <ul style="list-style-type: none"> • Present a best practice from the field on a PPT slide: <p><i>Located in the city of Agadez, IOM largest transit centre in Niger has a capacity of 1,000 people. The facility offers dedicated spaces for women and girls, families and migrants with medical needs, along as communal areas for recreational and training activities. All migrants hosted in the centre also benefit from hygiene kits, food assistance, medical care, psychosocial and recreational activities, education and training, consular assistance and assisted voluntary return and reintegration (AVRR).</i></p> <ul style="list-style-type: none"> • Present and explain key characteristic of government-run facilities on a PPT slide: <ul style="list-style-type: none"> • Local authorities/government full responsibility and ownership • Requires excellent collaboration between IOM and local authorities or IPs and local authorities • IOM/IP's role: support and/or complementary services • Requires clear division of roles and responsibilities • Present a government-run facilities best practice on a PPT slide: <p><i>In Bulgaria, the Government requested IOM support to establish Safety Zones for unaccompanied asylum-seeking children in the State Agency for Refugees' (SAR) Registration and Reception Center (RRC) located in Sofia. IOM Bulgaria renovated three floors, including rooms, corridors, and common toilets and showers and IOM personnel support state social workers in the provision of protection and assistance.</i></p> <ul style="list-style-type: none"> • Present and explain key characteristics of information/resource facilities on a PPT slide: <ul style="list-style-type: none"> • To provide info, advise, outreach teams • Neutral space • In country of origin, transit, destination • Individual counselling, hotlines, awareness sessions, mobile outreach teams • Ask participants to brainstorm and share in plenary examples of information resource facilities in their context. Explain that different terms may be used to define such facilities. 	<p>Resources:</p> <p>S3.4 Best Practice – Government Run Facility</p> <p>IOM Handbook for VoT</p> <p>UN Guidelines for UASC Alternative Care</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Present and explain key characteristics of hotel, guesthouse, private accommodation facilities on a PPT slide: <ul style="list-style-type: none"> • Run by IOM, IPs, and/or other entities • Family size, gender, shared rooms in apartments • Attention to age, gender, medical conditions • Attention to specific vulnerabilities (people with diverse SOGIESC, mental conditions, VoTs) • Alternative to overcrowded facilities • Urgency of alternative facilities for immediate and/or short term stay • Explain that this type of solution may entail some challenges: supervision, costs, logistic implications <p>See facilitator note 3.4.4</p> <ul style="list-style-type: none"> • Briefly present and explain key characteristics of other type of facilities on a PPT slide: <ul style="list-style-type: none"> • Protection and assistance services embedded in pre-existing facilities within the host-community • Integrated approach • Specific facilities to host VoTs, UASC, PWD • Foster families and/or alternatives to institutional care <p>Group Exercise – Types of Facilities: Divide the participants into groups and provide each group with the S3.4_Group Exercise _Types of Facilities Cards. Each group should match the type of facility with its definition. They have 5 minutes to complete the exercise. The group that completes the exercise first wins the competition.</p>	<p>Resource: S3.4_Group Exercise_Types of Facilities Cards</p>

TIME	ACTIVITY	RESOURCES
20 mins	<p>Management Models - Management of Migrant Centres</p> <ul style="list-style-type: none"> • Introduce the management models category by stating that: <ul style="list-style-type: none"> • Migrant centres should be established upon request of hosting governments, or other organizations • pursuant to national migration management strategy • part of existing government systems and processes • leadership role of the state • support role provided by IOM and/or other entities • Invite participants to analyse current context. Elicit feedback by asking the following questions: <ul style="list-style-type: none"> • How was [insert centre] established? Was it the result of a government's request? • Is it part of a national migration management strategy? • What is the role of the state? • Present and explain the 4 models of MC management on a PPT slide: <ul style="list-style-type: none"> • IOM-managed structures • Centres managed through IPs • Government managed centres • Co-managed centres • Present and explain key characteristics of the IOM-managed structures model on a PPT slide: <ul style="list-style-type: none"> • Set up by IOM • Includes exit strategy (transfer to government): capacity building • Fast set up/ full compliance with standards • It does not completely respect the principle of ownership > possible challenges related to transfer to government phase • High budgetary implications • Present and explain key characteristics of the centres managed through IPs on a PPT slide: <ul style="list-style-type: none"> • Fully or partially run by IPs • Justified by context: security and programmatic needs • Time consuming administrative process: assessment of IPs, procurement procedures, MoU/service agreement • Lower budgetary implications (operational costs) • Potential involvement of authorities • Present and explain key characteristics of the government-managed facilities on a PPT slide: <ul style="list-style-type: none"> • (often) embedded in governmental structure • IOM's role 1: provide complementary services • IOM's role 2: provide technical and financial assistance to governmental agency running the facility • IOM's limited control over M&E, budget, resources • Full reliance on government capacities: low/medium/high and respective implications 	

TIME	ACTIVITY	RESOURCES
30 mins	<ul style="list-style-type: none"> • Present and explain key characteristics of co-managed facilities on a PPT slide: <ul style="list-style-type: none"> • IOM-government /IOM-CSO/government-CSO joint management • Requires clear division and definition of roles and responsibilities • Requires co-operation agreement • Long-term sustainability (if well implemented) • Ensure a good level of government's ownership • Facilitates management transferor handover <p>See facilitator note 3.4.5</p> <ul style="list-style-type: none"> • Present (a) best practice(s) on a PPT slide: <i>In Guinea Conakry, Migrant Resource and Response Centres (MRRCs) are run jointly by IOM and government authorities. Management committees have been established to operationalise this joint leadership and meet on a monthly basis. Budgetary allocations for the MRRCs have been included in the 2020 National Budget by the Ministry of Social Affairs.</i> <p>And/or</p> <p><i>In Mali: MRRCs are run jointly by IOM and government authorities for migrants of Malian origins returning to their country. This collaboration has been formalized through the signing of MoUs, established SOPs and a cost sharing system.</i></p> <p>The Migrant Centre's Life Cycle – Management of Migrant Centres</p>	<p>Resource: S3.4_Best Practice Management Model</p>
	<ul style="list-style-type: none"> • Introduce the migrant centre's life cycle by explaining that: Migrant centres' location, design, and duration are context-specific, and the way these elements significantly impact the provision of protection and assistance to beneficiaries throughout program implementation. • Present and explain on a PPT slide: migrant centres' life cycle can be divided into three interconnected phases that follow each other within an overlapping period: <ul style="list-style-type: none"> • Phase 1: set-up • Phase 2: centre's management • Phase 3: phasing out • Explain the participants that you will now guide them through each phase • Present and explain the different considerations and steps of the set-up phase on a PPT slide <ul style="list-style-type: none"> • Good and effective planning and design is a necessary pre-condition to meet beneficiaries' needs at all stages of assistance • Good understanding of existing services/service providers in the context (mapping) • Identify satisfactory site and satisfactory structure • Consider scope of facility, size, safety and security, access, surrounding community, proximity to local communities and security forces 	<p>Resources:</p> <p>IOM NRC UNHCR Camp Management Toolkit</p> <p>Running an Effective Migrant Resource Centre</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Set-up options: <ul style="list-style-type: none"> • State authority assigns existing facility: should meet considerations mentioned above • Rent facility from private owner • Build a new structure (high budget and time implications) <p>See facilitator Note 3.4.6</p> <ul style="list-style-type: none"> • Introduce the centre's management phase by asking participant what, according to their experience and understanding, centre's management may include. Write their suggestions on a flip chart paper Once they have provided suggestions, guide them in identifying the macro-categories in which each activity might fit into • Present and explain key macro-categories of centre's management on a PPT slide: <ul style="list-style-type: none"> • Managing human resources and personnel • Maintenance and cleaning • Organize reception and orientation services • Coordinating provision of services (see previous session) • Safety and security management • Promoting beneficiaries' participation • Community relations • Ask participants to provide additional examples for each category (e.g., human resources management entails: selection of qualified staff, organigram, training and capacity building, staff care initiatives). • Remind participants and emphasize the importance of mainstreaming the 4 key protection mainstreaming principles seen in the 1st part of this training: meaningful access, safety, dignity and do no harm, accountability, participation and empowerment. <p>OPTIONAL: ask participants to provide few examples of how they would mainstream these principles within the centre's management categories. See facilitator Note 3.4.7</p> <ul style="list-style-type: none"> • Present and explain key considerations of the phasing out phase on a PPT slide: <ul style="list-style-type: none"> • Planning phase out or exit strategy (handover or closure of the centre) in the set-up phase • Requires coordination with relevant IPs and service providers • Requires time • Capacity building (for the receiving authority) • Plan overlap phase for smooth transition • If not well planned, can negatively impact beneficiaries 	<p>Flip Chart Paper and Markers</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> Explain that: planning and coordination for the phase-out is an integral part of the set-up process, and handover plans shall be in place with national authorities and other relevant stakeholders from an early stage. The way how phasing out is handled will have a significant impact on the future of its beneficiaries. If not well planned, phasing out is a challenging phase as it occurs at a time when both staff and beneficiaries are anxious about the future and when budget and resources are usually low. If announced abruptly, the downturn in energy and focus may negatively impact the provision of protection and assistance in the final phase. <p>See <i>facilitator Note 3.4.8</i></p> <p>Note: IMPORTANT! If different partners provide services and assistance through the facility, close coordination among the partners is needed to ensure harmonised communication and prevent contradictory messages</p>	
20 mins	Standards of Assistance and Minimum Requirements – Management of Migrant Centres	
	<ul style="list-style-type: none"> Explain that (present on PTT slide): <i>Sphere standards derive from the principle of the right to life with dignity and concern four key sectors: a) water supply, sanitation and hygiene promotion; b) food security and nutrition; c) shelter and settlement and d) health.</i> Explain and present minimum Sphere requirements (examples) to comply with in migrant centres on a PPT slide: <ul style="list-style-type: none"> 1 toilet to 20 people, located at least 30 meters from water sources. The bottom of the pits shall be at least 1.5m above the groundwater table; 1 shower to 20 people (interpretation of Sphere as there is no specific ratio for bathing facilities); 20 litres of water available per person per day; Total area of minimum of 30 sq. meters per person (“Where communal services can be provided by existing or additional facilities outside of the planned area of the settlement, the minimum usable surface area should be 30m² for each person.”); Living area of minimum of 3.5 sq. meters per person (“A covered floor area more than 3.5m² per person will often be required to meet these considerations.”) Emphasize : that participants are encouraged to consult Sphere Minimum standards available here: Sphere Minimum Standards (Dedicated PPT slide) As well as Camp Coordination and Camp Management Toolkit, (consult CCCM Cluster and CCCM Toolkit) 	<p>Sphere Minimum standards (MCT electronic page)</p> <p>Sphere Minimum Standards</p> <p>IOM NRC UNHCR Camp Management and Camp Coordination Toolkit</p> <p>Video: Sphere Minimum Standards Intro</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> Present : key considerations of a potential structural layout on a PPT slide: <ul style="list-style-type: none"> Perimeter Communal areas Sleeping areas Spaces for counselling/MHPSS Child friendly spaces Areas for beneficiaries in vulnerable situations Sanitation Storage Personnel office Lighting and electricity Explain: that in cases where the minimum requirements exceed the living conditions of the host community, measures shall be taken to reduce potential tension, for example by extending services to the local community. In some situations, national authorities may establish minimum requirements that are higher than the Sphere standards and shall therefore be considered. OPTIONAL: (the video can replace the explanation above, as such the facilitator may choose the preferred modality): Play the video introducing the Spere Standards (accessible here: Sphere Mnum Standards Intro) 	
15 mins	Inclusivity, Age, Gender & Diversity Mainstreaming - Management of Migrant Centres	
	<ul style="list-style-type: none"> To introduce this category, remind participants about the principles of meaningful access, safety/dignity and do no harm among others. This will serve to further elaborate the inclusivity and AGD mainstreaming Explain that <i>diversity</i> must be considered, and IOM and/or other entity must ensure to address and remove barriers that may prevent inclusivity: <ul style="list-style-type: none"> Physical man-made barriers Physical and mental disabilities (i.e., visual and hearing impairment; illiteracy) Barriers related to gender identity and non-binary identities Age and gender considerations: <ul style="list-style-type: none"> Child-friendly spaces Age-appropriate activities Separate facilities Adequate services. Explain that the importance of this topic requires dedicated in-depth learning and analysis. Participants can access resources listed in the Trainee Booklet, e-learning platform, consult relevant specialists/thematic experts and country focal points. 	<p>Resources: IFRC Disability-Inclusive Shelter Guidance</p> <p>IASC Minimum Standards for Child Protection</p> <p>IASC Gender Handbook</p>

TIME	ACTIVITY	RESOURCES
30 mins	<p>Safety, Security and Incident Management – Management of Migrant Centres</p> <ul style="list-style-type: none"> • Present safety, security and incident management category on a PPT slide: Safety and security: for whom? • Ask participants to brainstorm and provide their inputs. • Ask participants: How would you ensure safety and security in migrant centres? • Present a list of minimum safety and security measures to be taken into consideration on a PPT slide. <ul style="list-style-type: none"> • Consultation of relevant security officers • Presence of security guards in the premises • Physical security of the premises: separate entrances, exit doors, fire extinguishers, meeting points • Standard of conducts and PSEA policies for personnel • Contingency plans and standard operating procedures (SOPs) • Inspections of beneficiaries' belongings • Establish facilities rules: e.g., no smoking • Regular training on PFA and first aid assistance • Conflict management training • Incident management: in the event of a security incident: <ul style="list-style-type: none"> • Alert guard service • Inform higher management • Activate contingency plans and SOPs • Use of force: only in certain circumstances (self-defence) • Apply PFA principles (look, listen, link) • Provide: participants with a scenario: <p><i>Scenario: you are part of IOM MC personnel and, while distributing food rations to 100 migrants hosted in an IOM MC facility, suddenly tensions arise due to shortage of food supplies. Migrants are upset, distressed and begin to physically and verbally attack each other.</i></p> <ul style="list-style-type: none"> • Ask: <ul style="list-style-type: none"> • How would you handle the situation? • Discuss within your group what steps should be taken to manage the situation, then choose one group to share their inputs and ask participants to comment/provide additional contributions 	<p>Flip chart paper and markers</p> <p>Camp Coordination and Camp Management Toolkit</p> <p>Resource: S3.4_Red Module Group Exercise Conflict/Incident Management</p>

TIME	ACTIVITY	RESOURCES
20 mins	<p>Beneficiaries' Participation & Accountability – Management of Migrant Centres</p> <ul style="list-style-type: none"> • Introduce this category by explaining that: The inclusion of beneficiaries in the management of the facilities is key to identify priority needs and take them into account in program implementation, thus contributing to improve the quality and effectiveness of assistance • Remind participants about the <i>participation ladder</i> seen in session 1. • Ask participants to suggest what concrete ways they would consider ensuring beneficiaries' participation in migrant centre's management • Present a best practice for beneficiaries' participation and accountability on a PPT slide: <p><i>In IOM Niger transit centres, a migrant of each nationality hosted in the facilities is appointed by their compatriots to represent them. The representatives meet regularly with the centre's management staff and play an active role in coordinating food distribution, participation to social activities, as well in mediation and conflict management. IOM staff does not intervene in the selection of the representatives, but ensures that each group feels represented</i></p>	<p>WFP Participatory Techniques and Tools</p> <p>Resource: S3.4 Best Practice Participation Ac- countability</p>
30 min	<p>Community Relations, Host Fatigue – Management of Migrant Centres</p> <ul style="list-style-type: none"> • Present: key considerations of this category on a PPT slide: <ul style="list-style-type: none"> • Community engagement is a key component of migrant centres programming • Relations between the host community and centre's beneficiaries are heavily influenced by the specificities of each context (economic, cultural, political, environmental) • Frictions may arise due to competition for services and resources, as well fears related to culture, religion, lifestyle and language • Present: concrete ways to mitigate host fatigue and foster community relations: <ul style="list-style-type: none"> • Good knowledge of the context in design-planning phase • Establish and maintain good relations • Community engagement • Integrated approach (services for host community) • Social cohesion activities. 	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Ask participants if they have any additional suggestion, observation, which may be relevant to the specific context where the training is conducted. • Remind that MCs staff should be trained on basic communication skills, conflict management, how to deal with angry people. 	
10 mins	Environmental Protection – Management of Migrant Centres	
	<ul style="list-style-type: none"> • Present key considerations of this category on a PPT slide: <ul style="list-style-type: none"> • Foresee, prevent, address migrant centres facilities' negative environmental impact (Environmental protection mainstreaming) • Environmental issues may trigger tensions between the host population and MCs' beneficiaries. • Water shall be safe for drinking, cooking and personal hygiene. Water sources shall be distanced from latrines, clothes washing and bathing areas and waste disposal site • Present: possible ways to mainstream environmental protection in the context of migrant centres facilities (<u>See also facilitator note 3.4.7</u>): <ul style="list-style-type: none"> • Environmental protection mainstreaming • Migrant centre's beneficiaries shall play an active role in environmental management, and environmental awareness promoted through clear messages and guidance. • Waste management • Adopt environmental-friendly technologies (e.g., solar panels) • Encourage: participants to share any additional input/suggestion they may have 	
10 min	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. Types of facilities and management models vary according to specific context-dynamics 2. Coordination with relevant stakeholders/external service providers is essential for effective and comprehensive management of MCs facilities 3. Mainstreaming age, gender and diversity is essential to ensure meaningful access to comprehensive migrant's assistance services 4. Ensuring beneficiaries' active participation in the management of MCs facilities is essential 5. Good relations with host community are important, whenever possible, integrated mechanisms that include services for the host community are preferable. 	

Facilitator Notes

Management of Migrant Centres

Types of Facilities Facilitator Note 3.4.1

The provision of services in physical facilities other than IOM offices **is a core characteristic** within the framework of IOM's technical assistance to its member states and upon their request. Migrant centres **are intended as neutral spaces** that provide migrants with protection and assistance services at all stages of the migration process, in countries of origin, transit and destination. The setting and services provided by IOM in migrant centres greatly vary depending on the specificities of each context, with different degrees of engagement. This entry presents different types of facilities that may be set-up and it offers a series of resources that can help users to define the best format to be established in their context.

Facilitator Note 3.4.2

Migrant centres have been categorized in **six different typologies** based on their structure, scope, and services:

- **Multifunctional facilities:** intended as collaborative spaces where different services are provided in a single place to respond to beneficiaries' urgent and immediate needs and to offer longer-term support;
- **Facilities providing shelter/accommodation** to migrants in need of protection and assistance;
- **Government-run facilities** in case protection and assistance services are embedded in pre-existing institutional government-run facilities providing assistance and services to migrants and other persons of concern in line with IOM mandate;
- **Information/resource facilities** offering access to independent and impartial information on migration and implementing outreach services;
- **Hotels, guest houses and private accommodation,** when protection and assistance services is provided in such structures rather than in dedicated medium or large-scale facilities;
- **Other types of facilities** including those providing assistance to both migrants and host communities or to particular categories of beneficiaries such as victims of trafficking or unaccompanied and separated children.

Shelter and Accommodation Facilitator Note 3.4.3

Offering accommodation fills in important gaps in migrant protection and assistance. Nevertheless, the provision of shelter solutions is one of the most challenging aspects of protection and assistance programs implementation, ranging from the achievement of minimum standards to ensure the quality of life of residents to maintenance and budgetary implications. IOM estimates indicate that if the number of beneficiaries to be hosted is equal to or greater than 3,000 people per year, offering shelter in Migrant Centres is more cost-effective than outsourcing accommodation.

Key considerations:

- The **selection and design of buildings** must ensure safe, dignified, qualitative stay of residents.
- Ensure the respect of minimum standards and facilitate the provision of services. The **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere standards)** indicate that all facilities providing accommodation shall have:
 - 1 toilet (and shower) for 20 people, separated by gender.
 - The minimum living space per person is 3.5 sq. meters, and separate sleeping area for male and female shall be foreseen, as well as specific areas for vulnerable beneficiaries, child friendly spaces and spaces for families.
 - Each beneficiary needs a bed (or a culturally equivalent place to rest, e.g. hammocks or wickers) and mattresses must be plastic coated for ease of cleaning and disinfecting.
 - The stock of sheets and blankets must be big enough to allow their turnover.

- A dedicated area is needed for medical cases or beneficiaries with other specific needs, as for instance women who just gave birth.
- Ensure common spaces for recreational and psychosocial activities, as well as for socialization and entertainment, such as for instance TV areas or sports areas.
- eating areas shall be separated from other common spaces, and a shift system established if the space is not sufficient for all the guests.
- Alternatively, additional accommodation may be found outside of the facilities for beneficiaries with special needs.
- When accommodation is provided, **IOM's duty of care** for its beneficiaries is 24/7. It is therefore recommended that personnel, including health professionals, are present 24 hours a day, 7 days a week. Outsourcing of security, food provision and cleaning is generally recommended.

Hotel/guesthouse/private accommodation
Facilitator Note 3.4.4

Private facilities are also likely to be situated in better locations than large scale facilities, thus facilitating beneficiaries' mobility and social interactions. **Challenges** related to this model concern administrative and logistical implications for IOM/Organizations, especially if beneficiaries are hosted in more than one facility. In addition, it may be difficult to ensure the provision of the same standards of assistance in different facilities and to monitor the compliance with minimum standards.

Hotels, guesthouse and private accommodations shall offer not only sleeping areas, toilets and showers, but also common spaces for eating or for social activities, including play areas for children. Access to internet connection or landline phones is also highly recommended. Whenever possible, beneficiaries shall be involved in the maintenance of the premises and a cleaning schedule be established.

Management Models
Facilitator Note 3.4.5

The facilitator should be prepared to elaborate on the 4 models.

- **IOM- managed centres:** In this model, centres are set-up by IOM and eventually transferred to state authorities after these have progressively engaged in the management of the premises through the deployment of caseworkers and/or through trainings and capacity building initiatives. The advantage of this model is that this structure can be set-up relatively fast and in full compliance with international standards of assistance and minimum requirements. However, since this model does not ensure high levels of ownership by state authorities, the handover to state authorities may be difficult to implement.
- **Centres managed through implementing partners (IPs):** In this model, centres are not managed directly by IOM/other entity but **fully or partially run through IPs**, i.e. a non-profit organisation with inherent capabilities that allow IOM/other entity to be more effective and efficient in fulfilling its mandate. This model may be chosen because of programmatic or security reasons. Implementing partners shall be selected through IOM/other entity standard procurement procedures and detailed terms of reference shall define the scope of the facilities, the minimum standards they shall respect as well as confidentiality/ data protection clauses. Depending on their level of engagement, national authorities may take part in the selection of the IPs through a steering committee. This model may relieve IOM/other entity of daily facilities management task and it can be fully budgeted under operational costs. Challenges related to this model include time consuming internal administrative and financial procedures for the selection and monitoring of the IPs, as well risks related to government engagement which may impact the sustainability of IPs' interventions beyond IOM/other entity's support.

- **Government - managed facilities:** government-managed centres are **embedded within government structures** since the beginning of the interventions. Depending on the context, IOM/other entity's role can be twofold. If national authorities are technically and financially able to run the facilities, IOM/other entity may provide complementary services to improve the quality of assistance and to ensure compliance with international standards. Another option is that a facility is run by a governmental agency with IOM/other entity financial and technical support. In order to be sustainable, this model implies a strong ownership and engagement by state authorities, which shall include the facility in its national/ regional budgeting and planning. In this model, quality control, budgetary allocations, transparency and cost-efficiency may be difficult to monitor for IOM/other entity. In this model, governments shall ensure the financial sustainability of the centre, including its human resources.

IOM- specific: Nevertheless, if the coverage of government staff salary is foreseen in deviation of Internal Instruction (IN) 92 on the Policy on Non-payment of Bonuses to Government Officials when IOM and governments are jointly implementing capacity building or other projects, clearance shall be granted by both IOM Legal Department (LEG) and the donor entity supporting the activities.

- **Co-managed centres:** In this model, migrant centres are **jointly managed by IOM/other entity and government authorities**. Division of roles and responsibilities, as well as boundaries and accountability of each actor shall be clearly defined through the establishment of a cooperation agreement and management committees shall be established to operationalise the joint leadership and meet regularly to coordinate the interventions. If well implemented, this mixed model may ensure longer-term sustainability and government ownership compared to an IOM-managed centre, while ensuring the respect of international standards of assistance, transparency and cost-efficiency. As in the previous model, IOM welcomes measures aimed at increasing government ownership, with the long-term view that centres are nationally managed. Governments should be encouraged to contribute financial and human resources to centres.

IOM-Specific: Any deviation to IN92 must be approved by LEG. In some cases, however, governmental technical staff working in the centre may be supported through the establishment of a Memorandum of Understanding between each individual and IOM or through the disbursement of daily allowances for the days they served in the centre.

Migrant Centre's Life Cycle
Set-Up phase
Facilitator Note 3.4.6

Provided that the space identified is apt to the purpose, the most **recommended solution is to adapt an existing structure**. In fact, this solution allows flexibility in relation to possible changes in migratory flows and funding opportunities. However, the conditions of the building (safety of the structure; proper roof, door, windows; water and sanitation solutions; state of electrical wiring; heating/cooling systems) and its location shall be carefully assessed to ensure that the centre has the appropriate characteristics for its intended use is apt to the purpose.

Regardless of the selected option, the design of spaces should facilitate the organization of daily life and activities in the centre and their logistics, considering the frequent turnover of beneficiaries. If the centre is meant to offer accommodation, a separation between living spaces and communal areas must be foreseen in line with cultural, religious or traditional considerations regarding the appropriateness of spaces.

**Centre's Management
Facilitator Note 3.4.7**

The facilitator should be well prepared to elaborate and explain categories within the centre's management, and provide concrete examples:

- **Managing human resources:** The composition and organization of the human resources differs according to the context and the scope of the centre. Although the number and profile of the staff can vary, some key functions are essential for the correct functioning of the premises.
Examples:
 - Recruitment of specialized personnel (define profiles, roles)
 - Gender-balanced personnel
 - Staff care initiatives (psychological counselling for personnel working with vulnerable cases; debriefing post-security incidents)
 - Organigrams
 - Capacity building (induction, refresh trainings)

- **Ensuring the care and maintenance of the infrastructure:** regular maintenance, cleaning and repair works are imperative to ensure beneficiaries' safety, health and quality of stay, as well as to prevent the degradation of the building fabric, including structural damage. Whenever possible, beneficiaries shall be involved in the maintenance of the premises and a cleaning schedule be established.
Examples:
 - Cleaning services (through external providers)
 - Replacement of damaged or consumed items
 - Ensure budget availability for maintenance and running costs

- **Ensuring proper reception, orientation and info sharing** throughout assistance is key to establishing trust and to ensure a smooth functioning of migrant centres and their services. Accurate and up-to-date information will allow beneficiaries to make informed decisions about the assistance they wish to receive based on the information presented. The trust, openness and respect shown by sharing information with beneficiaries will make them more involved, engaged and empowered.
Examples:
 - Dedicated personnel with good communication skills
 - Availability of information material in different formats
 - Structured sessions and schedules

- **Mainstreaming age, gender and diversity inclusivity:** an age, gender and diversity (AGD) approach shall be adopted to promote an accessible, inclusive and protective environment. Diversity in values, attitudes, cultural perspectives, beliefs, ethnic background, nationality, sexual orientation, sex characteristics, gender identity, ability, health, social status, skills and other specific personal characteristics must be considered, and dedicated efforts shall be made by IOM/other entity to address and remove barriers that prevent inclusivity and equal access to assistance.
Examples:
 - Child friendly spaces
 - Ensure dedicated spaces/activities and services for people with diverse SOGIESC
 - Ensure dedicated spaces/activities and services for elderly people
 - Ensure dedicated spaces/activities and services for people with disabilities (mental and physical)

- **Coordinating the provision of services:** Needs assessments shall be conducted regularly to ensure that services identified during the set-up phase are still relevant and meet the needs of beneficiaries. Services provided in migrant centres greatly vary depending on the context and many include shelter and basic needs provisions such as food, NFIs and medical and mental health care, administrative and legal support as well as information about the risks of irregular migration and alternatives to it, referral services, pre-departure and post-arrival integration support as well as assisted voluntary return and reintegration (AVRR).

- **Guaranteeing safety and security:** Security in migrant centres premises has a twofold connotation, as it concerns not only safety of the beneficiaries but also staff, implementing partners and service providers. The way facilities are designed and managed play a crucial role in ensuring safety and security and shall be thoroughly defined in coordination with relevant security personnel, or when applicable, with IOM security officers.

Examples:

- Contingency/security plans /PSEA/code of conduct
- SOPs activation/simulations
- Trained personnel (e.g. PFA)
- Premises should ensure adherence to child's safety measures
- Establish facilities regulations/rules

- **Promoting beneficiaries' participation:** beneficiaries shall not be passive recipients of assistance, but rather be actively involved in the daily management of migrant centres and have the chance to share their skills, knowledge and capacities. Participation is important for beneficiaries' self-perception and self-esteem, and it is key to maintain a pleasant atmosphere in the facilities. More guidance on accountability to affected populations (AAP) is available at [this entry](#) , while guidance on how to ensure beneficiaries' participation and accountability can be found [here](#).

Examples:

- Set up committees/representative structures
- Support creation of sports clubs/art clubs
- Feedback mechanisms

- **Handling community relations:** Depending on the size and scope of the facility, tensions may arise with the local population, who may perceive that their environment, neighborhood, culture or resources are negatively impacted by the presence of the facility and its beneficiaries. They may also resent the assistance beneficiaries are receiving, especially if no initiatives targeting the host population are foreseen. Migrant centres management includes the establishment of links with the host community, so that their petitions can be heard, and action taken to mitigate any negative impact the presence of the facility may have inadvertently created.

Examples:

- Promote social cohesion initiatives (sports tournaments, cultural events)
- Include host community representatives in planning/design of social cohesion initiatives
- Promote information sharing with host community
- Regularly liaise with host community representatives and maintain positive relations

- **Environmental protection:** regardless of their size and scope, the running of migrant centres facilities will affect the environment, and certain impacts may also be passed on to the host community. Mainstreaming environmental protection through the establishment of an environmental action plan is therefore an important aspect to monitor the impact of Migrant Centres premises on the environment. When a location is selected for the establishment of the facilities, an environmental assessment shall be carried out, as environmental issues may trigger tensions between the host population and MCs' beneficiaries. Sites shall not be identified near potentially vulnerable ecosystems, and natural resources must be managed effectively and sustainably. Both visible and invisible impacts on the environment shall be addressed, as for instance the overuse of water resources, soil contamination and sanitation management.

The nature and scale of environmental concerns varies greatly according to the location of the facilities and their scope. Water shall be safe for drinking, cooking and personal hygiene. Water sources shall be distanced from latrines, clothes washing and bathing areas and waste disposal sites.

Waste management is a main concern for all migrant centres facilities. The disposal of solid waste must be carried out properly, and recycling and separation of types of garbage schemes promoted. Sanitation facilities shall be strengthened if not initially designed to support the number of people utilising them, and latrines cleared regularly by specialised service providers. Whenever possible, the use of environmental-friendly technologies (e.g. solar panels) shall be preferred.

MCs' beneficiaries shall play an active role in environmental management, and environmental awareness promoted through clear messages and guidance. Activities involving beneficiaries include organising special occasions related to the environment involving also the local community, promoting the cleaning of the premises and tree-planting activities.

Examples:

- Installation of solar panels
- Rainwater harvesting systems
- Waste management – recycling (where applicable)
- Joint (MC's migrants and host community) tree planting initiatives
- Joint (MC's migrants and host community) environmental cleaning (waste collection) initiatives: e.g., celebration of international Earth Day/Water Day.

Phasing out

Facilitator Note 3.4.8

Phasing out of migrant centres management by IOM may take place for a variety of reasons and in a diversity of ways, including progressive withdrawal and handover to government counterparts, changes in migration dynamics that no longer require IOM protection and assistance interventions, and closure due to security threats, changes in government policy, or lack of donor support. Planning and coordination for the phase-out is an integral part of the set-up process, and handover plans shall be in place with national authorities and other relevant stakeholders since an early stage. The way how phasing out is handled will have a significant impact on the future of its beneficiaries. If not well planned, phasing out is a challenging phase as it occurs at a time when both staff and beneficiaries are anxious about the future and when budget and resources are usually low. If announced abruptly, the downturn in energy and focus may negatively impact the provision of protection and assistance in the final phase. If different partners provide services and assistance through the facility, close coordination among the partners is needed to ensure harmonised communication and prevent contradictory messages.

The following elements shall be considered to ensure that an exit strategy is successful:

- Ensuring that there is sufficient timing to transfer knowledge, build capacity and ensure a smooth transition
- Identification of sustainable solutions for the beneficiaries (please consult this entry)
- Establishment of a clear handover plan endorsed by all the stakeholders involved in centres' management covering issues related to human resources, transfer of materials and infrastructure, handover documents for each partner/activity, etc.
- Provision of training and capacity building to national authorities or other partners taking over the centres' management
- Provision of technical support during an overlap period

SESSION 3

MIGRANT CENTRES TOOLKIT

SESSION 3.5: INFORMATION MANAGEMENT AND MIGRATION DATA

Session Overview

Session aim: This session introduces participants to the fourth and last category of the Migrant Centres Toolkit: "information management and migration data". This category provides tools to facilitate registration of beneficiaries and ensure accurate information management for programme implementation and reporting purposes. IOM's data protection principles and provisions are also addressed in this section.

This session is built on the Migrant Centres Toolkit - electronic platform (available here: [Migrant Centres Toolkit](#))

Session length: 85 mins.

Session Type: presentation / plenary discussion / interactive exercise

<p>Session Instructional Objectives</p>	<p>This session will:</p> <ul style="list-style-type: none"> • Provide participants with an overview of process and tools to ensure accurate information management for programme implementation and reporting purposes • Provide participants with an overview of IOM's data protection principles and provisions
<p>Learning Outcomes</p>	<p>After this session, participants will be able to:</p> <ol style="list-style-type: none"> 1. Confidently orient themselves in the applicability of tools and process to ensure accurate information management and data protection 2. Understand and appreciate the importance of data protection principles to ensure privacy, safety and dignity of beneficiaries
<p>Key Messages</p>	<ol style="list-style-type: none"> 1. Data protection is a systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data 2. Ensuring data protection is essential for safe and dignified programming 3. Personal and sensitive data can only be shared with external actors upon respecting set procedures 4. Data and information collected inform evidence-based programming
<p>Preparation</p>	<p>Projector and audio-video systems</p> <p>Flip chart papers and markers</p>
<p>Resources</p>	<ul style="list-style-type: none"> • PPT slides • S3.5_Information Management DTM product sample • S3.5_YellowM Data Sharing Exercise (Applicable to S3.5 Red Module) • Specific guidance tools and samples listed in the resources column

Session 3.5 Plan

TIME	ACTIVITY	RESOURCES
5 mins	Introduction	
	<ul style="list-style-type: none"> • Present session learning outcomes on a PPT slide: After this session participants will be able to: <ol style="list-style-type: none"> 1. Confidently orient themselves in the applicability of tools and process to ensure accurate information management and data protection 2. Understand and appreciate the importance of data protection principles to ensure privacy, safety and dignity of beneficiaries 	
40 min	Data Protection provisions – Information Management and Migration Data	
	<ul style="list-style-type: none"> • Explain that, to ensure safe and dignified programming, it is important to ensure data protection systems, defined as: <ul style="list-style-type: none"> • “Systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data”. • Present the 13 Data Protection Principles applied by IOM on a slide • Explain that IOM and IOM-IPs are bound by these 13 Principles. If time allows, the facilitator may ask other partners in the room to explain what guiding data protection principles and rules apply to them and how it related/ is applicable to MCs context <p><i>Note: Make clear that IOM Data Protection Principles apply to personal data.</i></p> <ul style="list-style-type: none"> • Present and explain importance of data protection on a PPT slide: <ul style="list-style-type: none"> • To respect the right to privacy, human dignity and well-being of migrants and other mobile populations • To ensure their safety and non-discrimination. • To ensure privacy, safety and dignity during migration and manage sensitive and confidential information necessary to understand migration trends. • To increase the credibility of the institution both with its beneficiaries and with partners. • Present and explain on a PPT slide that beneficiaries have the right to: <ul style="list-style-type: none"> • Know who is going to use, access and process their data, and for what purpose; • Access and change their information and contest the way their information is used; • Be informed on the way their data will be used. • Get the consent ! (PPT slide) <p><i>See facilitator note 3.5.1</i></p>	<p>Resources:</p> <p>IOM Data Protection Manual</p> <p>IOM Data Protection principles</p> <p>IOM Audio-Visual Consent Form</p> <p>IOM Data Sharing agreement form</p> <p>IOM General Consent Form</p>

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • PPT slide: personal data / non-personal data /non-personal but sensitive data • Explain that according to the above classification, personal data sharing is regulated as per IOM Data Protection Manual. • Explain that non-personal but sensitive data can only be shared using an access form <p><i>See facilitator note 3.5.2</i></p> <ul style="list-style-type: none"> • OPTIONAL: Group Exercise (Role Play): read the scenario S3.5YellowModule_Data Sharing Exercise. Identify two participants (or ask for 2 volunteers among the participants). Assign each of them the following two roles: IOM-IP MC’s staff, government official (statistic office). • Ask participants to analyse the situation and suggest potential steps they would take to handle the situation. <p>Note: The facilitator may change the profile of the protagonists depending on his/ her context and audience.</p> <p>Scenario: One day a Government Official comes to IOM Reception centre in Magnabougou, and urgently requests to have access to the list of migrants arrived in the country in the last 6 months, she is particularly interested to access data related to minors and women. She tells the centre’s manager (IP-NGO Senior staff), Ms. Johnson, that this is very urgent because the office of statistics must prepare a report by tomorrow.</p>	S3.5_YellowModule_Data Sharing Exercise
30 min	Information Management – Information Management and Migration Data	
	<ul style="list-style-type: none"> • PPT slide: What do we do with all this data? We manage it! • Present and explain the usage and purpose of IOM information management systems on a PPT slide: <ol style="list-style-type: none"> a. Data feeds migrant centres’ monitoring systems: caseload b. Analysis of migration trends/needs c. Evidence-based programming <p>Note: explain that this slide is only meant to provide an example of how data is managed and how it can contribute to evidence-based programming. The example is strictly related to IOM, because the training is implemented by IOM, but other organizations may have their own data management systems and may share their own expertise/good practices.</p>	

TIME	ACTIVITY	RESOURCES
	<ul style="list-style-type: none"> • Present best practice of IOM Regional Office-Data Hub screenshot on a PPT slide. Facilitator may replace the sample with a context-specific one, if available. • Explain that for more information, all participants can consult: <ul style="list-style-type: none"> • the IOM Data Protection Manual • the DTM website • the Data Protection Intranet Page 	S3.5_Information Management DTM product sample
10 mins	Summary of Key Messages	
	<ol style="list-style-type: none"> 1. Data protection is a systematic application of a set of institutional, technical, and physical safeguards that preserve the right to privacy with respect to the collection, storage, use, and disclosure of personal data 2. Ensuring data protection is essential for safe and dignified programming 3. Personal and sensitive data can only be shared with external actors upon respecting set procedures 4. Data and information collected inform evidence-based programming 	

Facilitator Notes

Information Management and Migration Data

Data Protection provisions Facilitator Note 3.5.1

Consent is a process that includes providing information to beneficiaries, giving them the opportunity to ask questions to ensure that the information is complete and understood. Before receiving assistance, beneficiaries must give their permission (or refusal), which shall be recorded in a secure and confidential manner. Consent is usually provided in writing by signing a consent form. In case this is not feasible or appropriate (for example in the case of children, beneficiaries with low levels of literacy, and/or those without the capacity to give consent), it is possible to record audio or video consent. If the consent is given verbally, it shall be certified in writing by an IOM/other entity's staff. Capacity to give consent can be affected by migrants' age, cognitive ability physical, and psychological state. In such cases, informed assent can be sought, i.e., the expressed willingness to participate in assistance provision. Appropriate measures should be taken to determine whether a beneficiary is able to give informed consent. If s/he is deemed incapable, appropriate guardianship authorities should be involved, but the migrant should remain involved in any decisions regarding assistance.

IOM/other entity's implementing partners are also bound by the (migrant centre's managing) organization provisions relating to data protection and shall ensure that beneficiaries provide their informed consent to the collection of their personal data. IOM-specific: in case of referrals of beneficiaries, principle 5 of IOM Data Protection provisions on data sharing shall be followed.

The facilitator should explain that IOM Data Protection Manual and related provisions are applicable to personal-data only. However, it is important that participants understand the differences amongst the three types of data they may be handling in their day-to-day operations and confidently apply respective principles, storage and sharing modalities.

Non Personal, Personal, Non-Personal Sensitive DATA Facilitator Note 3.5.2

Non-personal data means any information that does not relate to an identified or identifiable data subject.

This may include:

- Number of families/ households,
- Age groups, age and gender breakdown
- Migrants having access, or not having access, to legal and administrative services/ MHPSS services and health care

When this data is non sensitive, it can be shared publicly. In principle, this data can be collected, disseminated, and shared without raising major preoccupations or issues in terms of confidentiality and does not, in general, pose a risk to the persons you provided the information.

Personal data includes any information recorded on paper or by electronic means which can be used to identify data subjects.

This may include:

- Biographical data (e.g., name, date of birth, marital status);
- Biometric and genetic data (e.g., fingerprints, iris scans);
- Background data (e.g., family and household history, relationships with relatives);
- Material circumstances (e.g., experience of human rights violations and transit details);
- Images and recordings;
- Corroborating materials (e.g., medical reports, hotline reports);
- Personal and verification documents (e.g., health records, financial records).

IOM Data Protection Principles (see [IOM Data protection manual](#)) apply to personal data. This data is **sensitive by nature** and should not be shared unless it is necessary and follows a risk-benefit assessment as well as the signature of an agreement and/or contract.

IOM staff should note that LEG has a data sharing agreement template to be used when transferring personal data to third parties and a risk-benefit assessment template as well - all are available on the Data Protection [Intranet page](#). It is also mandatory for all IOM staff to complete the IOM Data Protection Principles Online Training Course.

- In the **absence of consent**, only **anonymous aggregate** data that cannot be used to identify or trace data subjects should be published and disseminated to the public.
- To the extent possible, only share anonymous aggregate data with third parties.

Non-personal sensitive data: This may include (not limited to), for example, data including protection indicators concerning a specific site or point, number of unaccompanied children hosted in a migrant centre facility. Such data should not be made public.

To share this data, the requesting organization must fill out and sign the data access request form.

This data can be shared with some restrictions, as sharing this data could potentially lead to non-respect of confidentiality, violations of the right to private life and security, and/or to expose a person or community to risks of reprisal, exclusion, exploitation and/or discrimination.

SESSION 4

SIMULATION, CLOSING AND EVALUATION

Session Overview

Session aim: This session marks the end of the “Practicing the Migrant Centres Toolkit” training. The *simulation, closing and evaluation* session provides an opportunity to remind participants of what they have learned during the training and to practice it through a simulation exercise. It also provides an opportunity for participants to provide their feedback on the overall training experience thus allowing the facilitator or the facilitation team to collect lessons learnt and improve future training sessions

Session length: from 90 to 110 mins.

Session Type: presentation / plenary discussion / evaluation

<p>Preparation</p>	<p>Projector and audio-video systems</p> <p>Prepare and print pre-post-test questionnaires and training evaluation forms (according to the number of participants)</p> <p>Flip chart papers and markers</p>
<p>Resources</p>	<ul style="list-style-type: none"> • Video: MCT_Case Study video 1 • S4_RedModule_Simulation Exercise • S4_Trainer Skills Evaluation • S1S4_Red Module Participant Pre/Post Survey • S4_Post Training Evaluation • Certificate of Completion • Migrant Centres Toolkit_Trainee Booklet

Session 4 Plan

TIME	ACTIVITY	RESOURCES
90 mins	<p>Simulation Exercise – Role Play</p> <p>Scenario: watch again the video 1 and read the additional information provided below.</p> <p>Scenario additional info: <i>Governmental forces, together with IOM, have just rescued 100 migrants. They are yet to be taken to any existing Migrant Centre facility (with shelter/accommodation; co-managed). Among them: men, women, young children, elderly, injured people. They are highly distressed, and traumatized</i></p> <ul style="list-style-type: none"> Divide participants in groups as per below: <ul style="list-style-type: none"> Group 1: Government authorities Group 2: Host community Group 3: NGOs Group 4: IOM staff Each group should identify its roles/responsibilities in the provision of the immediate urgent assistance (within 24 hours) to 100 migrants just arrived and in highly distressed situation Each group should design relevant assistance steps pertaining to its role Groups will be invited to the Task Force Emergency meeting this afternoon to discuss a Response Plan. <p>Time allocated for this exercise: 60 minutes</p> <p>Note: <i>facilitator should allocate additional 30 minutes for the “Task Force Emergency meeting” to discuss actors’ plans.</i></p>	<p>Resources: Video: MCT_Case Study Video 1</p> <p>S4_Red Module_Simulation Exercise</p>
20 mins	<p>Closing and Evaluation</p> <ul style="list-style-type: none"> Explain that the training “Migrant Centres Toolkit – Operational Application” has come to an end. Thank participants for their time and commitment demonstrated throughout the module and related sessions. Explain that a last effort to complete the training evaluation forms (participant post – training test, training/trainer evaluation forms) will be required from the participants, which is highly relevant to measure the effectiveness and impact of the training material and methods. Handover certificates of attendance and Trainee Booklet <p>Note: <i>Trainee Booklet may be handed over in hard copies if available or shared via email as digital files.</i></p> <ul style="list-style-type: none"> Thank participants and provide any other relevant information (i.e., that trainers will send an email with PPTs and other useful resources, that trainers may be contacted at [...]) 	<p>Resources:</p> <p>S1S4_Red Module Participant Post Survey</p> <p>S4_Trainer Skills Evaluation</p> <p>S4_Post Training Evaluation</p> <p>Certificate of Completion</p> <p>Migrant Centres Toolkit_Trainee Booklet</p>



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