

# PROFILING COORDINATION TRAINING

Dakar Senegal  
June 2019



 **P** Profiling  
**C** Coordination  
**T** Training

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## Acknowledgements

Our special thanks go to the [International Organization for Migration \(IOM\)](#) and the [UN Office for the Coordination of Humanitarian Affairs \(OCHA\)](#) for co-organising the PCT 2019 in Dakar.

In particular, we would like to express our gratitude to Samba Yadde (IOM), a 2018 PCT participant who provided substantial support in the organisation of the training course and facilitated several sessions. We would also like to thank Sophie Garde Thomle, then Head of OCHA's Regional Office for West and Central Africa, for her welcoming note to participants, and [Damien Jusselme](#) (IOM) and [Roberto Colombo](#) (UN OCHA) who also led different sessions.

Furthermore, we would like to express our special thanks to Geraldine Hartmann for her invaluable support in translating the full PCT training package into French. Finally, we would like to thank Nafissatou Pouye and Amadou Ndong ([Humanitarian Data Centre, HDX](#)) for sharing their expertise and valuable insights through two dedicated sessions.

## Funding

The 2019 Profiling Coordination Training was made possible through funding from the European Commission's Civil Protection and Humanitarian Aid Operations (ECHO)<sup>1</sup>, the Office of U.S. Foreign Disaster Assistance of the United States Agency for International Assistance (OFDA / USAID)<sup>2</sup>, and the Danish Development Cooperation Agency (Danida).



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and Civil Protection

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2. This paper is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of JIPS and do not necessarily reflect the views of USAID or the United States Government.



## 1. The 2019 PCT tailored to Francophone Africa

Francophone West and Central Africa has for many years been experiencing various displacement crises, some of which have become protracted situations. Over the past years, JIPS has supported several profiling processes and other efforts in the region, notably in [Côte d'Ivoire](#), the [Central African Republic](#) and the [Democratic Republic of Congo](#). Nevertheless, we had yet to fully gear our flagship training for a French-speaking audience (see info box I).

Encouraged by numerous French-speaking applicants to previous PCTs, and motivated by partner requests, specifically by IOM's regional office's proposition, in 2019 we put in an exceptional team effort to achieve a tailor-made edition of our flagship training. This included reviewing and translating all course materials but also adjusting course exercises to the specific needs in the West and Central African region.

### I. What is the PCT?

JIPS' [Profiling Coordination Training \(PCT\)](#) is a practical, hands-on course held over six days. Set in the fictional country of Freedonia, it takes participants looking to enhance their operational, technical and coordination competencies **through the profiling process from start to finish**. It focuses on the role of a profiling coordinator and helps understand what the profiling process concretely entails and what skills are needed to coordinate it effectively. The training provides an avenue for practitioners to receive guidance on displacement-focused data processes and how they can be used for evidence-based policies and action.

Bringing together government officials and members of humanitarian and development organisations from different sectors, the PCT also serves as a **forum for participants to share knowledge across fields, levels and institutions**. It highlights thematic areas relevant for profiling and where JIPS can bring in its wide experience, such as on durable solutions analysis, urban profiling, data-focused community engagement and IDP statistics.

**Run successfully since 2012**, the PCT is organised once or twice a year at the global and regional levels. It is an established JIPS flagship program, building on the service's direct experience consolidated from a decade of profiling exercises. It constitutes an essential activity to fulfil JIPS' mission to provide guidance on displacement data processes through cross-cutting work with government, humanitarian and development actors.

The **persistent interest expressed by partner organisations and government counterparts**, as evidenced by the regularly high numbers of applications for each successive course, demonstrates the continued relevance of the PCT. It underpins the need for knowledge sharing and training on issues in profiling displacement situations.

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*“These methodologies will be useful for data collection undertakings by the national institute of statistics. Especially the collaborative aspect is something we generally neglect in our studies but it's important to achieve sound results and formulate durable solutions to the authorities.”*

— PCT 2019 participant (all quotes translated from French)

The first French-language Profiling Coordination Training took place in Dakar, Senegal from 15 to 21 June. The high number of applications (almost 70) and the positive course evaluation by participants demonstrate the success of this initiative. The training makes a substantial contribution to the implementation of [JIPS' strategy 2018-2020](#) to enhance capacity building efforts at the global and regional levels, and to help foster collaboration across sectors between stakeholders working on data processes related to forced displacement.



**Video** A snapshot of what the PCT 2019 in Dakar, Senegal, looked like and what our participants and co-facilitators thought about it (also available at <https://vimeo.com/351171295>).

### 1.1 Objectives of the PCT in Dakar

The training aimed to build the operational, technical, and coordination competencies of key actors working on addressing internal displacement situations in Western and Central Africa. For this purpose, the one-week training brought participants, through a mixture of presentations, practical exercises and discussions, to implement an urban profiling exercise to inform durable solutions in the fictive country of Freedonia.

The PCT in Dakar was specifically designed for governments and national statistics offices in the region in addition to humanitarian and development professionals working in UN agencies, NGOs and other relevant stakeholders. Beyond improving participants' technical knowledge, the training also sought to foster collaboration across sectors

and organisations in Francophone Africa. This is critical to effectively address internal displacement situations, which requires a range of actors – from government authorities as primary duty bearers to humanitarian and development entities – to work together.

*"I will already begin by preparing a debriefing session with my colleagues who have not benefited from this [training] opportunity, and the methods of [data] collection and analysis will help me enormously even in my work on various assessments."*

– PCT 2019 participant

## 2. Diverse participation

Out of the 69 applications, JIPS selected 24 participants from ten different countries in Central and West Africa (see info box II). Notably, eight of the 24 participants came from government institutions and national statistical offices, while three worked in local and international NGOs, alongside 12 colleagues from UN agencies working in the region (see figure 1).

At JIPS we were particularly excited about the diverse attendance of participants coming from a wide range of actors and sectors, including national authorities and from different fields of expertise, ranging from operational/technical levels to decision-makers. This demonstrates the importance they place on working together to analyse and resolve internal displacement situations in the region.

A pre-course knowledge assessment amongst selected participants showed a valuable mix of experiences in terms of coordination and technical skills relevant for profiling. However, it revealed important gaps in relation to their thematic knowledge and specifically when it comes to conducting joint analysis processes.



## II. PCT selection criteria

In order to ensure regional relevance of the training and diverse representation for meaningful discussions and exchanges, participants were selected based on the below criteria:

- Relevant experience in coordination or information management;
- Hands-on experience in relevant data collection exercises such as profiling or assessments of displaced populations/situations;
- Be in a relevant position within their agencies to act as an effective agent for change and as a multiplier for more collaborative data processes;
- Specifically for this PCT, work on Western and Central Africa, with a focus on areas experiencing regional (protracted/emerging) crisis;
- Ensure gender balance and a mix of agencies and stakeholders, with priority given to countries with an ongoing profiling exercise (or concrete for one in the near future) and specific encouragement for colleagues from government and national statistics offices (NSOs) working on statistics on forced displacement to join.

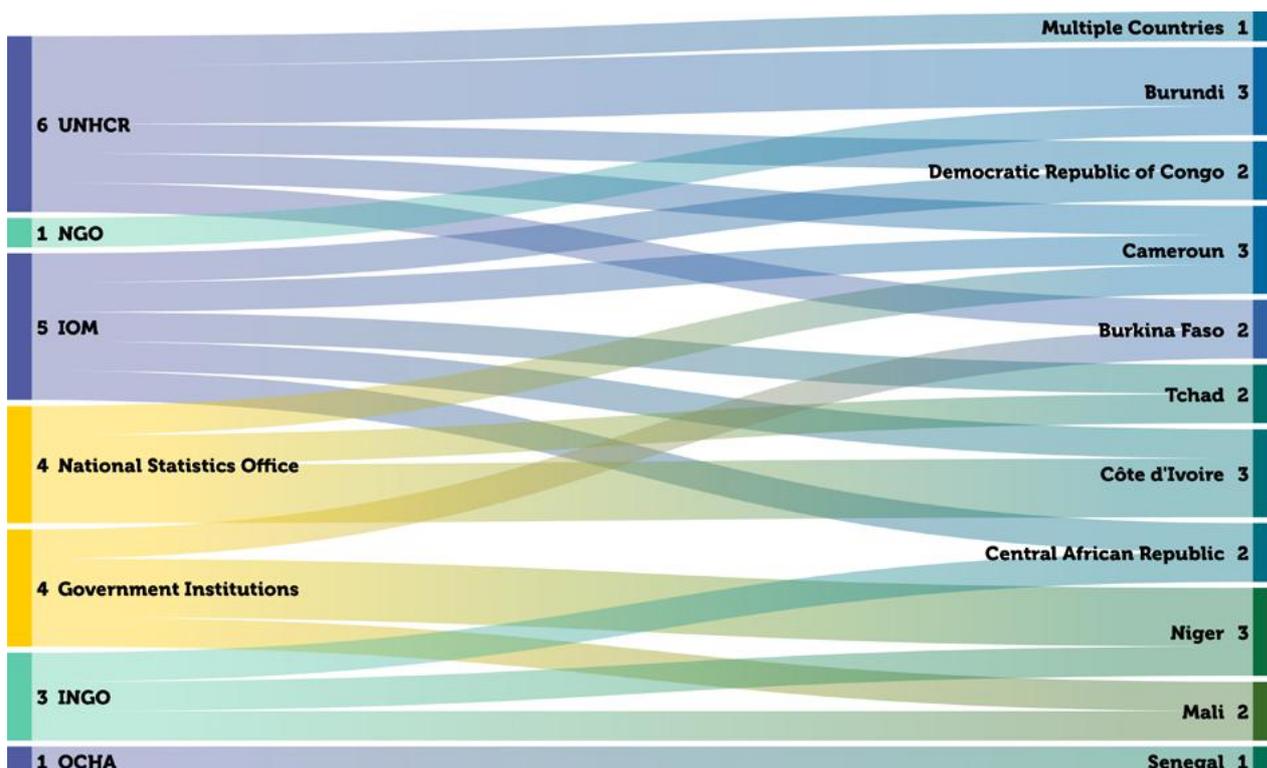


Figure 1 Number of participants to the 2019 PCT in Dakar, per country per organisation (visualised using flourish).

### 3. Continuous improvement of the training content

In preparation for the PCT, the full training package – including the Freedonia country scenario, pre-course learning materials, 26 session presentations, and more than 20 exercise handouts/injects – was **revised and refined to include JIPS' latest lessons learned from the field and current good practice** in profiling. All of these materials as well as key guidance documents on the profiling process, made available through [JIPS' Essential Toolkit \(JET\)](#), were also translated into French and re-designed.



**Image 2** The full PCT package of training materials was updated and translated into French.

This work involved dedicated staff time of JIPS' Information Management Officer to ensure the overall project management, as well as substantial contributions from other team members and external consultants who supported in the translation and re-design process. JIPS furthermore benefited from support from colleagues in IOM and OCHA, who helped with the remote management of logistics and session preparations.

The training took participants through the well-established [profiling process](#) and its core components, ranging from how to establish a collaborative process to how to inform a rigorous analytical approach, develop context-specific data collection tools, implement a joint analysis process, and finally, achieve agreement on the resulting evidence base and recommendations. Each of the topics were discussed in dedicated sessions and underpinned by practical exercises using the Freedonia country scenario.

A series of training injects were also used to **challenge participants to the multiple realities and often tricky tasks that a profiling coordinator might be required to conduct in practice**. For example, participants had to develop the terms of reference for the profiling working group following a support request and scoping mission. They were also tasked to elaborate an analysis plan, a data collection methodology and a related operational plan for the actual field data collection, all of which they then had to present to the profiling working group to get their approval.



**Image 3** Simulation of a key moment in a profiling process, when the profiling coordinator has to present the methodology to partners in Freedonia to get their buy in on how the data will be collected and analysed.



### 3.1 A focus on urban settings and cross-cutting themes

In continuation of the updates made to the [2018 edition of the PCT](#), the training focused on an urban displacement context and sought to get participants to produce a sound evidence base that is shared by all partners and can inform joint/complementary measures towards durable solutions for IDPs. Therefore, **in addition to the sessions on the different steps in a typical profiling process, the training also dedicated time to discuss cross-cutting themes** including durable solutions analysis, stakeholder engagement in profiling, and joint data analysis. JIPS furthermore teamed up with OCHA's [Centre for Humanitarian Data \(HDC\)](#) for a complementary session on the [Humanitarian Exchange Language \(HXL\)](#) and on [data responsibility](#), which is in line with JIPS' current effort to work together with HDC to make more data available from previous profiling exercises (also see info box III).



**Image 4** Participants get introduced to the Humanitarian Exchange Language.

Striving for continuous improvement of our work, we refined this year's PCT in a number of ways. Upgrades included improved linkages between the sessions to better demonstrate how profiling objectives can translate into actionable outcomes. During

## III. JIPS' areas of exploratory work

Striving to continuously improve its profiling practice as well as to help advance the work of the wider humanitarian and development community, JIPS consolidates experiences and lessons learned from its field work to bring them to global discussions.

This is done by contributing expertise or fully-fleshed modules to partner trainings, such as [ACAPS' Advanced Humanitarian Analysis Programme](#), where we contributed by leading on sessions related to joint analysis, or the [IIHL Course on the Law of Internal Displacement](#), where we have presented for the last few years on the topic of data collection and durable solutions. It is also done by proactively exchanging with partners such as with [REACH Initiatives on joint analysis approaches](#) and with [ReDSS on durable solutions analysis experiences](#).

In addition, we [explore new ways of working in key areas](#) so to help improve evidence on forced displacement. Most recently this has included investing in the topic of data responsibility and data sharing, which is so important when considering the wealth of data produced through profiling processes and the sensitivities around sharing micro-data on internally displaced persons. In collaboration with HDC and [UNHCR Innovation](#) as well as other actors, we are working on ways to enhance our own expertise in this area and to find more sustainable and effective methods for responsible data sharing.

the sessions, participants' focus was also brought to how collaboration – which is at the core of a profiling process – can be sustained throughout the analysis phase as well as how ultimately, it can leverage the usefulness of the resulting evidence base.



**Image 5** Data crunching and secondary data review with the DEEP

The Freedonia country scenario more specifically, was fine-tuned and the description of relevant stakeholders updated to **allow for a more comprehensive and sophisticated exercise on stakeholder analysis**. Building on our recent field support activities, more space was given to this aspect to enhance participants' understanding not only of the typical stakeholder environment in displacement contexts, but also of the often-diverse information landscape produced and used by these actors. In many cases, partners to a profiling exercise don't have this overview. Making them aware of relevant secondary data already available and fostering agreement on how this informs a given profiling exercise is critical to ensure resources are used efficiently and effectively.

### 3.2 Increased emphasis on joint analysis and sampling

Similarly, we used the opportunity of this PCT to update the session on joint analysis. Participants were brought to reflect **not only on the theoretical concept, but also on how, in practice, to organise and effectively facilitate** such a process. This included discussing specific methods and tools to engage the diverse partnership at different levels (both operational and decision making) and to build on their specific expertise to deepen the analysis. For some participants, this session was then also perceived as the most relevant and useful of the whole training week.

Finally, we **adapted the session on sampling** in order to integrate good practices but also to bring more attention to this highly relevant and yet particularly complex issues in displacement contexts. While simplifying such a tricky and technical topic remains challenging, the JIPS team nevertheless managed to convey key considerations and nuances so that participants, including non-technical ones, could understand the impact sampling has on profiling results.

*“All modules covered during the training [were interesting, but] especially durable solutions analysis and joint analysis.”*

— PCT 2019 participant



**Image 6** Participants are counting beads as part of an exercise on creating a multi-stage stratified clustered sample.

## 4. Participants' evaluation of the course

The PCT team collected feedback through daily online evaluation forms and an overall survey at the end of the training. Responses were evaluated quantitatively in terms of participants' perception in regards to the relevance of a session and whether it had kept them interested and engaged throughout, and qualitatively by probing for high and low points as well as for suggestions for improvement.

### 4.1 Overall positive evaluation of the training

The overall quality of the training was perceived high to very high across the board, with 59% of respondents assigning the highest score to the training and the remaining 41% the second highest score. All of the sessions were considered relevant and engaging, with the majority receiving scores between 4 and 5 (see figure 2).<sup>3</sup> The highest scores were given to the sessions looking at methods for focus group discussions, field organisation, and data analysis. No session was rated in the lowest score.

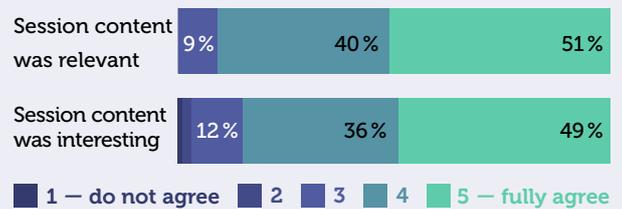
Similarly, respondents "agreed" or "fully agreed" that session materials were helpful, facilitators engaging, and training methods effective (see figure 3).

When asked about how they planned to use the acquired knowledge in their jobs, most participants highlighted that many aspects of the training would be useful to enhance their operation's data collection efforts. Two participants pointed out that they would debrief colleagues within their entities about the training to mainstream gained knowledge and competencies, while others mentioned the use of the new know-how to improve the process of secondary data review in projects and to help enhance the consensus building process around results and data production.

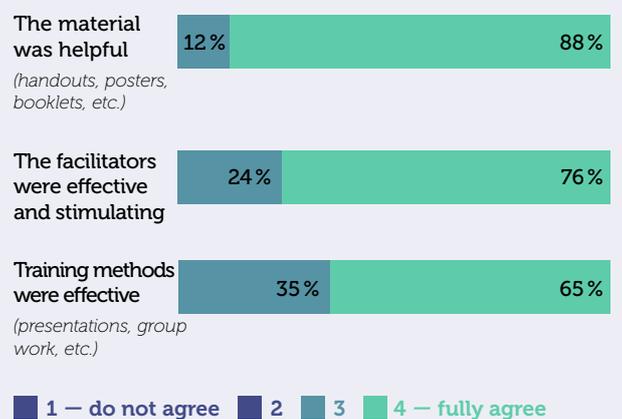
3. Participants were asked to evaluate each training session in terms of relevance and keeping them engaged on a score from 1 (neither relevant nor engaging) to 5 (highly positive). The mode across all sessions was 5 for both aspects.

*"Every session and topic of this training were relevant to me. The content of the course was highly useful and enriching."*

— PCT 2019 participant



**Figure 2** Combined rating of all 22 training sessions based on participants' perception whether sessions were relevant and interesting.



**Figure 3** Evaluation of training methods and facilitators.

## 4.2 Nuanced insights by session

Compared to the pre-training evaluation, participants indicated a clear gain in knowledge: 92% of the respondents (n=17) fully agreed that **the training provided them with useful additional know-how and skills**, with the remaining 8% stating that they partially agreed. The majority of the respondents also agreed that the training improved their understanding on other important profiling-related aspects, such as advising partners on a technical and decision-making level (see figure 4).

When asked about the **most interesting and useful part in the training, the majority of participants highlighted the session on joint analysis**. This is specifically rewarding for us in JIPS as we put significant effort into making this session more practical and demonstrating its key value in the profiling process. This required enhancing the session materials, which were originally developed for [ACAPS' Advanced Humanitarian Analysis Programme \(HAP\)](#), and incorporating lessons learned from profiling exercises in different field locations. We are currently working on a training package for [the JET](#) so to make these materials available to a wider audience.

Several participants furthermore mentioned the specific added value of the sessions on the analytical process and the link between objectives, indicators, analysis plan and analysis, as well as the session on durable solutions.

## 4.3 Room for improvement

The main point of critique mentioned across the board by all respondents – and a persistent challenge in PCTs overall – was the general lack of time available for each session as the material is so rich. We have continuously worked to improve the balance between presentations, exercises, and time for discussion and questions. Using a “parking lot”, whereby participants can park questions and topics they would like to discuss during the course of the training, has proven useful.

A few participants also suggested that more focus be brought to conducting in-depth data analysis using software such as Excel. This, however, goes beyond the PCT's objectives and would require a separate training specifically dedicated to data analysis.

*“I think all the sessions were important to me but nevertheless the [most useful ones were those on] formulations of objectives, indicators, methodologies, the analytical framework, the data collection plan, and above all joint analysis.”*

– PCT 2019 participant

### The training has improved ...

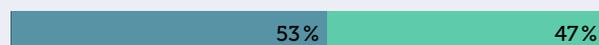
... my understanding of profiling in urban contexts.



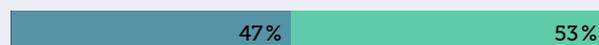
... my ability to advise partners on technical issues.



... my ability to advise partners on issues of decision making.



... my capacity to manage working groups.



... my ability to facilitate discussions on data collection methods.



■ 1 – do not agree ■ 2 ■ 3 ■ 4 – fully agree

**Figure 4** Rating on improvement of participants' thematic expertise through the training.

## 5. Key takeaways and way forward for PCTs

Looking forward, at JIPS we already have a number of plans regarding future PCTs. These include **more training initiatives at regional level**, in French and/or other languages, to enhance access to different stakeholders and contribute to increasing efforts to address forced displacement in various locations around the world. These, however, should always be managed in partnership to help with challenges in organising training events remotely.

In terms of course content and format, we aim to **develop an online pre-course with a number of e-learning modules** so to allow future participants to acquire the theoretical knowledge beforehand and make more space for hands-on exercises during the face-to-face training. We will continue to

bring a **mix of profiles** so everyone benefits from learning from each other as well as the training itself. We will also keep on with including 'extra sessions' like on the Humanitarian Exchange Language and data responsibility, as this was popular and a refreshing break from the main course.

Finally, in regards to course evaluation and participation, we observed lower response rates than in previous PCTs. Hence, for future editions we will resort to methods used in the past and also require participants to fill in the final evaluation form to receive the course certificate. In addition, we aim to review participants from previous trainings to **build up a more sustainable pool of PCT facilitators**.



**Image 7** Explaining key terms and steps of a sampling process, and discussing specific challenges in internal displacement situations.

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## 6. The PCT facilitation team



**Svend Jonas Schelhorn**, Information Management Officer, was the focal point for the 2019 Profiling Coordination Training and in charge of the overall project management, including organisation, logistics, materials, liaising with partners, and more.

The facilitation team was composed of:



**Wilhelmina Welsch**, Head of JIPS' Information Management & Innovation



**Andrés Lizcano Rodríguez**, JIPS' Profiling Advisor (general)



**Devora Levakova**, JIPS' Profiling Advisor (capacity building)



**Corina Demottaz**, JIPS' Communications & Advocacy Officer



**Samba Yadde**, Regional Information Management Assistant at IOM



**Damien Jusselme**, Regional Coordinator for Data & Research at IOM West and Central Africa



**Roberto Colombo**, Head of the Information Management Unit at UN OCHA West and Central Africa



**Nafissatou Pouye**, Data Scientist at HDC



**Amadou Ndong**, Data Manager at HDC



**Image 8** Group picture of the participants and facilitators of the 2019 Profiling Coordination Training in Dakar, Senegal.

The [Joint IDP Profiling Service](#) is an inter-agency service supporting government, humanitarian and development actors to design and implement collaborative profiling exercises. We seek to promote a culture of evidence-based decision making in displacement situations through collaborative profiling exercises, and believe that a common analysis of the situation can facilitate and improve joint responses.

In addition to capacity development and technical advice in countries, we also provide trainings at the global and regional levels and consolidate our experience into tools and guidance that can benefit practitioners around the world.

Our Executive Committee is comprised of the Danish Refugee Council (DRC), Internal Displacement Monitoring Centre (IDMC), Norwegian Refugee Council (NRC), Office of the Special Rapporteur on the human rights of IDPs, UN Development Programme (UNDP), UN Office for the Coordination of Humanitarian Affairs (OCHA), and UN High Commissioner for Refugees (UNHCR).

