

Profiling Coordination Training



Ethiopia, April 2-8
&
Switzerland, June 12-17



Training Report
2016



Introduction

Background

The Profiling Coordination Training (PCT) was originally developed in 2012 with the aim of building the capacity of the humanitarian and development community to conduct collaborative profiling exercises in displacement situations. Developed with support from Feinstein International Center (Tufts University), the training is based on JIPS experience of supporting profiling exercises in the field since 2009, which has enabled JIPS to identify the key competencies needed in a profiling coordinator.

Since 2012, JIPS has organised seven PCTs (one in 2012, two in 2014, two in 2015 and two in 2016), with participants coming from UN agencies, governments and NGOs. These included an Urban PCT that focused on profiling within urban contexts, and two regional PCT's held outside of Geneva, Switzerland where JIPS is based.

This report covers the latest two PCT's held in April and June 2016. The PCT held in April 2016, was held in Bishoftu, Debre Zeit, Ethiopia with a focus on bringing participants together from the East Africa region. The PCT in June 2016 was held in Geneva, Switzerland, and did not have a regional focus, with participants coming from operations across the globe.

Targeted specifically at those who will take part in the implementation and coordination of profiling processes, many training participants have gone on to directly implement PCT learning objectives in operations around the world with additional field support from JIPS.

Purpose of report

This report is intended to be shared amongst JIPS staff and consultants and with JIPS' key partner organisations such as operational partners, the Executive Committee of JIPS and donors. This report is based on the monitoring and evaluation of the April and June 2016 PCT's.

This report aims to highlight the key achievements of the training, to evaluate the success of the training and to improve subsequent PCTs. In addition to this report, an internal JIPS document has been produced that contains detailed recommendations and action points for future PCTs that address the organisation, facilitation and content of the course and each individual session within the course.

Report Structure

This report is divided into six sections:

1. Introduction to the training and goals of the report
2. Methodology for the monitoring and evaluation of the training, including the learning objectives
3. Review of the preparation, delivery and structure of the training courses, including the logistical and administrative arrangements, facilitation of the sessions, facilitators, participants, and an overview of the sessions covered
4. April PCT in Ethiopia: Participants' reflections on the courses, including participants' comments per day and final evaluations
5. June PCT in Switzerland: Participants' reflections on the courses, including participants' comments per day and final evaluations
6. Reflections on differences between regional and global level PCT's
7. Suggestions from participants for further JIPS support
8. Conclusion and recommendations

Methodology of M&E and analysis

The training's included a strong Monitoring and Evaluation (M&E) component with two goals: to make improvements throughout the training based on daily observation and participant feedback, and to strengthen the training objectives, content and format in order to increase the overall impact of the course in the future. The M&E components included:

- Observation of training sessions, group discussion and exercises;
- Discussions between facilitators and participants throughout the week;
- A plenary discussion with participants at the conclusion of the course;
- Daily facilitation team debriefs;
- Daily participant evaluations;
- End of course participant evaluations; and,
- In-depth discussions with the facilitation team after each PCT.

To complement the M&E activities listed above, JIPS will conduct interviews with PCT participants six months after the training courses finished, in October 2016 and January 2017, assessing how PCT content has been applied to the work of the participants. The interview results will be added to this report as an Annex to complete the evaluation process.

Purpose of the training

The Profiling Coordination Training (PCT) was designed to build the capacity of experienced humanitarian and development professionals from government, NGO and UN backgrounds, especially those working in displacement-affected countries in the East Africa region to coordinate or support profiling exercises.

The training courses provided an introduction to the profiling process as a whole, and built the capacity of participants across five competency domains¹:

1. An analytical approach to complexity;
2. Technical aptitude;
3. Initiating and coordinating action;
4. Capacity building; and
5. Managing collaborative relationships.

The PCT was designed to support and build the capacity of:

- Staff in the field undertaking or planning to undertake profiling activities
- Staff members who might provide support to potential profiling activities as part of their work; and
- Expand the pool of experienced and trained Profiling Coordinators available to lead future collaborative profiling exercises with JIPS, selecting candidates who may need this training to enhance their current and potential work

The JIPS PCTs endeavour to provide participants with the technical, operational, coordination and project management skills needed to successfully lead a collaborative profiling project.

The decision was taken to hold the April PCT in the East Africa region because it is heavily affected by displacement, and because there was a high level of interest from potential participants, and as this was relevant to JIPS support activities in the region with many countries in the region either in the process of receiving JIPS field support, or in discussions on potential field support from JIPS.

Ethiopia was selected as the country to host the training because of the collaboration agreement between JIPS and the Feinstein International Center, who have an office in Ethiopia and supported the hosting of the training.

¹ The *Profiling Coordinator Competency Framework* is included as an annex at the end of this report

A Switzerland PCT was held in June in order to have a more global PCT that did not focus on regional capacity building, but instead bringing partners from a variety of geographical locations across the globe and to ensure that potential partners for upcoming or on-going profiling exercises supported by JIPS could attend a training.

Learning objectives

The PCT seeks to expand participants' knowledge and understanding about the entire profiling process, with a focus on developing specific competencies in order to prepare participants for the role of a profiling coordinator. As participants will fulfil a range of different functions in contributing to profiling exercises, both knowledge of the process and the technical skillsets needed to undertake this process are essential to these roles.



Above: Participants working on building spaghetti towers as part of a team building exercise on coordination during the first day of the June Global PCT in Switzerland.

JIPS has developed learning objectives for the training session by session, assessing what was achievable within each session. In developing learning objectives specific to the length of the course, the team intended to achieve the entirety of the developed learning objectives, and evaluate how successful the training was in building the capacity of participants within the limited course duration by continuous monitoring and evaluation with participants.

2. Preparation, Delivery and Structure of the training

The PCT combines technical, operational, coordination and project-management upskilling through a series of lectures, group discussions, exercises, analytical activities and simulations in a fictional setting.

The training was designed within the narrative of a fictional country scenario, in which participants work to design and implement a staged profiling exercise. Each day follows the logical sequence of the profiling process and required the consistent application of acquired knowledge and cumulative skills development.

The fictional scenario of Freedonia was developed to help reach all key learning objectives of the training and to act as a “leveller” for participants who arrive with various levels of experience. In addition, setting the training in a fictional country enables the JIPS team to tailor the scenario to the learning objectives of each session.

Prior to the training, participants received a country briefing, which included maps, a list of the key players and organisations in the country, a rudimentary secondary data review and their terms of reference as a Profiling Coordinator.

Throughout the training, the facilitation team periodically distributed updates on the Freedonia scenario to move the narrative forward. Depending on the planned activity, these took the form of population movement tracking data, decisions from the Ministry and Profiling Working Group on the objectives and methodology or a household survey data-set and focus group discussion transcripts for analysis.

In addition, the training used a range of tools and techniques based on the experiences of the facilitators. The aim was to build a clear understanding of the step-by-step sequence of a profiling process and the role of a profiling coordinator, and to build participant confidence in their ability to support or coordinate a profiling exercise.



A map of Freedonia, the fictional country scenario that is used throughout the training



Left: Participants map the actors in Freedonia at the April PCT, and Right: an initial stakeholder map as presented by a group of participants during the June PCT.

Venues

For the two trainings, a hotel with training facilities outside of the cities we selected. For the April PCT, after a competitive bidding process, the Liesak Resort in Bishoftu was selected. For the June PCT The Chateau Bossey was selected, which has hosted several PCTs.

Administration and logistic arrangements

The Training and Capacity Building Manager at JIPS managed the administrative and logistic arrangements for the training. Working closely with staff members from the Feinstein International Center office in Addis Ababa, Ethiopia for the April PCT.

Participant application and selection process

The dissemination process involved connecting key partners and individuals through JIPS' network of contacts and the Executive Committee member organisations. This involved sending out emails and advertising the PCT on the JIPS website and the websites and newsletters of other key partners such as ACAPS, IDMC, Global Clusters and rosters.

In addition, key partners were targeted in terms of potential and ongoing field support by JIPS' field support team.

For the April PCT with a large number of applications, 24 participants were selected from the larger East Africa region, including colleagues from

operations in the Democratic Republic of Congo, Djibouti, Ethiopia, Kenya, South Sudan, Sudan, and Tanzania. Participants from Greece, Iraq, Kosovo, Norway and Switzerland were also included in the cohort due to pressing operational need for profiling coordination capacity building.

In addition to some independent consultants, participants came from Asylum Access, the Church World Service, DRC, GIZ, IOM, NRC, UNDP, UNHCR and from governments and statistical offices in Ethiopia, Iraq, Norway and Kenya. For a full list of participants, please see the participant list annex.

For the June PCT in Switzerland, participants were selected from a wide variety of operations due to this training being a 'global PCT' without a regional focus.

Participants came from operations in the Democratic Republic of Congo, Greece, Iran, Iraq, Jordan, Lebanon, Libya/Tunisia, Myanmar, Norway, Pakistan, Senegal, Spain, Sudan, Switzerland, Tanzania, Venezuela, and Yemen. A variety of NGOs and UN agencies were represented, including DRC, NRC-IDMC, iMMAP, UN OCHA, UNDP, UNHCR, and WFP. The PCT also benefited from the active participation of members of the Governments of Iraq and Tanzania.

During both selection processes, the training manager shortlisted the candidates, with the final selection made by a JIPS panel. The selection prioritized candidates who were most likely to use the learning outcomes of the training in their day to day work.

JIPS also considered whether the candidates would have valuable contributions to discussions and the makeup of the group in terms of achieving a balance between technical and coordination experience, gender, a representation of relevant displacement contexts in the region and whether appropriate agencies were represented.

The training team

April 2017 Regional PCT, Ethiopia

Assanke Koedam	Information Management Manager
Laura Ronkainen	Field Support Manager
Emanuel Souvairan	Training and Capacity Building Manager
Eliana Rueda	Profiling Advisor
Damien Jusselme	Profiling Advisor

June 2017 Global PCT, Switzerland

Assanke Koedam	Information Management Manager
Laura Ronkainen	Field Support Manager
Emanuel Souvairan	Training and Capacity Building Manager
Margarita Lundkvist-Houndoumadi	Profiling Advisor
Eliana Rueda	Profiling Advisor
Melissa Weihmayer	Information Management Associate

Facilitation team

For both PCT's there was a mixed of experienced trainers and JIPS staff and those new to working on the PCT. This was in line with JIPS' commitment to building the capacity of its staff in facilitation of the PCT.

The new members to the facilitation team helped bring fresh ideas and approaches to the material. It was also an opportunity to continue to diversify the facilitation team in order to develop a more sustainable approach for future rollouts. The facilitators interacted well throughout the week, in part because the team were very familiar with each other and have worked together for some time. For the Geneva PCT, it was possible to bring staff in for shorter periods during the week, which allowed for more facilitators to help with smaller group work during some days.

For both events, members of the team met on a regular basis during the month prior to the training to develop and discuss materials, learning objectives, and the organisation of sessions. In Ethiopia, the team also travelled to the Liesak resort several days in advance, leaving sufficient time to run through the different sessions at the venue itself as a team. This allowed the team to deal with any logistical issues well in advance and to finalise the content of the sessions. Additionally, the time spent working together served as a team-building exercise and to build the confidence of the facilitators.

The facilitation team also met in the evenings each day of the training events to review the day, reflect on observations from the sessions and feedback from participants, run through key points from each session, and prepare for the following day. The team took great care to tailor the next day's sessions according to feedback from that day, with group configurations and dynamics discussed and planned for the following day. These debriefs also fed into the findings and recommendations in this report.

Members of the facilitation team supported each other in a range of roles, including leading and co-leading sessions, adding to other facilitators presentations with examples, observing group exercises and discussions, participating in role-plays, and facilitating small group activities.

Having a large team of facilitators who were committed to the training meant that there was plenty of staff to cover the content and to prepare and make changes to upcoming sessions and to support others during the facilitation of sessions. The team also interacted well in each others sessions, coming in with examples during other people's presentations which helped to keep engagement from participants.

The depth of the facilitation team meant that facilitation styles changed for each day. This prevented participants from growing tired of any one style of facilitation. Additionally, the range of facilitators (and participants) enabled the use of many practical examples and added to a collective expertise on profiling with an excellent range of experiences, presentation styles and skillsets.

Content development and delivery

For both events, session plans and presentations were well planned with time allocated to the preparation and the editing of sessions; many staff members reviewed the content. Several meetings were held in Geneva to work on sessions in groups and to practice sessions with JIPS staff in addition to the

time spent in preparing several days in advance of the training at the venue itself.



Above: Participants enjoying “mixed methods” handmade ice cream during a break at the April Regional PCT in Ethiopia.

As has been the case in past PCT’s, active morning recaps were also used and proved highly popular. Groups of participants had to capture the key points of the previous day through different tasks each day, such as drawing a picture of the previous day’s key points or writing a poem on the role of the profiling coordinator.

Participants

Both the April and June PCT’s included a broad range of participants from different agencies and a mix of technical and non-technical participants. This worked well for group exercises and plenary discussions, as the different profiles of the participants complemented each other.

It was noticeable that the participants for the April PCT in Ethiopia had a lower technical knowledge than in other PCT’s and thus needed the training to be adapted to their technical level. This meant that some participants felt too rushed during the training, with many new concepts and tasks being introduced at a very fast rate.

In the future, for events where the technical skills of participants in a particular region is lower, it would be advisable to adjust the training material to ensure that all the participants have the time to sufficiently work on the different steps of the profiling process, either by cutting the number of tasks and simplifying concepts, or by adding additional days to the training.

The facilitation team made an effort to bring out the knowledge and experience from the participants, and to ask them to share lessons learned from past projects. For the April PCT in Ethiopia, this also involved convening 'country groups' where time was set aside for participants from a particular context to discuss the content of the training in relation to their own operations, and to reflect on whether a profiling exercise could or should be carried out in the near future.

Sessions covered during the PCT

Below is an outline of the sessions covered during the PCT; the complete agenda's for both training events are included as annexes at the end of this report.

Day 1: Introducing profiling and the country scenario

- Welcome and introductions
- Introduction to profiling
- The profiling process
- The role of the of Profiling Coordinator
- Introduction to the fictitious country scenario: Freedonia

Day 2: Establishing a collaborative platform

- The collaborative approach
- Facilitation skills
- Shaping the coordination platform: Stakeholders, identifying the issues, advocacy and structure
- Developing objectives

Day 3: Developing a methodology

- Developing a profiling methodology
- Mapping of target populations
- Themes and indicators
- Secondary data review
- Focus group discussions methodology

Day 4: Methodology and tools

- Sampling for profiling surveys
- Finalising a methodology
- Data collection & analysis tools

Day 5: Field implementation

- Building capacity for profiling
- Data collection & field organisation
- Data analysis and reporting
- Data visualisation
- Optional evening Excel class

Day 6: Data analysis, reporting and dissemination

- Data interpretation exercise
- From validation of findings to their dissemination
- Process management: Keeping things on track
- Course conclusion and evaluation

June PCT

Based on results from previous evaluations, new and revised sessions were developed for the June PCT to enhance technical components of the training. These included material on developing analytical frameworks, analysing secondary data, planning and conducting focus groups, developing and defending methodologies, designing data collection tools, and performing quantitative and qualitative analysis. Working in small groups with dedicated facilitators, participants appreciated the hands-on learning experience in many of these sessions.

Feedback from participants was overwhelmingly positive, with many highlighting in particular the effective facilitation team and the practical nature of the course as a whole.



Dr. Chaloka Benyani, the United Nations Special Rapporteur on the Human Rights of IDP's, giving a speech to participants of the June Global PCT in Geneva.

In addition, Dr. Chaloka Beyani, the UN Special Rapporteur on the Human Rights of IDPs, joined the training as a special guest to speak to participants and highlight the importance of profiling and agreed-upon data on displacement to inform law and policy development and the achievement of durable solutions.

Dr. Benyani reflected also on his close collaboration with JIPS since 2012 and his appreciation of the centrality of capacity building in the JIPS strategy/approach.

3. Participants' reflections

April 2017 Regional PCT in Ethiopia

The feedback on the Ethiopia PCT was overwhelmingly positive, with reservations only on the fact that the speed and level of content was overwhelming for some participants. This was due in part to the lower technical skillset of participants of this course in comparison to previous cohorts, and although changes were made during the event, more planning could have been made in advance to ensure that the content was not too much for any one session or day.

In addition, due to a last minute cancellation by the original venue, a last minute booking was made at an inferior venue. This affected the training in that the training room was not well illuminated or ventilated and therefore many sessions were held outside and the presentations were not made using a projector (which overheated several times). Participants were grateful for the way in which the facilitation team worked flexibly in adapting to their needs during the week, and to the fact that they managed to keep the sessions engaging, and use the outside spaces frequently. Participants also appreciated the use of practical examples of profiling exercises supported by JIPS throughout.



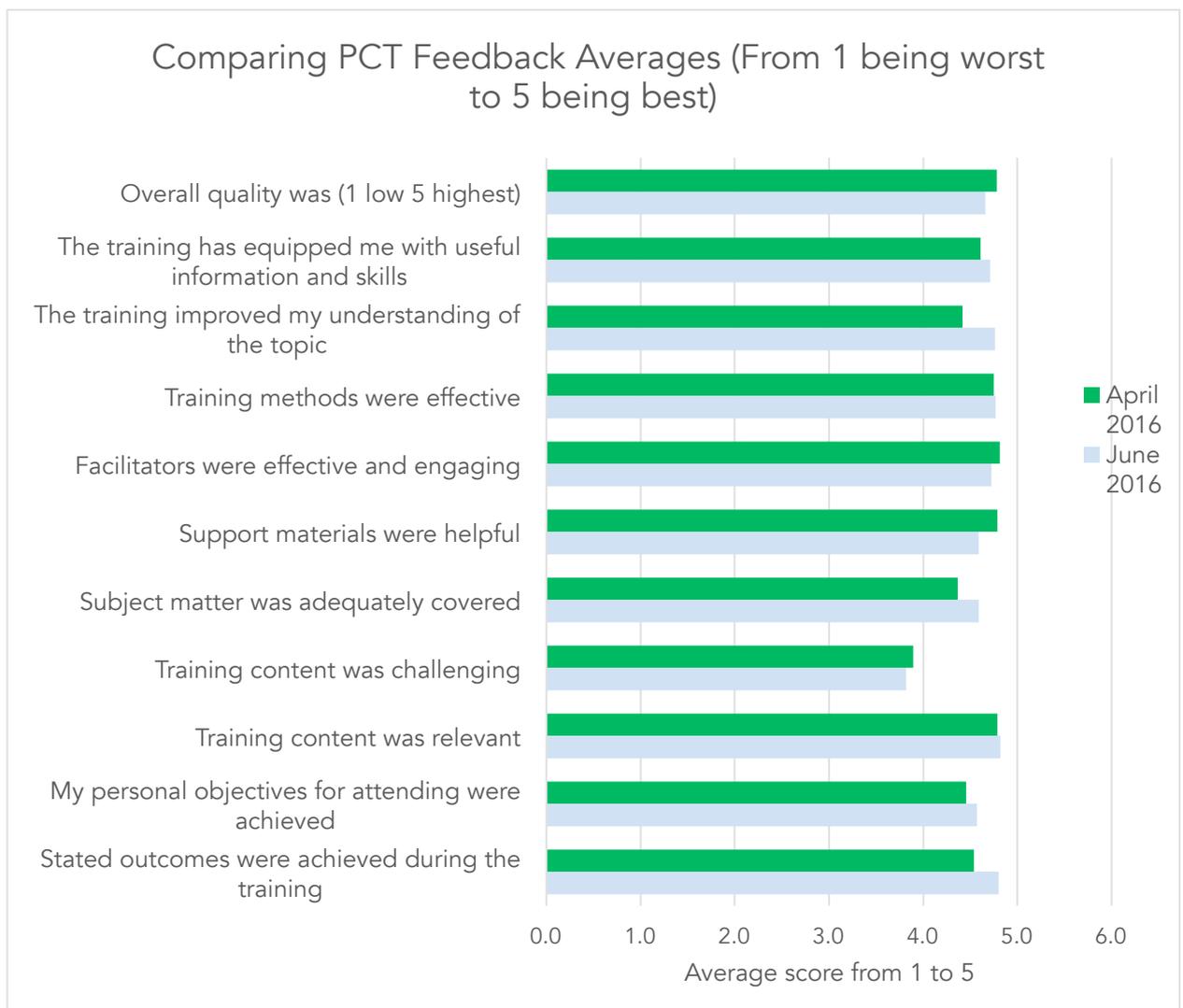
Above: Participants at the Ethiopia Regional PCT in April laughing as they count different coloured beads as an introduction to sampling concepts.

“Materials excellent, great opportunity for meeting like minded people, focus on collaborative approach and practical challenges to implementing IASC framework.”

“The training methodology was brilliant. Facilitators – approachable, friendly and know their content. Great job.”

“I have been part of a team, conducting a study on secondary movement of refugees. I was not part of the planning and we have had to clean up a lot of things that went wrong. But if we had been trained on PCT, we could have avoided so many problems.”

“Thank you! Super facilitation team, the weak ran really smoothly!”



Average Score per Session



At the end of each day, participants were asked to rank each session from between 1 to 5 according to two different criteria: first for the relevance of that session, and secondly, whether the session was interesting.

In general the feedback from participants on both courses was extremely positive, with the course rated highly for all sessions.

“Facilitations skills was very interesting and very crucial. I only put a "4" as I want more of it :-)”

At the April PCT in Ethiopia, the most popular sessions were from the first and last days of the training, which reflected the experience in the room in dealing with stakeholders and project management, while participants struggled with many of the technical sessions. A notably popular session was the optional evening Excel session, in which many participants were able to learn new skills. More time was asked for on the data interpretation and reporting sessions, and there were requests for templates on certain exercises, such as for qualitative data analysis.

“(Interviews with stakeholders): It gave a vivid scenario on real situation - superb facilitation skills”

More examples were also requested on tools, such as well formulated questions and examples of ‘bad’ tools. The participants enjoyed the sampling session, stating that it was very clear. A noticeable increase in the ratings on the sessions on secondary data review and themes and indicators/ analytical approach between the April PCT and the June PCT can be attributed to the change in the style and content of this session, which was previously done in plenary with small group exercises in Ethiopia, but changed to sessions spent in small groups with individual facilitators at the June PCT in Geneva.

June 2017 Global PCT in Switzerland

Participants for this course reflected overwhelmingly that this was one of the best training courses that many had ever attended. The participants particularly appreciated the amount of time and effort that went into the preparation of each session, the additional materials, and the way in which the training had a lot of small group work, with a dedicated facilitator for each small group. From the government attendees, it was highlighted that more effort could be made to engage government representatives in attending the training, and that the scenario could be better geared towards having a government perspective, rather than a viewpoint from the international community.

"Excellent course, one of the best ever! Really useful, comprehensive, great methodology, interactive and useful! Thanks."

"Thanks to all the facilitation team for an amazing work + it is the best training I have attended"

"A big big thank you for a fantastic week of learning and exchanges"

"Exceptionally well facilitated - best I've ever been to!"

"I feel really lucky to have been here. I learned a lot"

"This is so far the best organised training I've attended - well done to you all!!!"

"I really like the constant changes of participation, that's great to keep energy levels high!"

Reflections on each session

At the end of each day, participants were asked to rank each session from between 1 to 5 according to two different criteria: first for the relevance of that session, and secondly, whether the session was interesting.

In general the feedback from participants on both courses was extremely positive, with the course rated highly for all sessions.

"Thank you for the opportunity to geek out about methodologies and tools - it's really been a great experience so far!"

Many of the requests on specific sessions asked for more examples, in particular of tools, templates and experiences on the ground. For example more examples on good and bad facilitation techniques and practical examples of the profiling coordinators role.

"The role playing exercise was realistic and helpful for future situations"

The newer sessions that were piloted for this training, such as small group work on quantitative data analysis and the secondary data review were hugely popular with participants, who found the practical approach engaging and useful.



Above: A group of participants discussing and developing an analysis plan for a profiling exercise in Freedonia on one specific theme, guided by a JIPS facilitator

“The small groups were great. Melissa was super helpful and I can use this.”

Some sessions received suggestions for improvement, such as the capacity building session, in offering more advice on how to conduct a training, rather than just planning for one, and for more advice on budgeting in the operational planning session.

“I could stay an extra week doing all the technical stuff, thanks for another interesting day.”



Above: Participants discuss findings with a JIPS facilitator during a data interpretation session at the June Global PCT in Switzerland

More guidance on how to get the buy in of actors was requested, and advocacy strategies was identified as an area that could do with additional information and guidance on.

"Data analysis (word and excel) very useful, ludic, interesting and fun! I enjoyed and learnt a lot!"

Highlights for participants

"More focus on facilitation that I expected. I think this makes a lot of sense given the nature of the job. Interesting mix of participants."

"A mix of technical (sampling) and process (sequence of steps and specific challenges to each step."

"Coordination and facilitation were interesting but most relevant for me were the more technical components because I had less experience on that. Those sessions were kept very interesting despite being difficult to keep interesting."

"The exercises during the training were useful."

"Real life planning for Somalia."

"The country contexts presentation was really interesting."

"The group exercise on setting the timeframe for the profiling exercise."

"Working in groups to develop soft skills"

"The working group on durable solutions as a 'think tank'."

"The lovely environment that facilitated the work. The same for the participants, who have been carefully chosen."

"The data collection design, sampling and analysis parts because these are where actual works of supervision are important."

"Paramount Chief Sankes' slides were excellent."

"The training overall has been brilliant, not necessarily just for profiling, but for so much more. Many thanks to all."

"All, this was my first profiling training so all parts were useful and interesting."

“Planning and scheduling a profiling exercise.”

Low spots / areas for improvement

“It was overall excellent. One thing that I would have liked is a little bit of individual work/ homework – perhaps in the analysis? Set out a bit of time for that?”

“Data visualisation: Relevant, but no need to dedicate that much.”

“All parts were valuable. However, I believe that the group was very diverse with very different strengths and weaknesses and it might be interesting for the next training to look at the development of coordination skills separate from the development of technical skills.”

“Developing a methodology.”

“Particularly unimpressed with the take-home-lessons and next-steps session. Many groups (including mine) dodged concrete steps/ objectives for profiling.”

“Dissemination exercise needed to be added into the training or a sharing report findings exercise.”

“The technical part (data analysis and sampling) would have required more time.”

“The data visualisation and report writing because may be a bit elementary for a coordinator.”

“The country context was less value to me. It would have been great if IOM was present as they would have had more input. The whole session was wasted and ultimately I have less lessons learnt to apply. Perhaps, in a different platform, we will be able to do so.”

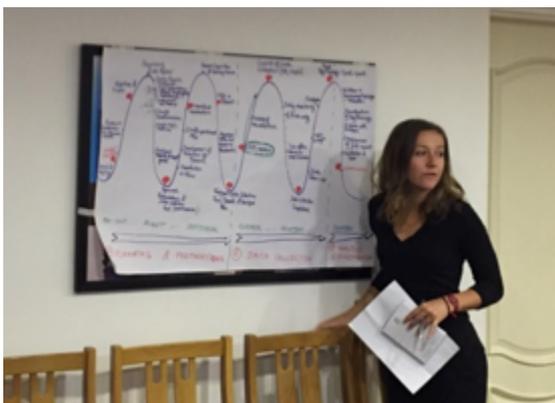
“In general the training content was ‘heavy’ and would have required a lot more days.”

“The data analysis (qualitative data part) should be further covered.”

“I personally would need more technical information and working tools.”

4. Linking the PCT to JIPS' Field Support

Participants from the PCT can often go on to work closely with JIPS' support to undertake profiling exercises in their operations and the close link between JIPS' Field Support activities and capacity building initiatives such as the PCT have helped to ensure that there is strong capacity, buy-in and relationships that are developed for profiling exercises to be successful. Below is an example of the immediate impact of the training in Iran, where three PCT graduates (from October 2015 and June 2016) from UNHCR and DRC have been working with JIPS' support to implement a profiling exercise.



Two graduates from the June PCT lead discussions in Iran on an upcoming profiling exercise looking at Afghan populations in three urban areas.

Left: The profiling process, recreated by the Iran team for their upcoming exercise and below: Discussions on the approach.



"I really wanted to thank you and your team, the training has been a great experience and I really learnt a lot. Now I feel this is our (Sara Jelveh and I) responsibility in the IM Unit in Iran to use that knowledge and reflection and translate it operationally or the best we can (in the space we have), being reassured to have JIPS continued remote support. Again, a big thank you."

Morgane Caujolle, Information Management Officer, UNHCR Iran

5. Conclusions and Recommendations

Recommendations

Below are some of the key recommendations from this report. In the interest of brevity, additional and more specific recommendations for detailed changes for the PCT are published in a separate internal report.

1. M&E to focus more closely on relationship between PCT and field support – including follow up evaluations with participants but also JIPS staff on how this compliments their work and potential improvements to enhance JIPS' field support activities.
2. Development of guidance document/ documents or portal to bridge gap between PCT, JET and Field Support, particularly as many participants found the JET tool difficult to navigate
3. Inclusion of more capacity building in field support activities, based on successes of PCT
4. Stronger adaptation of material to regional context, particularly reflecting participants technical levels
5. Continuation of the introduction of small group work with multiple facilitators running smaller sessions in parallel
6. Continuation of investing in having a large and strong facilitation pool in order to ensure that group work have effective facilitation
7. More focus on collaborative soft skills, which are only dealt with at a fairly superficial level in the current training
8. Adapt the Freedomia context to make this more engaging, and amenable to government participants

Annexes: PCT agendas and participants lists