Social Promotion Foundation

REBAHS – Reducing Economic Barriers to Accessing Health Services in Lebanon, "The MADAD Fund"

Beirut, Lebanon

Training Report

Emotional Crisis Management – Trainings for Frontliners

Date: February, 2020

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Table of Acronyms

CP: Child Protection

ECM: Emotional Crisis Management

FPS: Fundación Promoción Social (Social Promotion Foundation)

GBV: Gender-Based Violence

MHPSS: Mental Health and Psychosocial Support

MT: Master Trainer

M&E: Monitoring and Evaluation

NGO: Non-Governmental Organization

NMHP: National Mental Health Programme

PHCC: Primary Health Care Center

REBAHS: Reducing Economic Barriers to Accessing Health Services in Lebanon

SGBV: Sexual and Gender-Based Violence

ToT: Training of Trainers

ROS: Roll Out Session

WASH: Water, Sanitation and Hygiene

1. About Emotional Crisis Management Training

1.1. Training Overview

The Emotional Crisis Management (ECM) training roll out sessions are designed to build the capacities of frontliners on how best to aid persons who are in a state of emotional crisis. The training provides an understanding of emotional crisis events, related risk factors, warning signs, early intervention measures, and self-management tips. It also describes the mechanism for engaging persons in crisis in a safe and supportive manner (de-escalation techniques), identifying personal triggers and priority concerns, and activating important workplace policies to prevent future emotional crises. These ECM roll out trainings targeted frontliners from different organizations working in Lebanon. It was planned to deliver eight roll out sessions in total all over Lebanon. However, due to the high number of applicants (around 570), FPS and NMHP agreed to conduct four extra sessions. In total, twelve ECM roll out sessions took place all over Lebanon with a total of 230 participants.

Dates and location:

Overall twelve ECM roll out sessions took place during February 2020 in different regions in Lebanon. In total, six roll out sessions were conducted in Beirut, three roll out sessions were conducted in Bekaa, two roll out sessions took place in Tripoli and one roll out session in Saida.

1. ECM roll out 1 was held on the 6th of February 2020 at Lancaster Tamar hotel Hazmiye, Beirut.
2. ECM roll out 2 was held on the 7th of February 2020 at Lancaster Tamar hotel Hazmiye, Beirut.
3. ECM roll out 3 was held on the 11th of February 2020 at Lancaster Tamar hotel Hazmiye, Beirut.
4. ECM roll out 4 was held on the 12th of February 2020 at Lancaster Tamar hotel Hazmiye, Beirut.
5. ECM roll out 5 was held on the 13th of February 2020 at Lamuniya Hotel, Qalamoun, Tripoli.
6. ECM roll out 6 was held on the 17th of February 2020 at Mouwasat PHCC/premises, Saida.

7. ECM roll out 7 was held on the 18th of February 2020 at Cadmus, Zahle, Bekaa.
8. ECM roll out 8 was held on the 19th of February 2020 at Cadmus, Zahle, Bekaa.
9. ECM roll out 9 was held on the 20th of February 2020 at Radisson Blu Hotel, Beirut.
10. ECM roll out 10 was held on the 21st of February 2020 at Radisson Blu Hotel, Beirut.
11. ECM roll out 11 was held on the 24th of February 2020 at Lamuniya Hotel, Qalamoun, Tripoli.
12. ECM roll out 12 was held on the 25th of February 2020 at Cadmus, Zahle, Bekaa.

The agenda of the ECM roll out sessions is available in Annex 1. The attendance list is available in Annex 2.

1.2. Training Objectives

The aim of the ECM roll out sessions is to provide the knowledge and skills to frontliners to be able to apply the ECM protocol.

1.3. Training Purpose

By completing this training, trainers will be able to:
- Define emotional crisis, workplace violence and de-escalation.
- Identify individual, organizational, environmental, social and economic risk factors for emotional crises.
- Describe different types of emotional crisis and their potential burden.
- Recognize warning signs to be able to intervene early.
- Identify organizational and personal actions to prevent emotional crises.
- Use effective verbal and non-verbal communication skills to prevent or manage emotional crisis.
- Demonstrate effective crisis management and de-escalation techniques.
- Apply specific guidelines when dealing with adults or minors survivors of sexual and gender based violence or persons in crisis at risk of suicide.

- Identify effective response and crisis closure actions to be taken by frontliners including effective referral and follow up when needed.
- Identify organizational and personal actions to be taken following a crisis event

1.4. Training Methods

A trainer's guide and Microsoft PowerPoint presentation were prepared and used during the roll out sessions by each trainer. The guide included a lesson plan for each section. The lesson plan highlighted the specific objectives of each session, the material needed, the activities and the Microsoft PowerPoint slides to be used (if needed). Multiple interactive activities were used such as role plays, brainstorming, and small and large group activities. The trainer's guide is available in Annex 3. The ECM protocol was used by the participants during the training and the updated version will be sent by email once ready.

1.5. Trainers

As part of the criteria for acceptance into the ECM ToT, trainees who completed the program were required to take part in the delivery of the roll out sessions. Two to three trainers per day facilitated the sessions depending on their availability. The Master Trainer, Sandra Hajal, was also present during all the roll out sessions to provide support and guidance as needed. The trainers for each day were selected according to their availability and the master trainer's evaluation, and were provided with the necessary material for the implementation of the training.

Other team members were present during the roll out sessions: Ana Guimarães (FPS MHPSS Project Coordinator) during most of the trainings, and occasionally George Frangi (FPS Logistics, Security and Fleet Officer) and Shaymaa Al Khatib (FPS Monitoring and Evaluation Manager).

1.6. Participants

The selection criteria of participants selected for the ECM roll out sessions included experienced frontliners from different organizations who are in direct contact with service users. Frontliners were from different professional backgrounds, including social work, nursing, NGO management,

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and psychology. The total number of participants amounted to 230, varying from 17 to 24 participants per training.

Table 1 shows the distribution of technical participants' numbers by gender across the trainings provided.

Table 1. Number of participants

Date	# Participants		
	Males	Females	Total
6 February 2020	2	22	24
7 February 2020	2	20	22
11 February 2020	3	16	19
12 February 2020	4	14	18
13 February 2020	3	16	19
17 February 2020	3	14	17
18 February 2020	2	18	20
19 February 2020	2	17	19
20 February 2020	3	13	16
21 February 2020	3	16	19
24 February 2020	2	16	18
25 February 2020	1	18	19

2. ECM Training Roll Out Satisfaction

2.1. Overall Training Workshop Rating

The assessment of the roll out sessions by each participant was overwhelmingly positive, with the majority of respondents reporting that the training was either very good or excellent, as seen in Figure 1, representing the overall assessment of each one of the twelve roll out sessions. The

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differences amongst the roll out sessions can be better understood in light of the training evaluation outcomes, satisfaction with trainers, and the increase of knowledge (through analysis of the pre-post tests) that are detailed in subsequent sections.
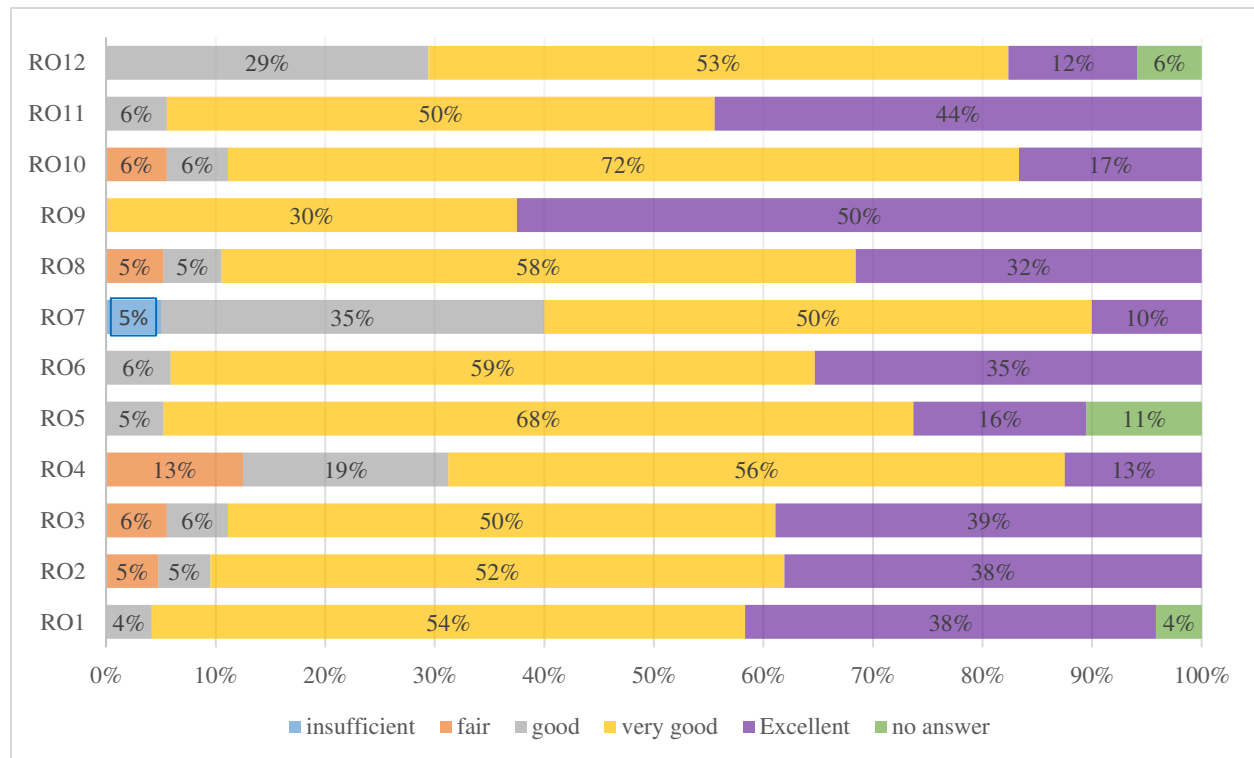

Figure 1. Overall assessment of the 12 ROS

2.2. Training Evaluation Outcomes

ECM Training roll out 1:

To summarize the training evaluation outcomes, as shown in Figure 2.1, 92% of participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and 96% stated that training experience will be useful in their work. Around 67% of participants found that the number of participants was adequate, while 21% were neutral and 8% disagreed. Almost two-thirds of participants (63%) agreed that the meeting room and facilities were adequate and comfortable, while 12% disagreed and 21% were neutral. All participants agreed that training materials distributed were helpful. Half of participants (50%) felt the allotted

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time for the training was insufficient, 13% were neutral, and 33% were satisfied with the overall length. More than 90% of participants agreed that the training objectives were met, that the training topics covered were relevant, and that the content was organized and easy to follow. All participants reported that participation and interaction were encouraged and the training methods used were helpful in conveying the content. All participants mentioned that they would recommend this training to others.
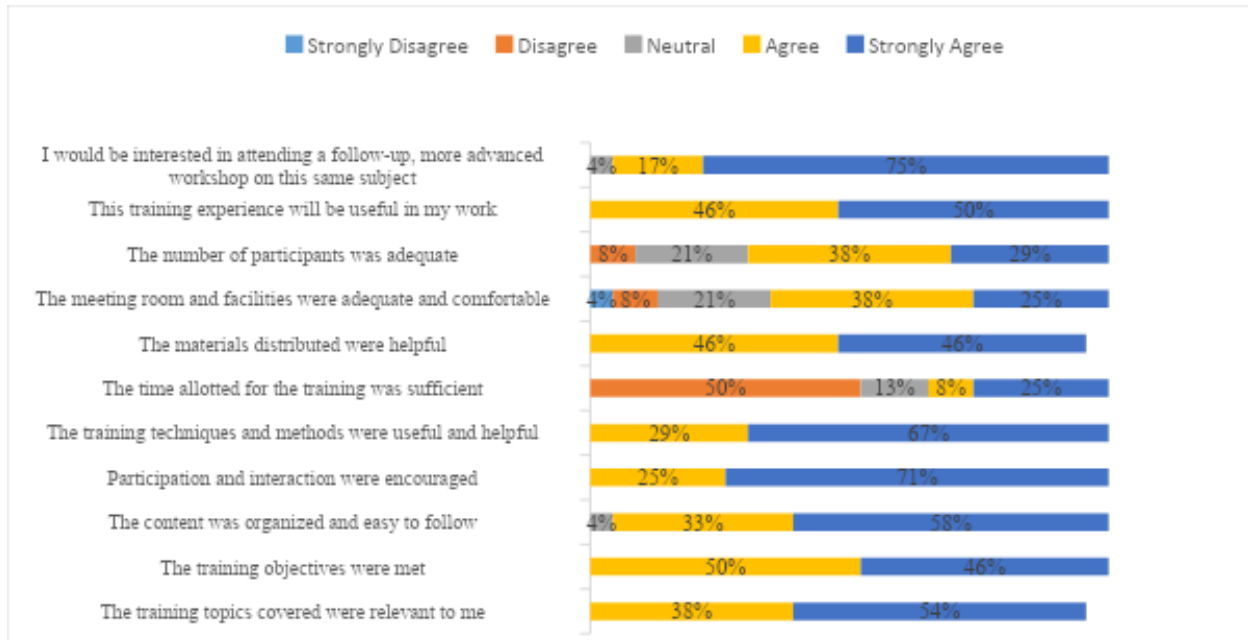

Figure 2.1. Training Evaluation Questions – ECM Roll Out 1

ECM Training roll out 2:

To summarize the training evaluation outcomes, as shown in Figure 2.2, 95% of the participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and 85% stated that training experience will be useful in their work. All participants found that the number of participants was adequate. The majority of participants (92%) agreed that the meeting room and facilities were adequate and comfortable. Most (86%) agreed that training materials distributed were helpful. The majority of participants (95%) agreed that the allotted time for the training was sufficient and the training objectives were met. All participants agreed and that the training topics covered were relevant and that content was organized and easy to follow. 95% of the participants reported that participation and interaction was encouraged. 81% of the participants agreed that the training methods used were useful and helpful, while 14% were neutral. All participants said that they would recommend this training to others.
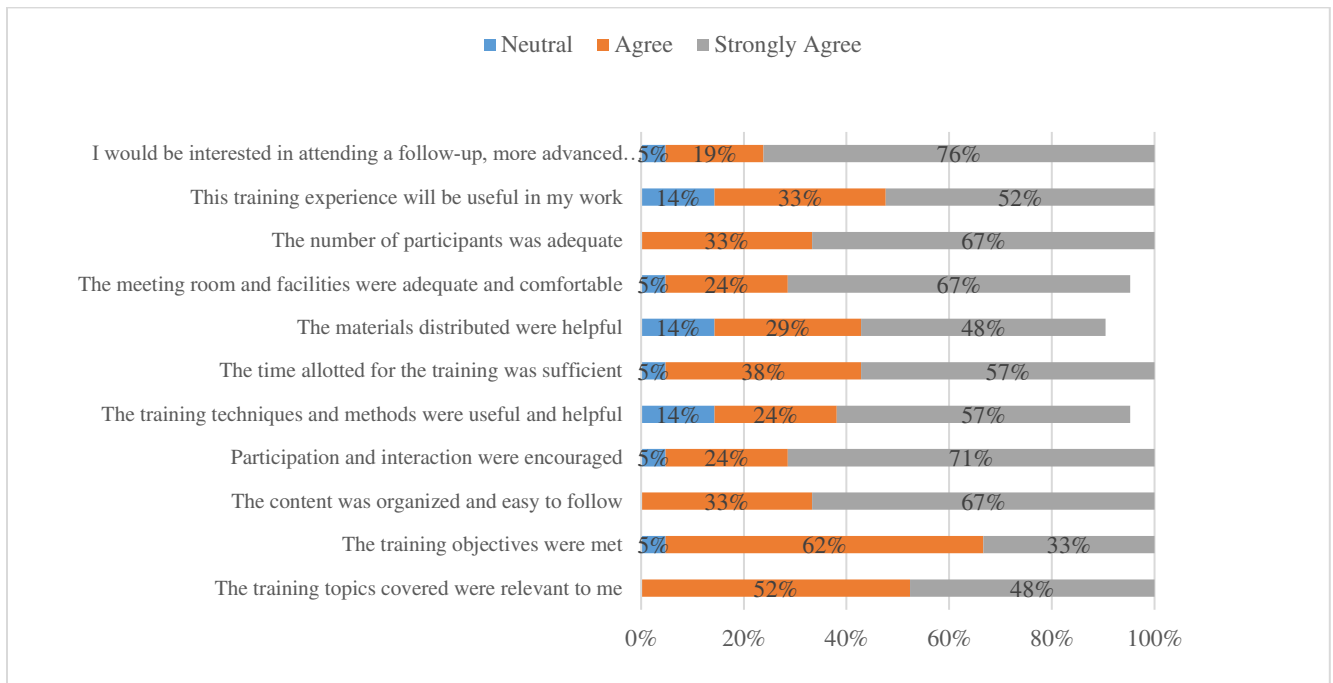
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Figure 2.2. Training Evaluation Questions – ECM Roll Out 2

ECM Training roll out 3:

To summarize the training evaluation outcomes, as shown in Figure 2.3, all participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and all of them stated that training experience will be useful in their work. The majority of participants (94%) found that the number of participants was adequate. Around 60% of participants agreed that the meeting room and facilities were adequate and comfortable, 22% disagreed and 17% were neutral about it. The majority (88%) agreed that training materials distributed were helpful, 12 % were neutral. Most of participants (88%) agreed that the allotted time for the training was sufficient. All participants agreed and that the training methods used were useful and helpful, and that content was organized and easy to follow. All participants reported also that participation and interaction were encouraged. The majority of participants (89%) agreed that the training topics covered were relevant. All participants said that they would recommend this training to others.
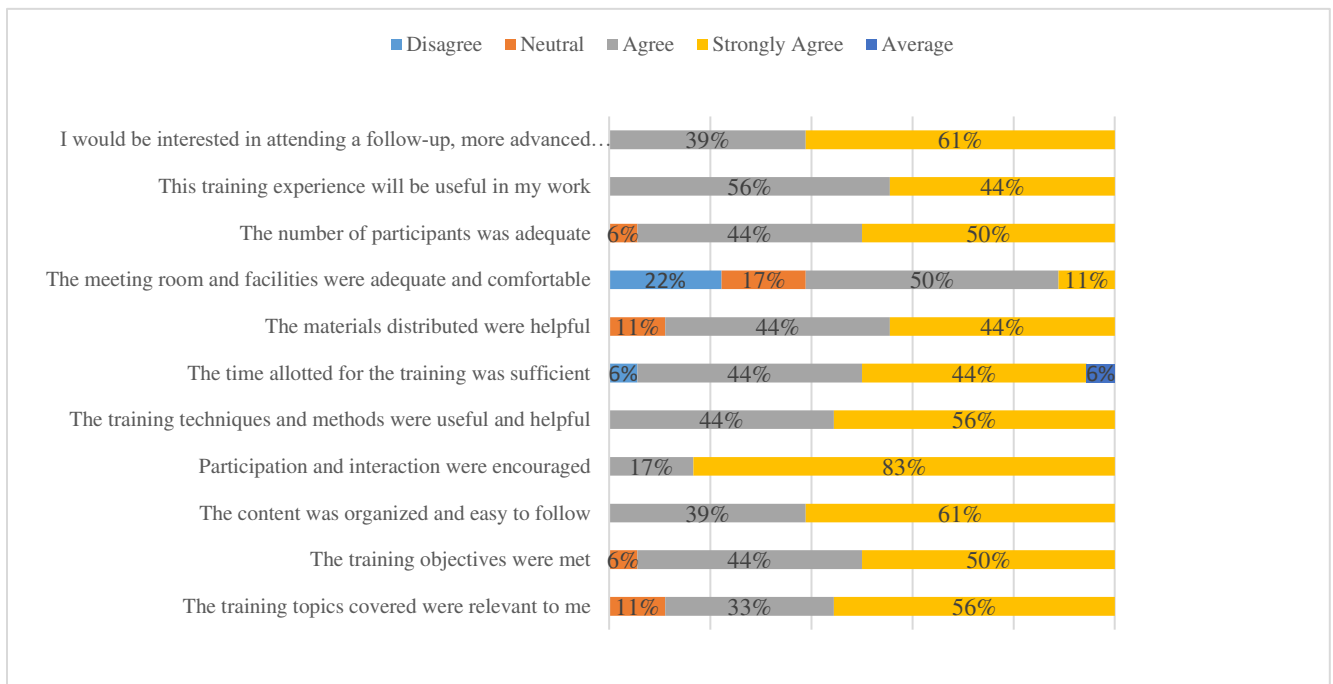
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Figure 2.3. Training Evaluation Questions – ECM Roll Out 3

ECM Training roll out 4:

To summarize the training evaluation outcomes, as shown in Figure 2.4, 88% of the participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and 88% stated that training experience will be useful in their work. All participants found that the number of participants was adequate and that meeting room and facilities were adequate and comfortable. Half of the participants agreed that training materials distributed were helpful, 31% were neutral and 13% disagreed. Most of participants (82%) agreed that the allotted time for the training was sufficient and 88% agreed that the training objectives were met. All participants agreed and that the training topics covered were relevant. Regarding the participation and interaction, 75% of the participants reported that participation and interaction was encouraged. Around 69% of the participants agreed that the training methods used were useful and helpful, 25% were neutral and 6% disagreed. The majority (94%) stated that content was organized and easy to follow. Overall, 87% of the participants said that they would recommend this training to others.
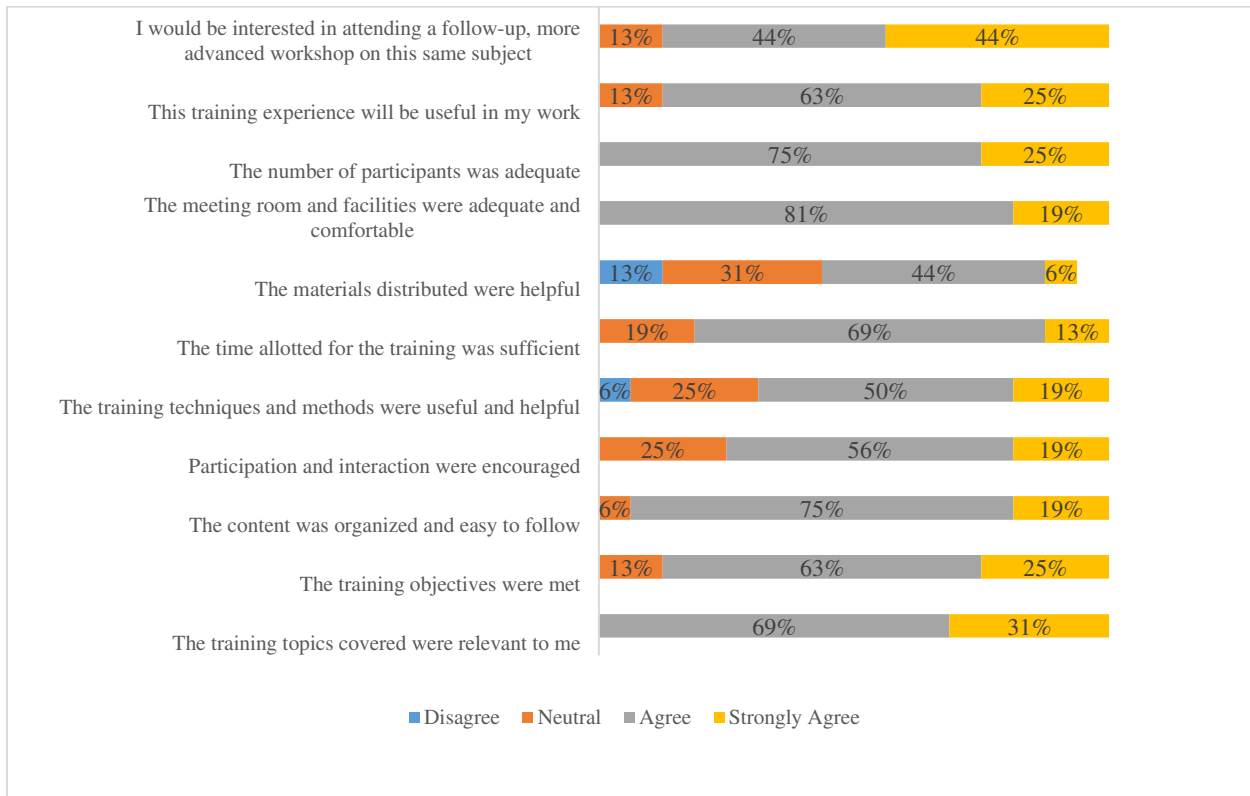
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Figure 2.4. Training Evaluation Questions – ECM Roll Out 4

ECM Training roll out 5:

To summarize the training evaluation outcomes, as shown in Figure 2.5, 89% of the participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and 90% stated that training experience will be useful in their work. The majority of participants (90%) found that the number of participants was adequate. 89% of participants agreed that the meeting room and facilities were adequate and comfortable. More than half of the participants (79%) agreed that training materials distributed were helpful, while 11% were neutral. More than half of the participants (58%) agreed that the allotted time for the training was sufficient, while 21% were neutral and 11% disagreed. The majority (89%) agreed and that the training methods used were useful and helpful, and 91% agreed that content was organized and easy to follow. Most participants (89%) reported also that participation and interaction were encouraged. The majority of participants (89%) agreed that the training topics covered were relevant. All participants said that they would recommend this training to others.
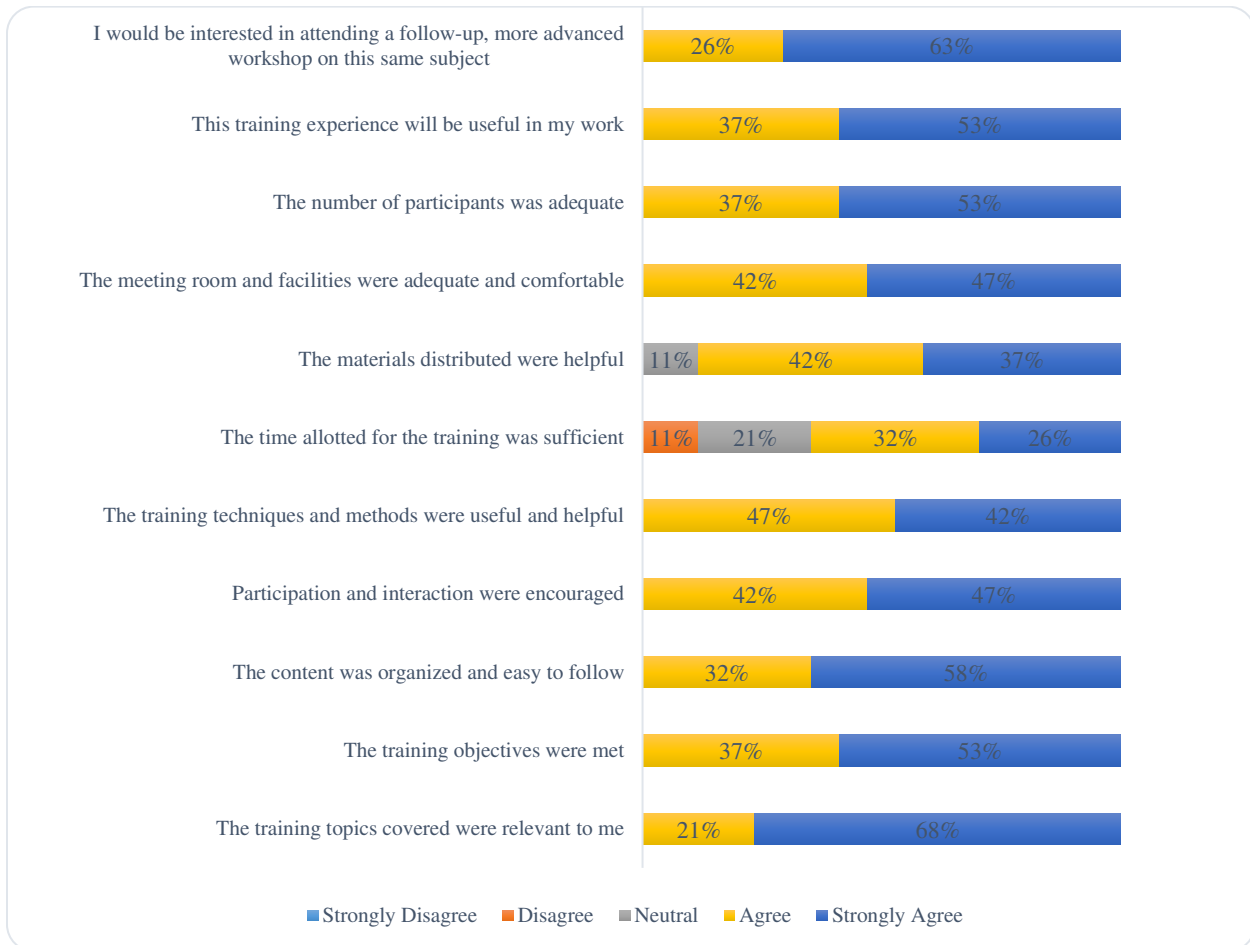
Figure 2.5. Training Evaluation Questions – ECM Roll Out 5

ECM Training roll out 6:

To summarize the training evaluation outcomes, as shown in Figure 2.6, all participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and all of them stated that training experience will be useful in their work. All participants found that the number of participants was adequate. Around 64% of participants agreed that the meeting room and facilities were adequate and comfortable, while 29% were neutral. The majority (70%) agreed that training materials distributed were helpful, while 29% were neutral. Most of participants (94%) agreed that the allotted time for the training was sufficient. The majority (88%) agreed that the training methods used were useful and helpful, and that content was organized and easy to follow. All participants reported also that participation and interaction were encouraged, and that the training topics covered were relevant.

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All participants said that they would recommend this training to others.

Figure 2.6. Training Evaluation Questions – ECM Roll Out 6

ECM Training roll out 7:

To summarize the training evaluation outcomes, as shown in Figure 2.7, 80% participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and 90% of them stated that training experience will be useful in their work. The majority of participants (90%) found that the number of participants was adequate. Only 35% of participants agreed that the meeting room and facilities were adequate and comfortable, while 35% disagreed and 30% were neutral about it. More than half (60%) agreed that training materials distributed were helpful, while 30% were neutral and 5% disagreed. More than half (60%) of participants agreed that the allotted time for the training was sufficient, while 30% were neutral and 5% disagreed. Around 70% of participants agreed and that the training methods used were useful and helpful, while 25% were neutral and 5% disagreed. Half of the participants (55%) thought that content was organized and easy to follow, while 35% were neutral and 10% disagreed. The majority (80%) reported that participation and interaction were encouraged. The majority of participants (90%) agreed that the training topics covered were relevant. 95% participants said that they would recommend this training to others.
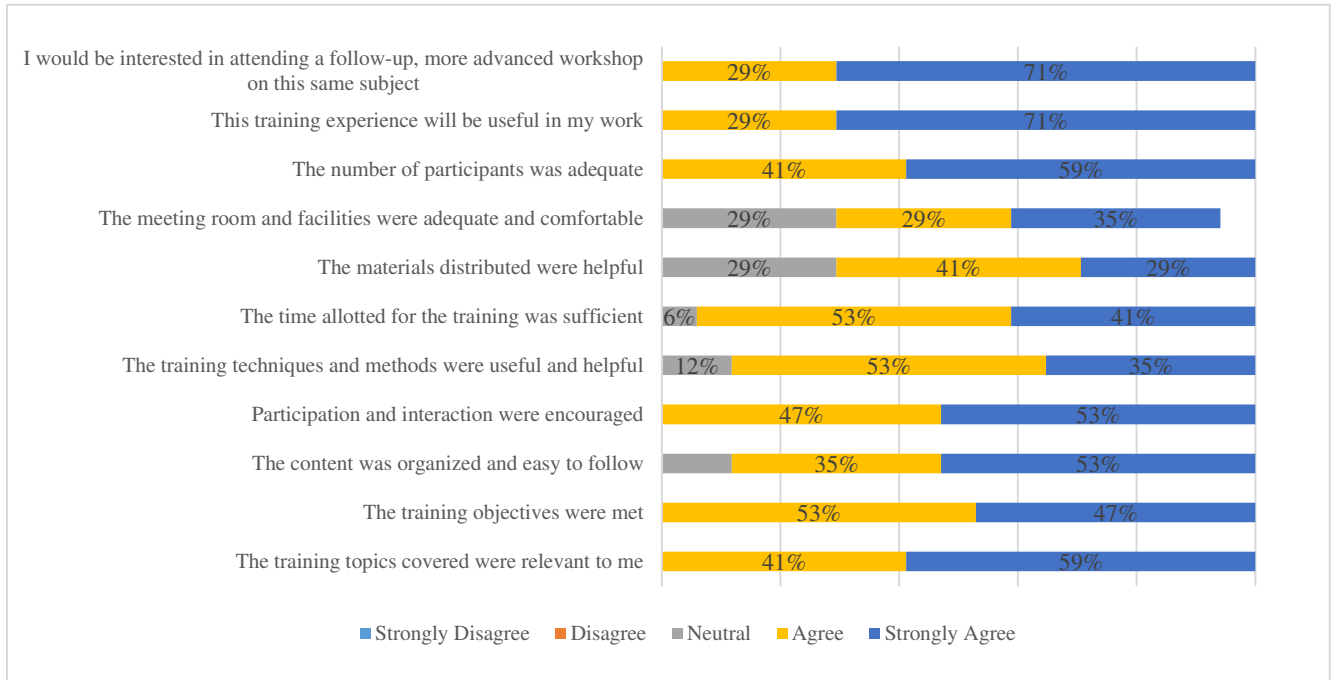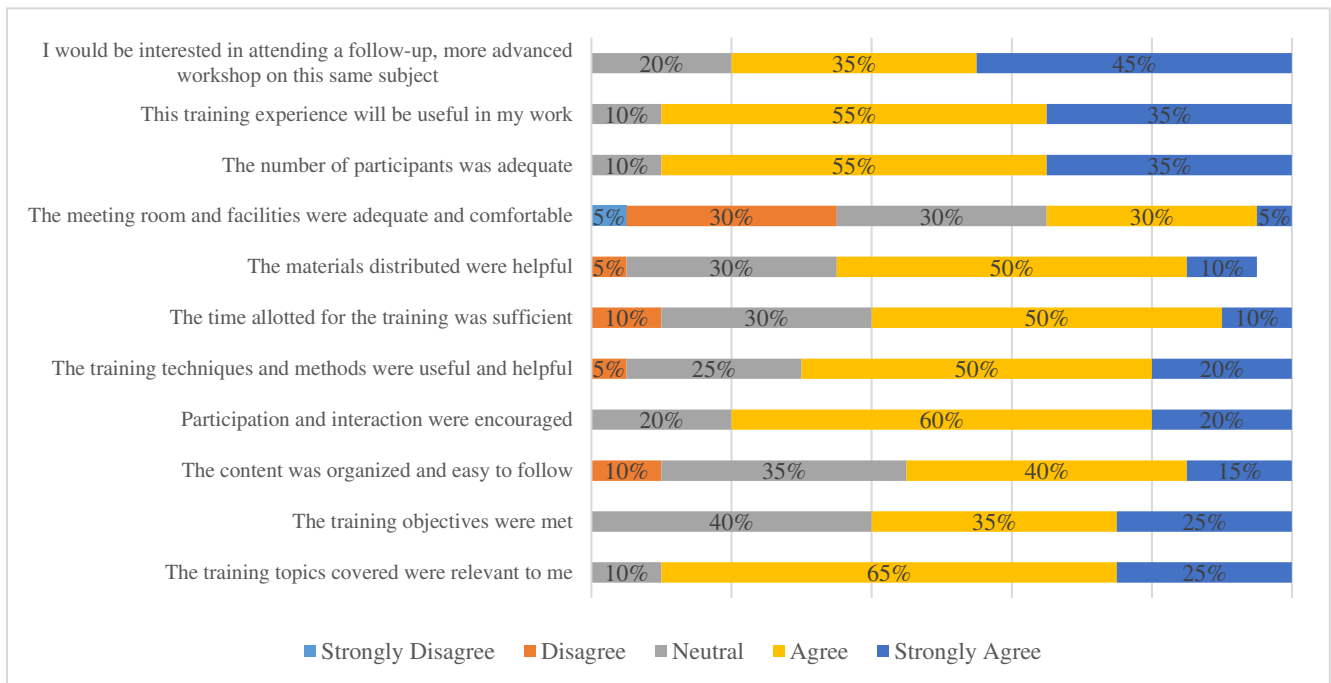
Figure 2.7. Training Evaluation Questions – ECM Roll Out 7

ECM Training roll out 8:

To summarize the training evaluation outcomes, as shown in Figure 2.8, all participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and 91% of them stated that training experience will be useful in their work. All participants found that the number of participants was adequate. Around 58% of participants agreed that the meeting room and facilities were adequate and comfortable, while 21% disagreed and 21% were neutral. The majority (84%) agreed that training materials distributed were helpful, while 11% were neutral. More than half (74%) of participants agreed that the allotted time for the training was sufficient, while 15% were neutral and 11% disagreed. Around 85% of participants agreed and that the training methods used were useful and helpful, while 16% were neutral. The majority (91%) thought that content was organized and easy to follow. The majority (95%) reported that participation and interaction were encouraged. All participants agreed that the training topics covered were relevant. 95% of participants said that they would recommend this training to others.

Figure 2.8. Training Evaluation Questions – ECM Roll Out 8

ECM Training roll out 9:

To summarize the training evaluation outcomes, as shown in Figure 2.9, all participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject, they all stated that training experience will be useful in their work and they all agreed that the number of participants was adequate. The majority (75%) of participants agreed that the meeting room and facilities were adequate and comfortable, while 13% disagreed and 13% were neutral. All participants agreed that training materials distributed were helpful, the allotted time for the training was sufficient and that the training methods used were useful and helpful. All participants thought that content was organized and easy to follow, participation and interaction were encouraged and the training topics covered were relevant. All participants said that they would recommend this training to others.

Figure 2.9. Training Evaluation Questions – ECM Roll Out 9

ECM Training roll out 10:

To summarize the training evaluation outcomes, as shown in Figure 2.10, all participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and that training experience will be useful in their work. All participants found that the number of participants was adequate. The majority of participants (89%) agreed that the meeting room and facilities were adequate and comfortable. Almost four-fifths of participants (78%) agreed that training materials distributed were helpful, while 22% were neutral. More than half (56%) of participants agreed that the allotted time for the training was sufficient, while 22% were neutral and 22% disagreed. Around 95% of participants agreed and that the training methods used were useful and helpful. The majority of the participants (94%) thought that content was organized and easy to follow and agreed that the training objectives were met. The majority (80%) reported that participation and interaction were encouraged. All participants agreed that the training topics covered were relevant. 94% of participants said that they would recommend this training to others (6% missing answer).
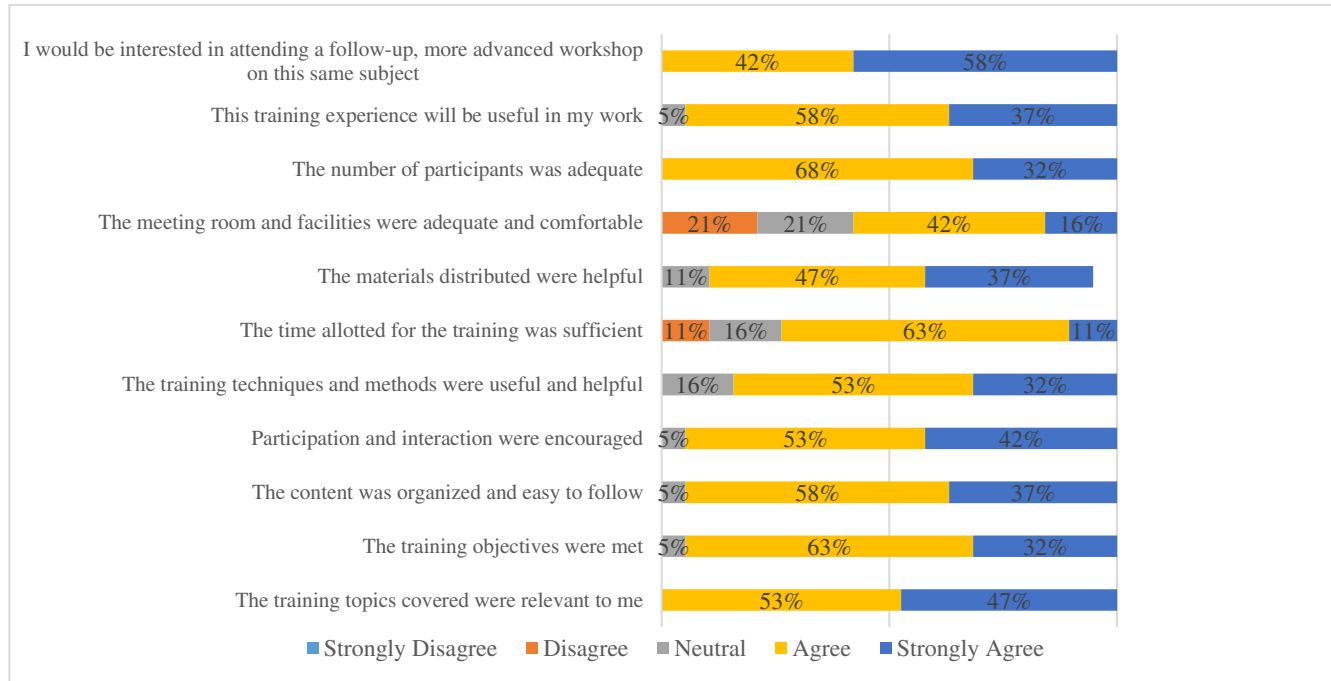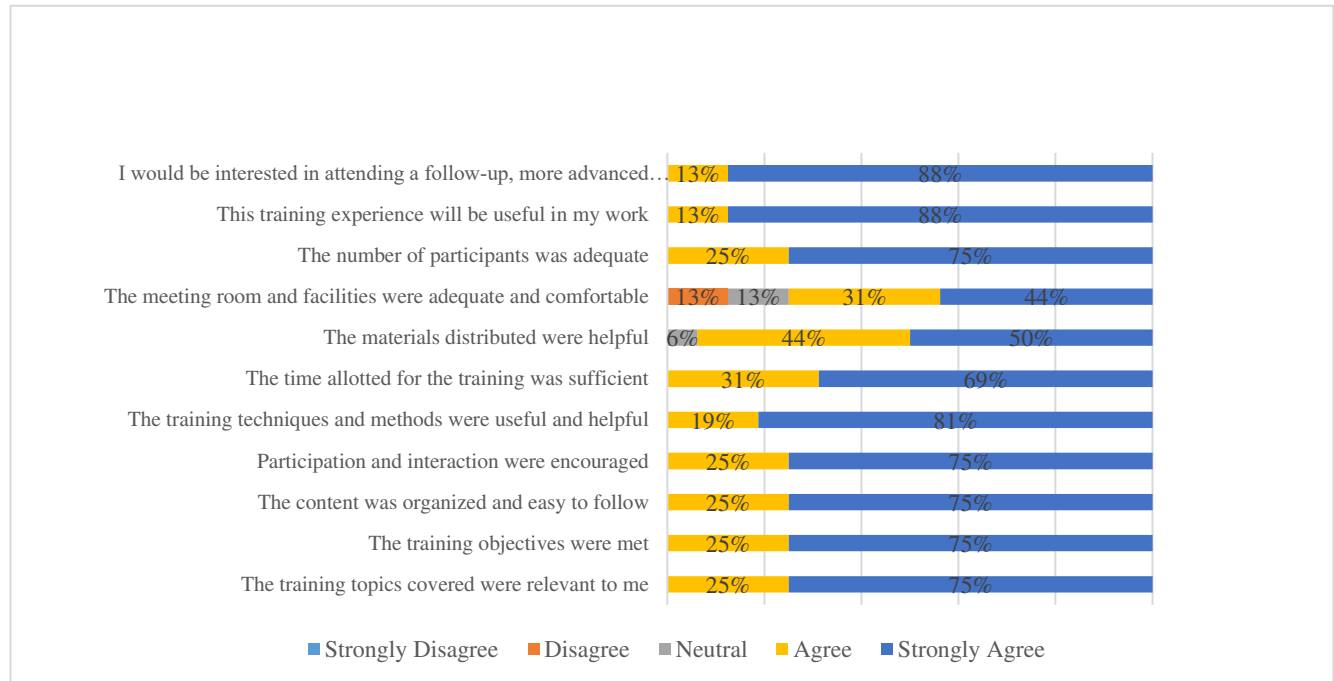
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Figure 2.10 Training Evaluation Questions – ECM Roll Out 10

ECM Training roll out 11:

To summarize the training evaluation outcomes, as shown in Figure 2.11, 94% participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject and 95% of them stated that the training experience will be useful in their work. The majority of participants (95%) found that the number of participants was adequate. The majority of participants (89%) agreed that the meeting room and facilities were adequate and comfortable, while 11% were neutral about it. Around three-quarters of participants (74%) agreed that training materials distributed were helpful, while 22% were neutral and 6% disagreed. All participants agreed that the allotted time for the training was sufficient and that the training methods used were useful and helpful. All participants thought that content was organized and easy to follow and participation and interaction were encouraged. The majority of participants (95%) agreed that the training topics covered were relevant and the training objectives were met. 89% of participants said that they would recommend this training to others (11% missing answer).
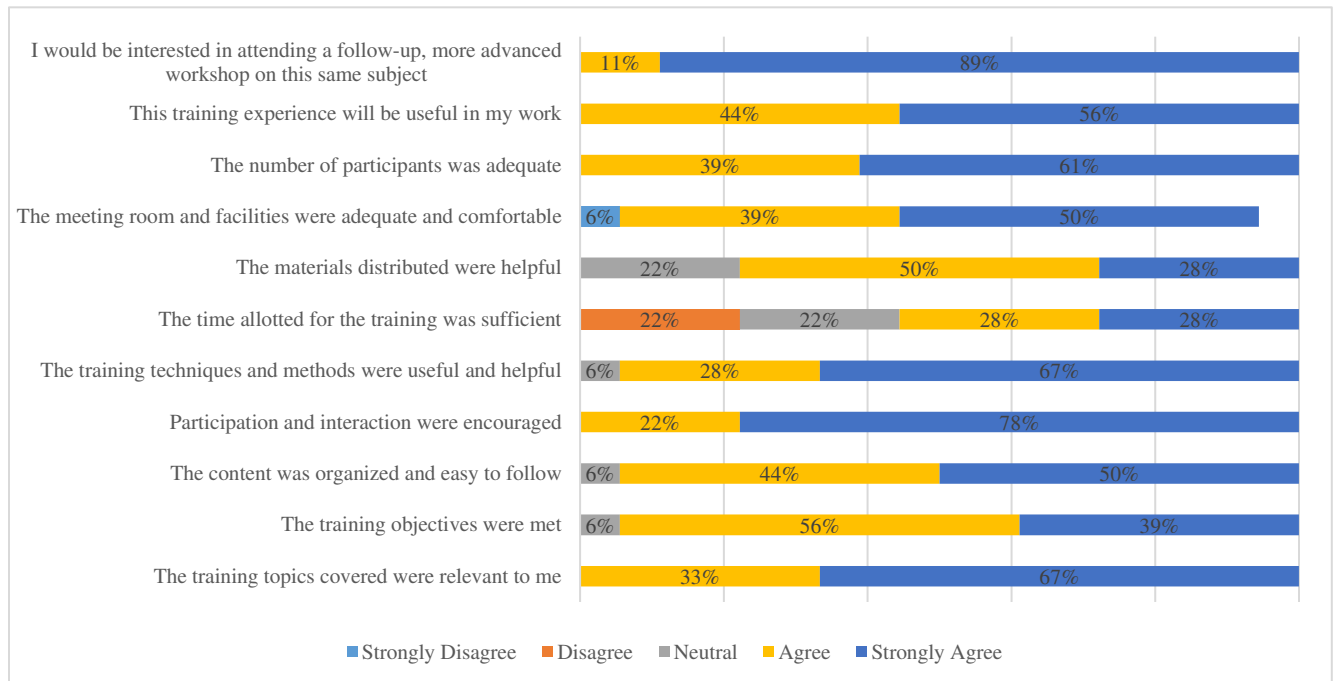
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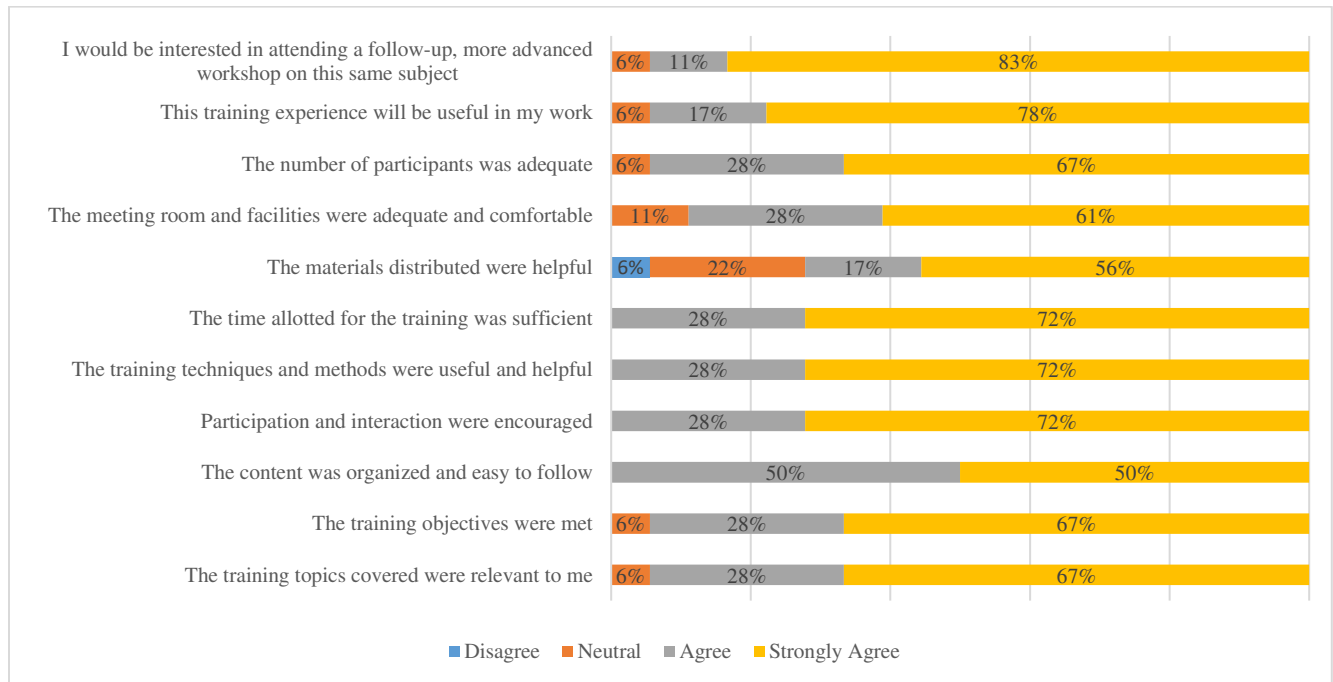
Figure 2.11. Training Evaluation Questions – ECM Roll Out 11

ECM Training roll out 12:

To summarize the training evaluation outcomes, as shown in Figure 2.12, 83% participants agreed that they would be interested in attending a follow-up and more advanced workshop on the same subject, while 17% were neutral, and 95% of participants stated that training experience will be useful in their work. The majority of participants (83%) found that the number of participants was adequate (17% were neutral). Only 18% of participants agreed that the meeting room and facilities were adequate and comfortable, with 65% who disagreed and 18% who were neutral. Around 80% of participants agreed that training materials distributed were helpful, while 18% were neutral. The majority (88%) of participants agreed that the allotted time for the training was sufficient, while 12% were neutral. More than half (59%) of participants agreed that the training methods used were useful and helpful, while 35% were neutral. The majority of the participants (94%) thought that content was organized and easy to follow. The majority (88%) reported that participation and interaction were encouraged. All participants agreed that the training topics covered were relevant and objectives were met. All participants said that they would recommend this training to others.
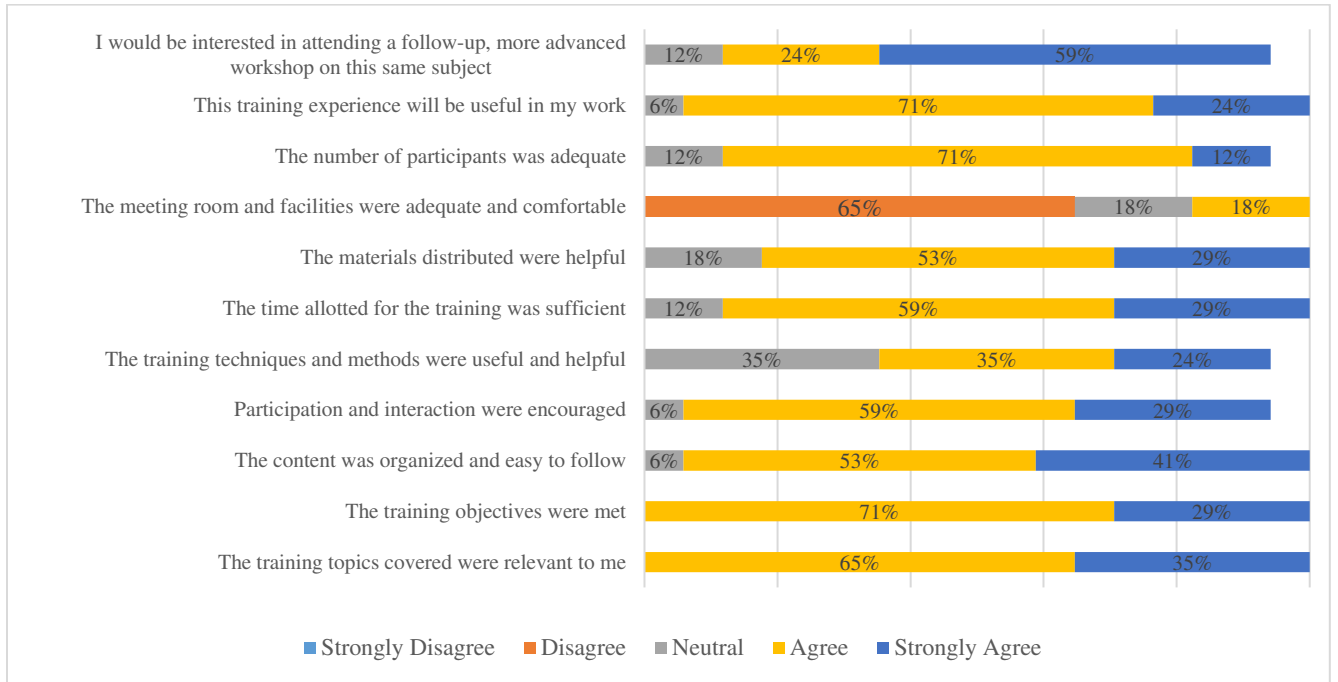
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Figure 2.12. Training Evaluation Questions – ECM Roll Out 12

2.3. Overall Training Evaluation

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When asked about what the participants most appreciated during the training, they stated the organization of the training, experience of the trainers, variety of trainers, structure of the information, simplicity of the content and flow of ideas, the interactive training techniques (role plays, activities, etc.), new information shared, experiences shared by participants, real life case scenarios, relevance of the topic, group interaction, and the respect for time throughout the training.

On another hand, when participants were requested to provide information on what they least appreciated, the time limitations of the training and the large and condensed material were most frequently mentioned. Many participants also complained about the inability to receive and use the ECM manual after the training (due to the on-going update of the material) and the implementation of the training over only one day (many participants felt 2 days was more realistic). Indeed, the large volume of material did not allow a significant place for role playing and scenario review. Some participants also complained about the lack of Arabic material and the continuous use of English terms. In addition, a small number of participants found that certain trainers were not very knowledgeable or prepared (these trainers appeared to be reading most of the time). As such, it was necessary for the master trainer to interfere in some sessions when questions were asked that the trainers could not answer or when additional clarification was needed. Further details on the participants' satisfaction with the trainers are presented in the following section.

Recommendations given from the participants included extending the roll out session duration to two days to be able to allocate more time for practice, role plays and case studies. A specific ECM for case managers was also recommended. Some participants suggested providing some trainers with additional training to be able to deliver the training. Participants also proposed organizing specialized training on GBV and CP, as well as adding more information on self-care. Some participants also recommended distributing the training material and presentation in Arabic. A common recommendation was that the training include other types of frontline staff, including receptionists, police, security guards, and banking staff.

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2.4. Trainer Evaluation Outcomes

As mentioned elsewhere, each ECM roll out session had 2-3 trainers plus the Master Trainer in attendance. Unfortunately, the data collected in the early roll out sessions (ROS 1-6) did not provide a disaggregated view of trainer performance as gauged by the participants. As such, the trainer evaluation outcomes for roll out sessions 1 through 6 reflect the view participants had of all trainers together. This was corrected in roll out sessions 7-12 (see below).

ECM Training roll out 1:

In terms of satisfaction with the trainers, as reflected in Figure 3.1., the feedback was overwhelmingly positive. All participants agreed that the trainers were knowledgeable about the training topics, well prepared and that the trainers have the ability to communicate with the participants.

Figure 3.1. Satisfaction with the Trainers

ECM Training roll out 2

Regarding satisfaction with the trainers, as reflected in Figure 3.2., the feedback was overwhelmingly positive. Almost all participants (91%) agreed that the trainers were knowledgeable about the training topics. Most participants (95%) agreed that the trainers were well prepared and had the ability to communicate with the participants.

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Figure 3.2. Satisfaction with the Trainers

ECM Training roll out 3

As reflected in Figure 3.3., the feedback was extremely positive regarding satisfaction with the trainers. All participants agreed that that the trainers were knowledgeable about the training topics, they were well prepared and had the ability to communicate with the participants.

Figure 3.3. Satisfaction with the Trainers

ECM Training roll out 4

In terms of satisfaction with the trainers, as reflected in Figure 3.4, the feedback was very positive. Almost all participants (88%) agreed that the trainers were knowledgeable about the training topics, well prepared and had the ability to communicate with the participants.

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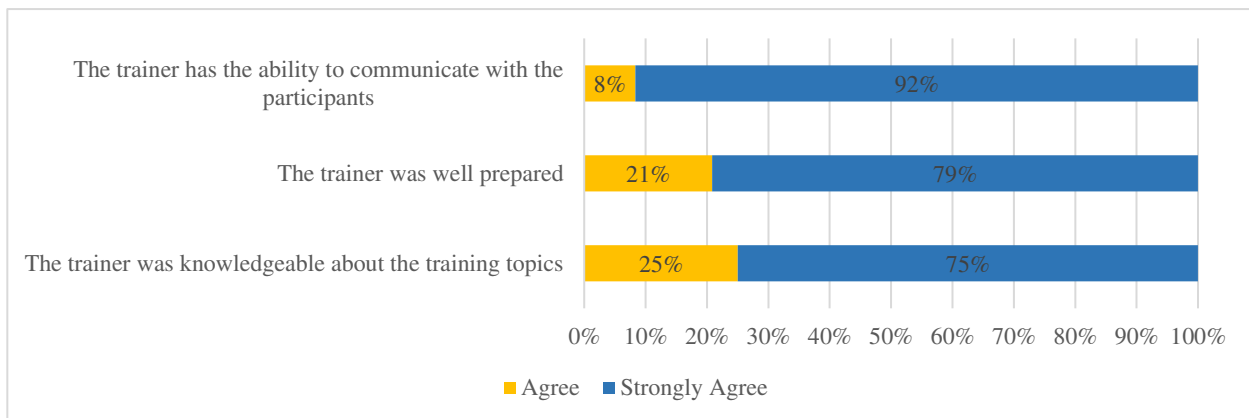
Figure 3.4. Satisfaction with the Trainers

ECM Training roll out 5

In terms of satisfaction with the trainers, as reflected in Figure 3.5, the feedback was overwhelmingly positive. All participants agreed that the trainers were knowledgeable about the training topics. Most participants (95%) agreed that the trainers were well prepared and had the ability to communicate with the participants.
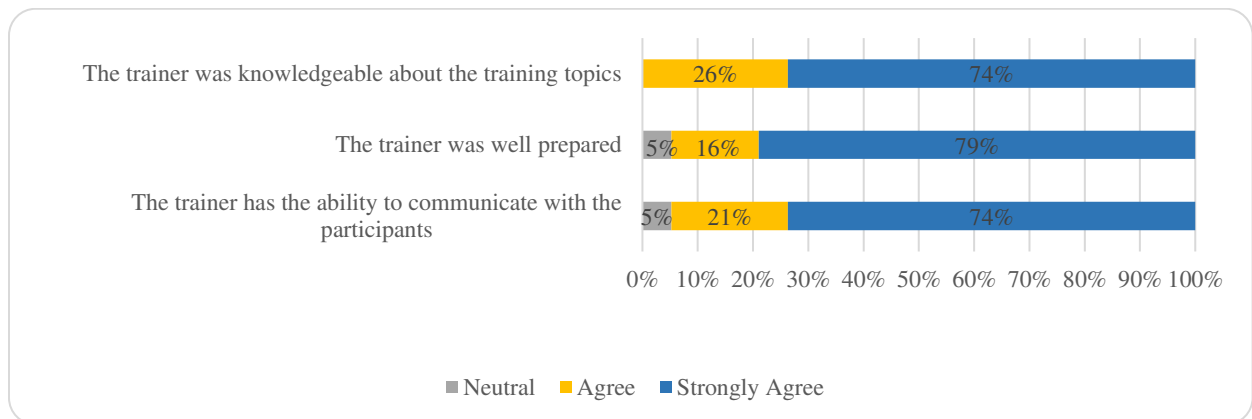
Figure 3.5. Satisfaction with the Trainers

ECM Training roll out 6

In terms of satisfaction with the trainers, as reflected in Figure 3.6, the feedback was overwhelmingly positive. All participants agreed that that the trainers were knowledgeable about the training topics, that they were well prepared and had the ability to communicate with the participants.
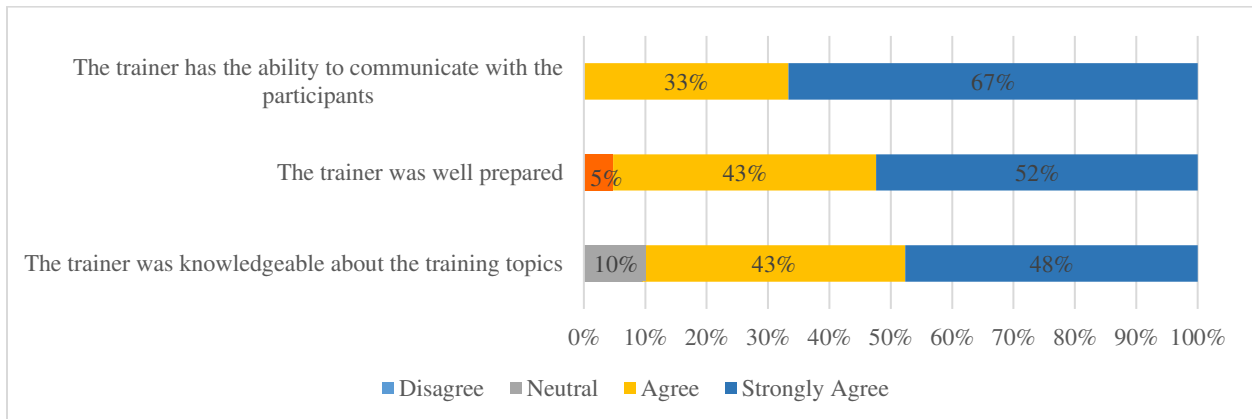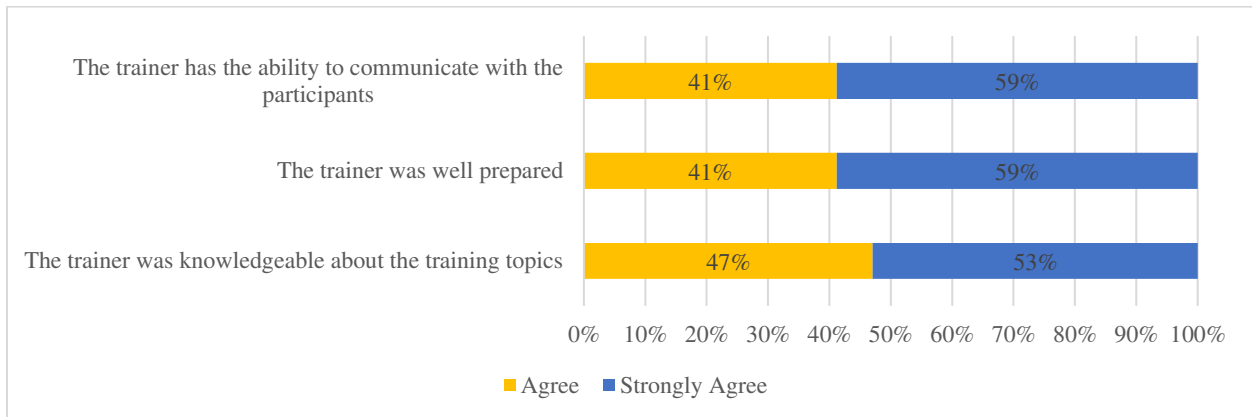
Figure 3.6. Satisfaction with the Trainers

ECM Training roll out 7:

As reflected in Figure 3.7, the feedback regarding satisfaction with the trainers was overwhelmingly positive. From this session forward, feedback was provided for each trainer delivering the session, which is explained further in the document. More than 80% of participants agreed that the trainers were knowledgeable about the training topics, well prepared and that the trainers had the ability to communicate with the participants.
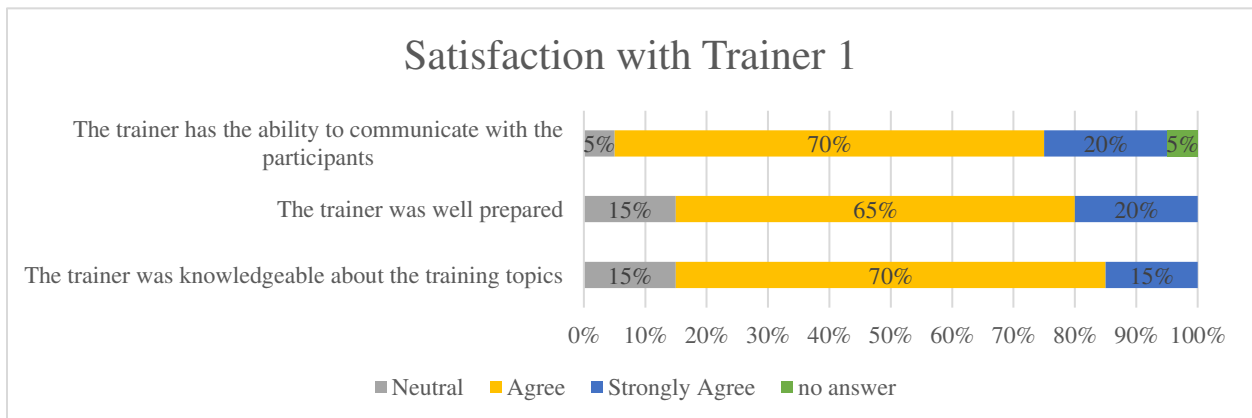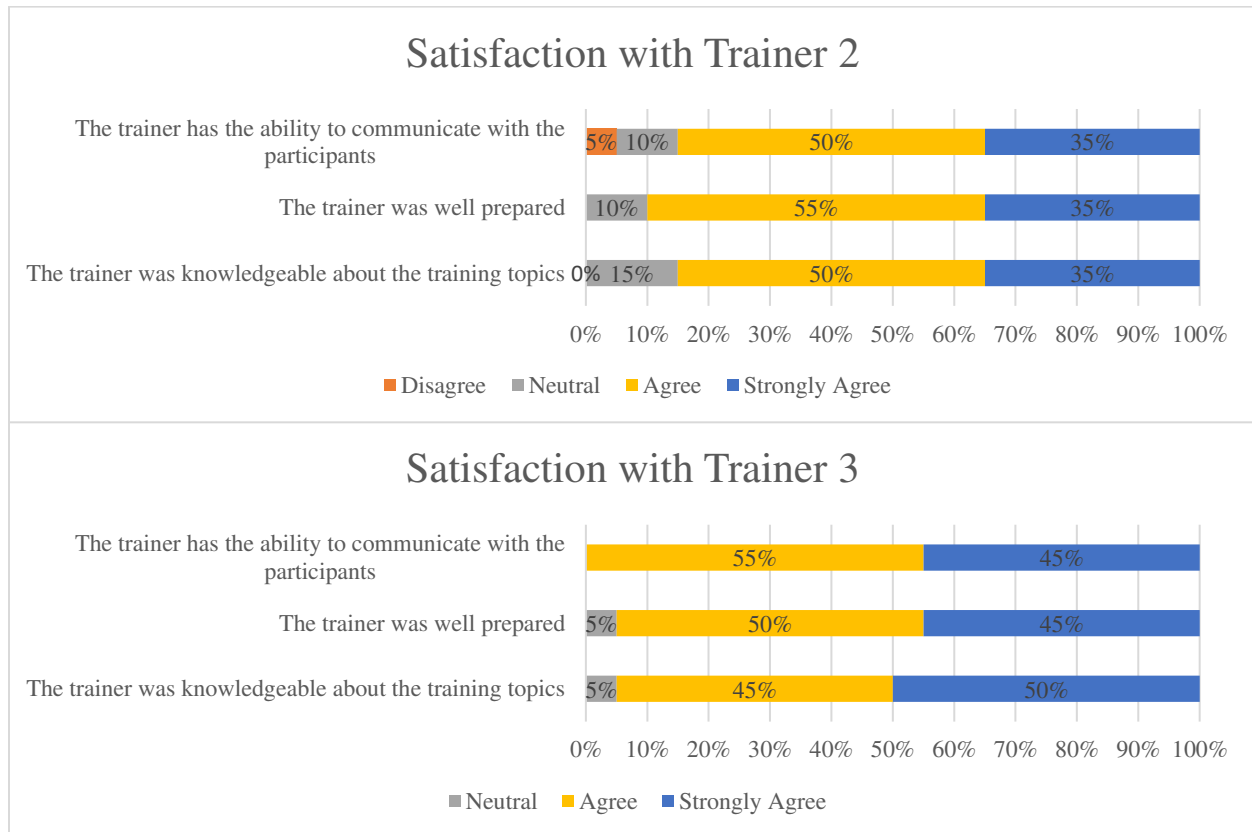
Figure 3.7. Satisfaction with the Trainers

ECM Training roll out 8

Regarding satisfaction with the trainers, as reflected in Figure 3.8., the feedback was overwhelmingly positive, however some differences exist between Trainer 3 and the rest of the trainers, with a more positive evaluation of the third trainer. However, more than 70% of participants agreed that the trainers were knowledgeable about the training topics, were well prepared and had the ability to communicate with the participants.
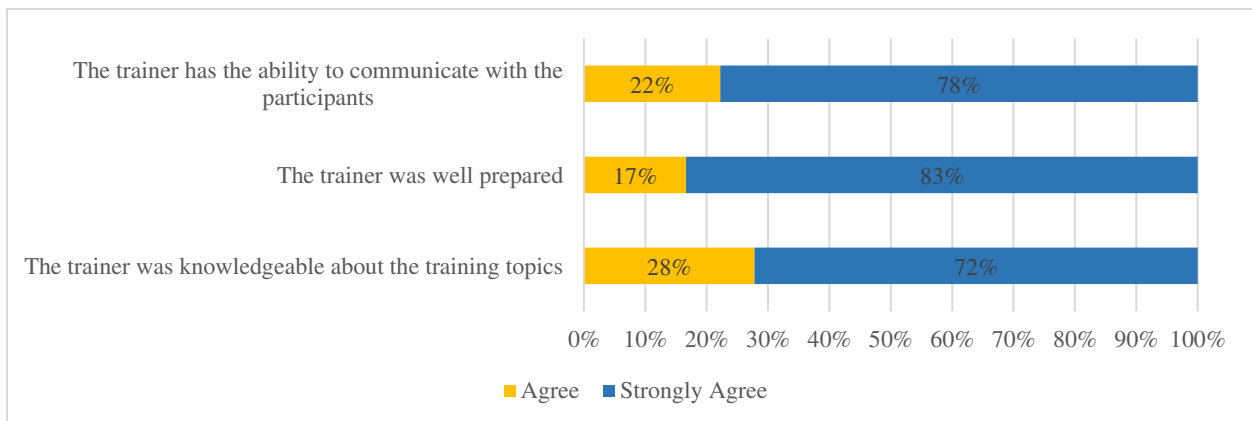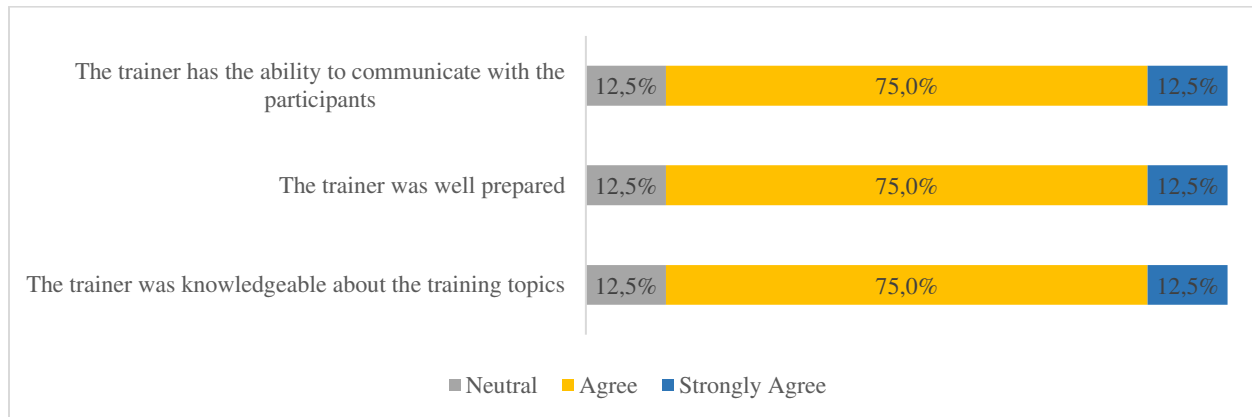
Satisfaction with Trainer 1

	Disagree	Neutral	Agree	Strongly Agree	no answer
The trainer has the ability to communicate with the participants	11%	11%	42%	32%	5%
The trainer was well prepared	11%		42%	37%	11%
The trainer was knowledgeable about the training topics	11%	5%	47%	37%	

Satisfaction with Trainer 2

	Disagree	Neutral	Agree	Strongly Agree	no answer
The trainer has the ability to communicate with the participants	5%	5%	47%	32%	11%
The trainer was well prepared	5%	5%	42%	37%	11%
The trainer was knowledgeable about the training topics	5%	5%	42%	42%	5%

Satisfaction with Trainer 3

|	Disagree	Neutral	Agree	Strongly Agree	no answer
The trainer has the ability to communicate with the participants	5%	5%	21%	63%	5%
The trainer was well prepared	5%		26%	63%	5%
The trainer was knowledgeable about the training topics	5%		32%	63%	

Figure 3.8. Satisfaction with the Trainers

ECM Training roll out 9

In terms of satisfaction with the trainers, as reflected in Figure 3.9, the feedback was overwhelmingly positive and similar for both trainers. More than 85% participants agreed that that the trainers were knowledgeable about the training topics, they were well prepared and had the ability to communicate with the participants.

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Satisfaction with Trainer 1

The trainer has the ability to communicate with the participants — 13% | 25% | 63%
The trainer was well prepared — 6% | 25% | 69%
The trainer was knowledgeable about the training topics — 6% | 25% | 69%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Neutral ■ Agree ■ Strongly Agree

Satisfaction with Trainer 2

The trainer has the ability to communicate with the participants — 25% | 75%
The trainer was well prepared — 25% | 75%
The trainer was knowledgeable about the training topics — 25% | 75%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Agree ■ Strongly Agree

Figure 3.9. Satisfaction with the Trainers

ECM Training roll out 10

In terms of satisfaction with the trainer, as reflected in Figure 3.10, the feedback was more positive for trainer 1 than trainer 2. More than 60% of participants agreed that the trainers were knowledgeable about the training topics, well prepared and had the ability to communicate with the participants.

Satisfaction with Trainer 1
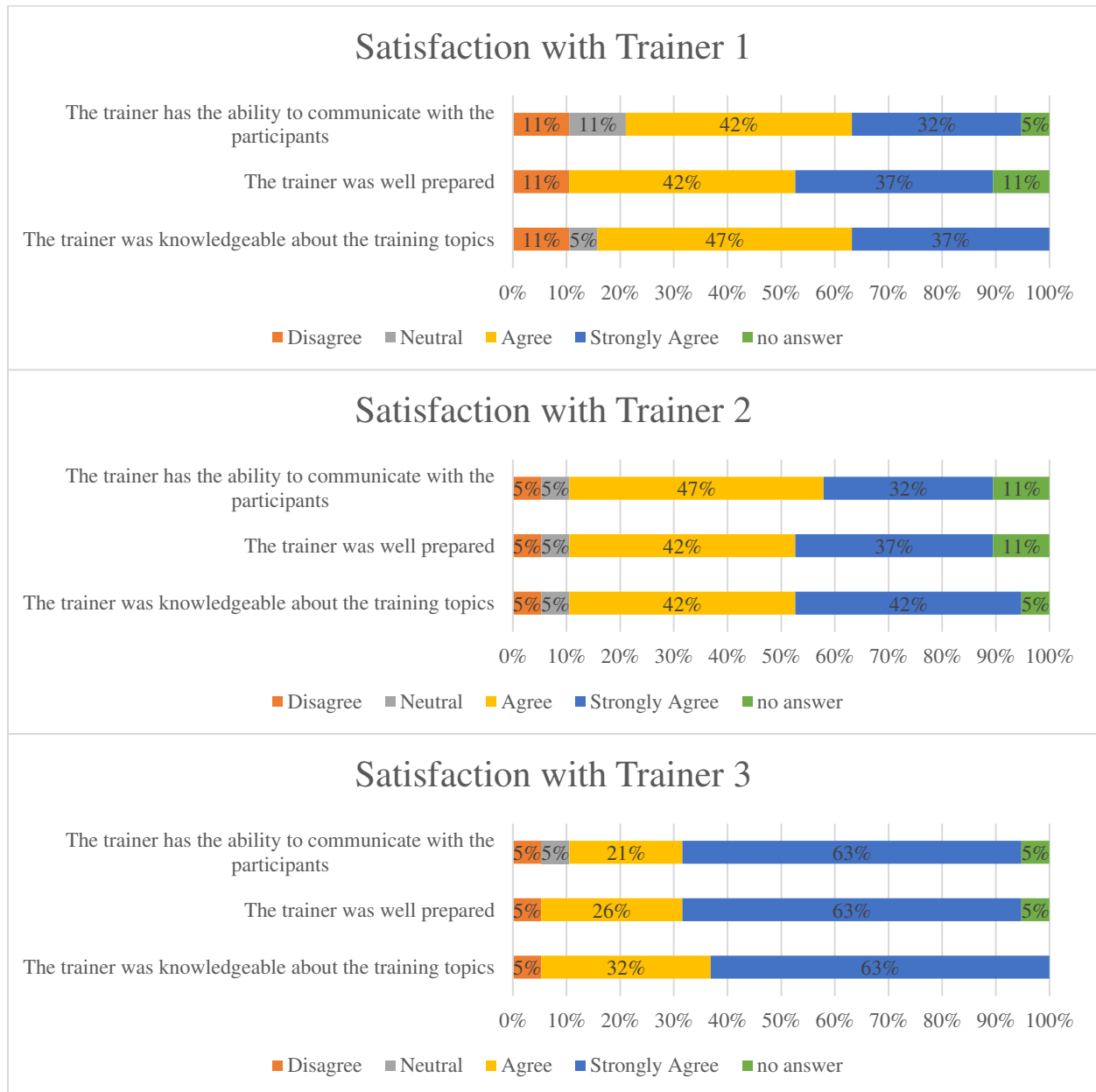
- The trainer has the ability to communicate with the participants: Agree 33%, Strongly Agree 61%, no answer 6%
- The trainer was well prepared: Neutral 6%, Agree 28%, Strongly Agree 61%
- The trainer was knowledgeable about the training topics: Agree 39%, Strongly Agree 61%

Legend: Neutral, Agree, Strongly Agree, no answer

Satisfaction with Trainer 2

- The trainer has the ability to communicate with the participants: Neutral 17%, Agree 33%, Strongly Agree 44%, no answer 6%
- The trainer was well prepared: Disagree 6%, Neutral 22%, Agree 22%, Strongly Agree 44%, no answer 6%
- The trainer was knowledgeable about the training topics: Neutral 22%, Agree 33%, Strongly Agree 44%

Legend: Disagree, Neutral, Agree, Strongly Agree, no answer

Figure 3.10. Satisfaction with the Trainers

ECM Training roll out 11

In terms of satisfaction with the trainer, as reflected in Figure 3.11, the feedback was overwhelmingly positive. More than 85% agreed that that the trainers were knowledgeable about the training topics, they were well prepared and had the ability to communicate with the participants.
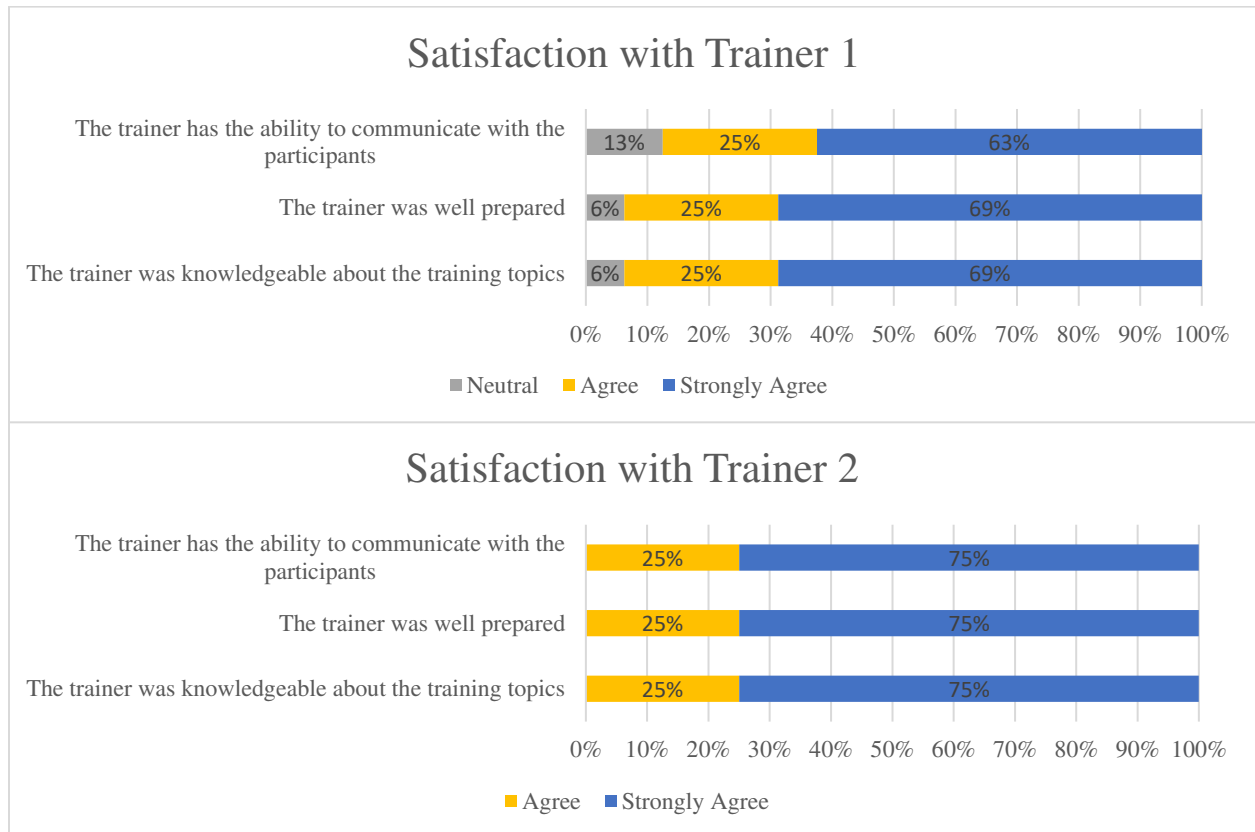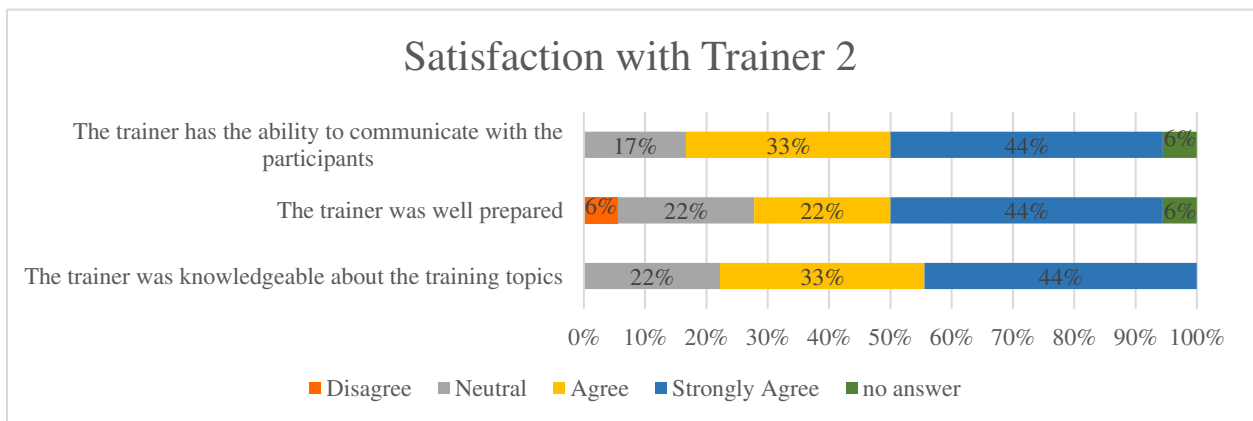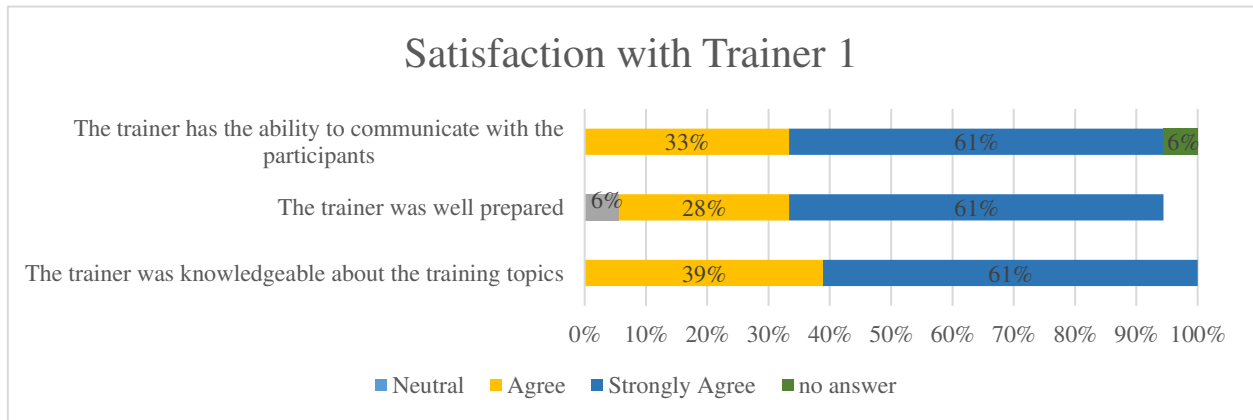
Satisfaction with Trainer 1

The trainer has the ability to communicate with the participants — Neutral 11% | Agree 33% | Strongly Agree 56%

The trainer was well prepared — Neutral 6% | Agree 33% | Strongly Agree 61%

The trainer was knowledgeable about the training topics — Neutral 6% | Agree 39% | Strongly Agree 56%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Neutral ■ Agree ■ Strongly Agree

Satisfaction with Trainer 2

The trainer has the ability to communicate with the participants — Agree 39% | Strongly Agree 61%

The trainer was well prepared — Neutral 6% | Agree 33% | Strongly Agree 61%

The trainer was knowledgeable about the training topics — Neutral 6% | Agree 33% | Strongly Agree 61%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Neutral ■ Agree ■ Strongly Agree

Satisfaction with RO Trainer 3

The trainer has the ability to communicate with the participants — Neutral 6% | Agree 28% | Strongly Agree 61% | no answer 6%

The trainer was well prepared — Neutral 6% | Agree 22% | Strongly Agree 67% | no answer 6%

The trainer was knowledgeable about the training topics — Agree 28% | Strongly Agree 67% | no answer 6%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Neutral ■ Agree ■ Strongly Agree ■ no answer

Figure 3.11. Satisfaction with the Trainers

ECM Training roll out 12

Lastly, in terms of satisfaction with the trainers of the final session, as reflected in Figure 3.12, the feedback was overwhelmingly positive, with a slightly lower evaluation of the first trainer. More

than 80% agreed that that the trainers were knowledgeable about the training topics, they were well prepared and had the ability to communicate with the participants.
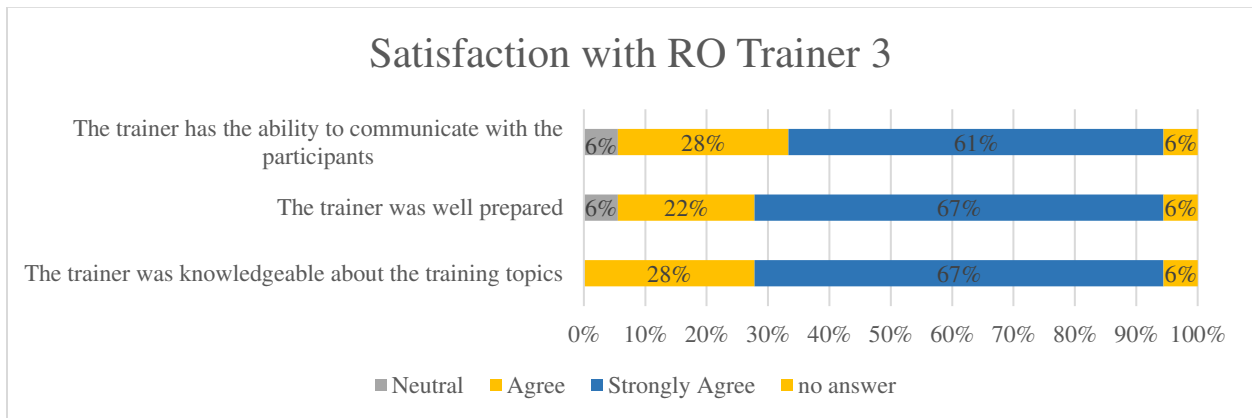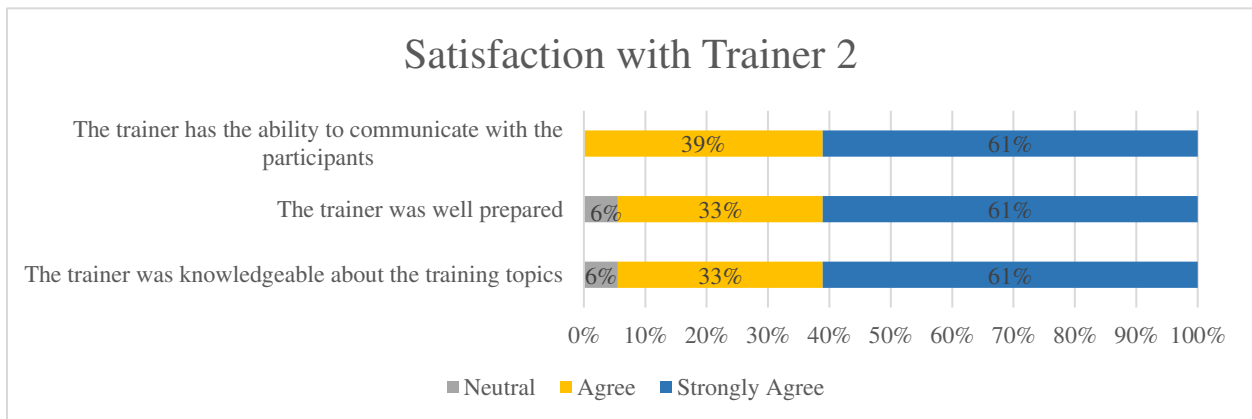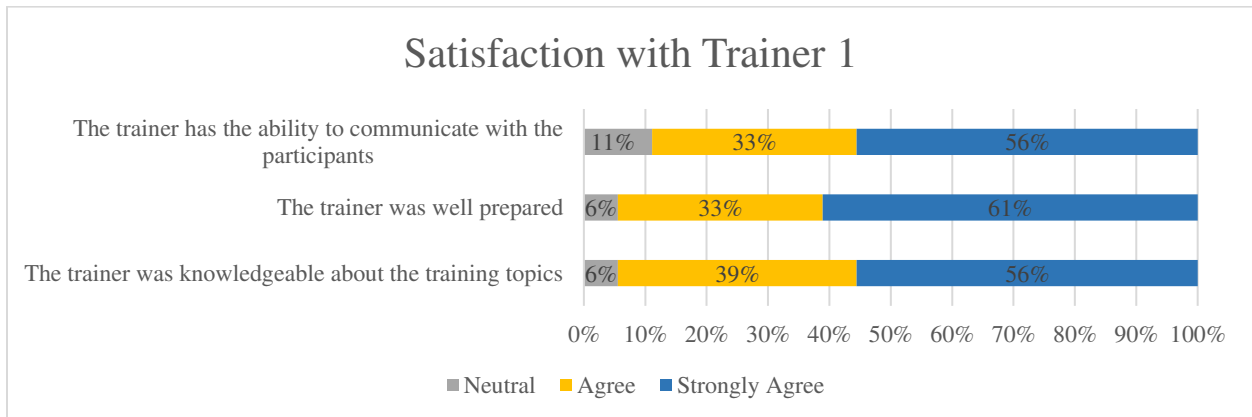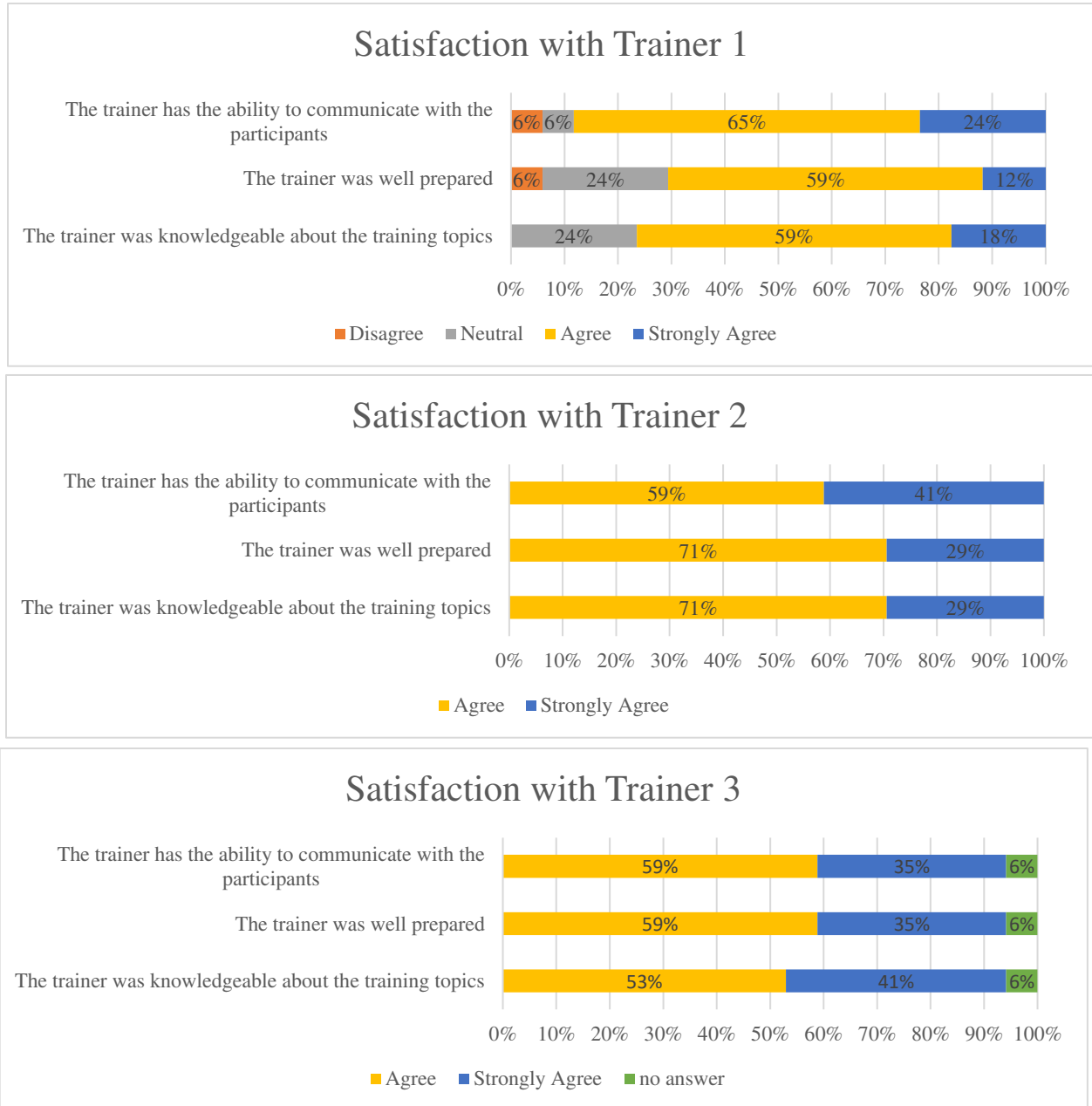
Satisfaction with Trainer 1

The trainer has the ability to communicate with the participants: Disagree 6%, Neutral 6%, Agree 65%, Strongly Agree 24%

The trainer was well prepared: Disagree 6%, Neutral 24%, Agree 59%, Strongly Agree 12%

The trainer was knowledgeable about the training topics: Neutral 24%, Agree 59%, Strongly Agree 18%

Legend: Disagree, Neutral, Agree, Strongly Agree

Satisfaction with Trainer 2

The trainer has the ability to communicate with the participants: Agree 59%, Strongly Agree 41%

The trainer was well prepared: Agree 71%, Strongly Agree 29%

The trainer was knowledgeable about the training topics: Agree 71%, Strongly Agree 29%

Legend: Agree, Strongly Agree

Satisfaction with Trainer 3

The trainer has the ability to communicate with the participants: Agree 59%, Strongly Agree 35%, no answer 6%

The trainer was well prepared: Agree 59%, Strongly Agree 35%, no answer 6%

The trainer was knowledgeable about the training topics: Agree 53%, Strongly Agree 41%, no answer 6%

Legend: Agree, Strongly Agree, no answer

Figure 3.12. Satisfaction with the Trainers

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3. Improvement of Skills Outcomes

Training participants were asked to fill a Pre-Post test before and after the training workshop to assess the effectiveness of the training in improving the knowledge of the participants. The questions for the Pre and Post-Test consisted of 20 questions (maximum of 20 possible points).

ECM Training roll out 1:

Table 2.1 summarizes the results of the Pre/Post-tests of **ECM Training roll out 1** trainees. 83% of participants in this roll out session demonstrated an improvement in knowledge.

	Persons who sat for pre-test	24
	Persons who sat for post-test	24
	Number of people who sat for both tests	24
ECM RO session 1	% of participants who showed improvement	83%
	% of participants who did not show improvement	17%
	# People who showed improvement	20
	# People who showed no improvement	4
	Absentees on post-test	0

Table 2.1 ECM Training Roll Out 1 pre/post-tests info summary

As shown in Figure 4.1, the average total pre-test score of ROS1 participants was 12.71 (out of 20 possible points), while the average total post-test score was 15.38, reflecting an overall increase in knowledge.
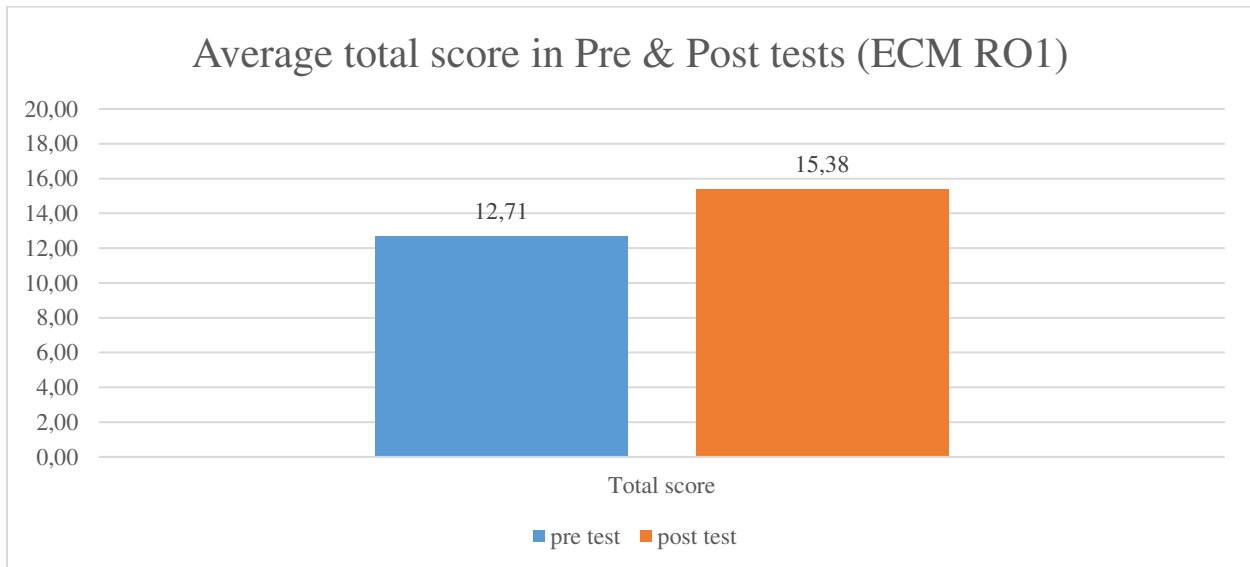
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Figure 4.1. Total Average score in Pre and Post tests

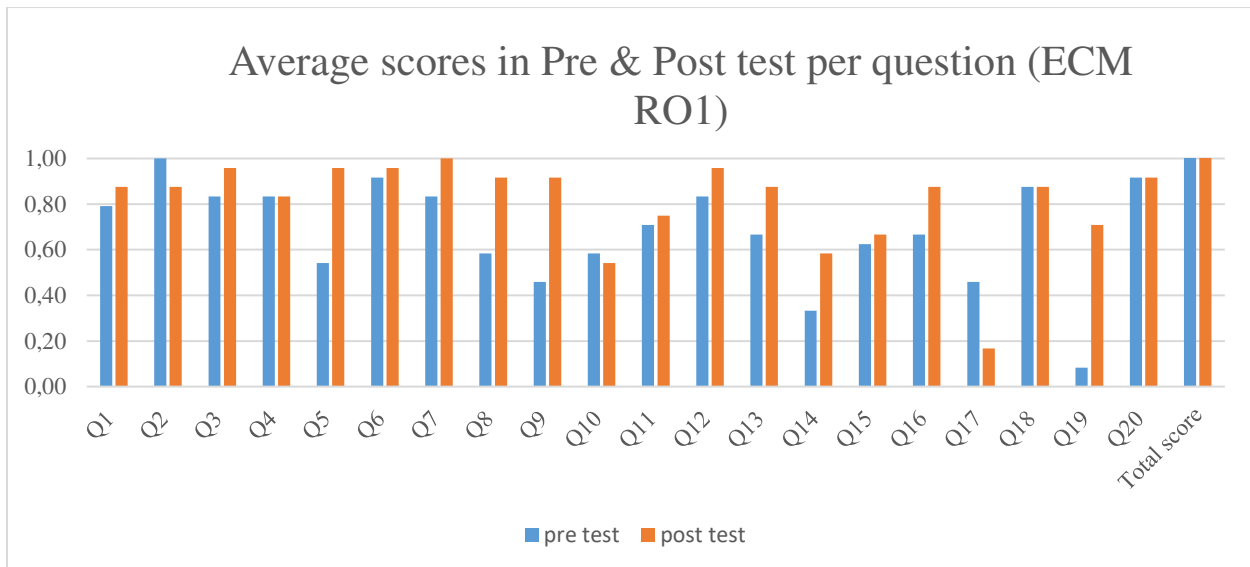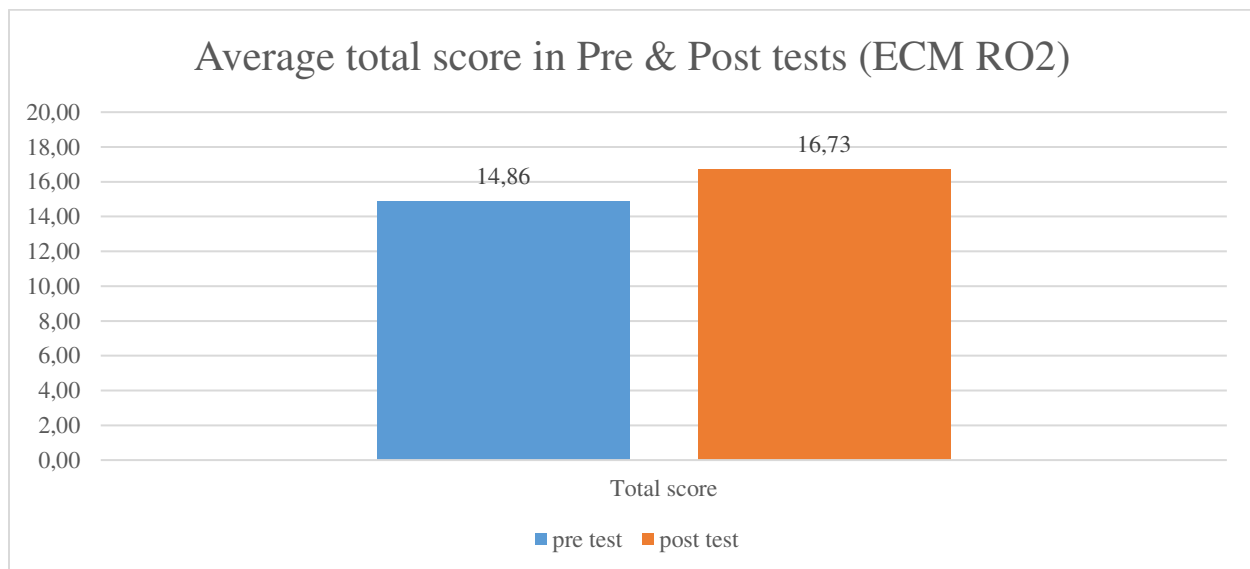Figure 5.1 shows the average pre- and post- scores for the group per test item.

Figure 5.1. Average scores in pre/post-test per question in ECM Roll Out 1

ECM Training roll out 2:

Table 2.2 summarizes the results of the Pre/Post-tests of **ECM training roll out 2** trainees. 73% of participants in this roll out session demonstrated an improvement in knowledge.

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Table 2.2 ECM Roll Out 2 pre/post-tests info summary

ECM RO session 2	Persons who sat for pre-test	22
	Persons who sat for post-test	22
	Number of people who sat for both tests	22
	% of participants who showed improvement	73%
	% of participants who did not show improvement	27%
	# People who showed improvement	16
	# People who showed no improvement	6
	Absentees on post-test	0

As shown in Figure 4.2, the average total pre-test score of ROS2 participants was 14.86 (out of 20 possible points), while the average total post-test score was 16.73, reflecting an overall increase in knowledge.

Figure 4.2. Total Average score in Pre and Post test

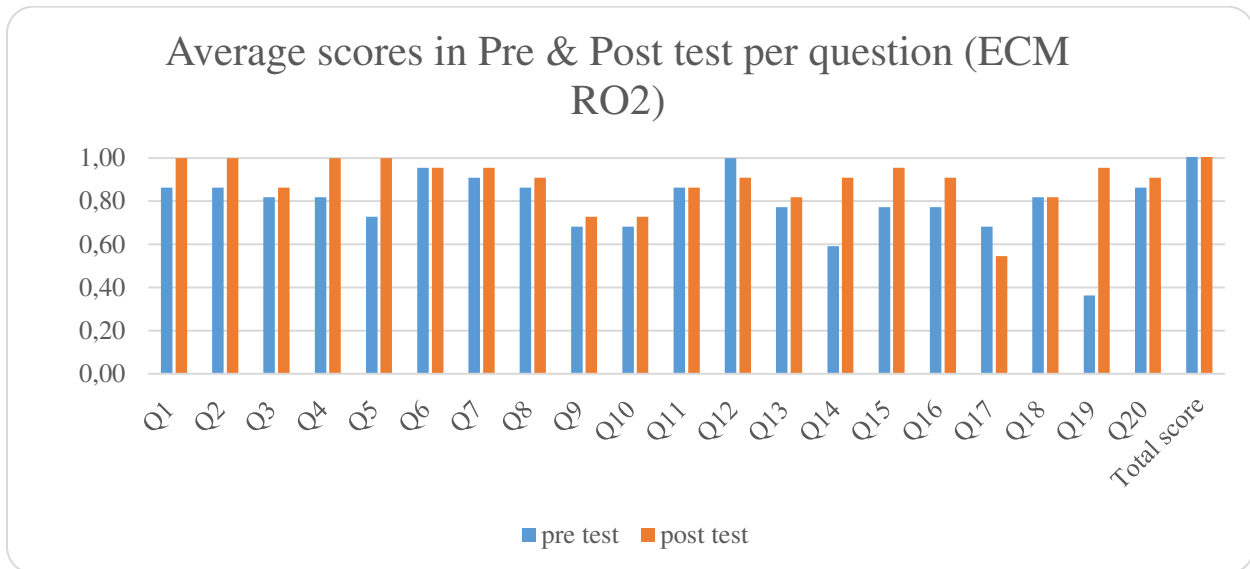Figure 5.2 shows the average pre- and post- scores for the group per test item.

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Figure 5.2. Average scores in pre/post-test per question in ECM Roll Out 2

ECM Training roll out 3:

Table 2.3 summarizes the results of the Pre/Post-tests of **ECM training roll out 3** trainees. 79% of participants in this roll out session demonstrated an improvement in knowledge.

Table 2.3 ECM roll out 3 pre/post-tests info summary

	Persons who sat for pre-test	19
	Persons who sat for post-test	19
	Number of people who sat for both tests	19
ECM RO session 3	% of participants who showed improvement	79%
	% of participants who did not show improvement	21%
	# People who showed improvement	15
	# People who showed no improvement	4
	Absentees on post-test	0

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As shown in Figure 4.3, the average total pre-test score of ROS3 participants was 14.32 (out of 20 possible points), while the average total post-test score was 16.26, reflecting an overall increase in knowledge.
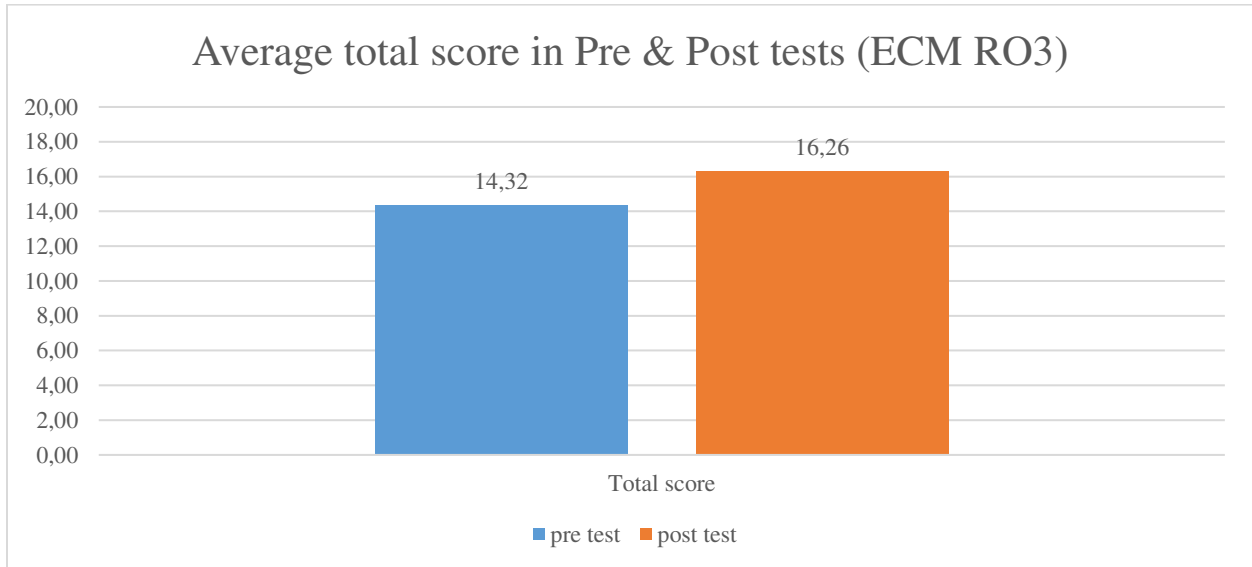

Figure 4.3 Total Average score in Pre and Post tests

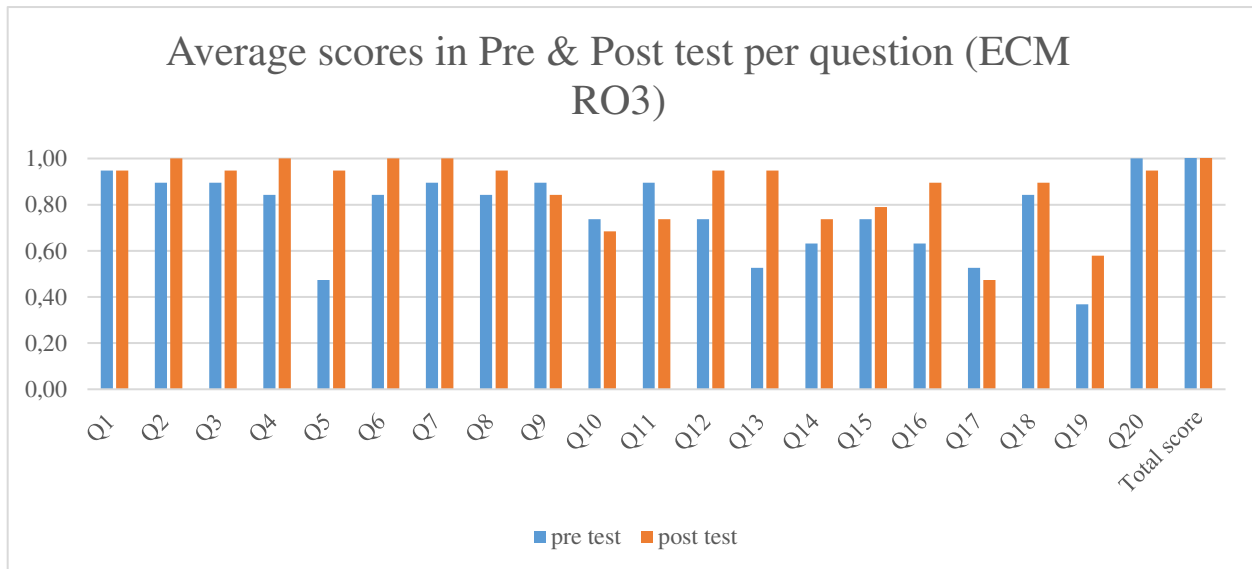Figure 5.3 shows the average pre- and post- scores for the group per test item.

Figure 5.3. Average scores in pre/post-test per question in ECM Roll Out 3

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ECM Training roll out 4:

Table 2.4 summarizes the results of the Pre/Post-tests of **ECM training roll out 4** trainees. 94% of participants in this roll out session demonstrated an improvement in knowledge.

Table 2.4 ECM roll out 4 pre/post-tests info summary

	Persons who sat for pre-test	18
	Persons who sat for post-test	18
	Number of people who sat for both tests	18
ECM RO session 4	% of participants who showed improvement	94%
	% of participants who did not show improvement	6%
	# People who showed improvement	17
	# People who showed no improvement	1
	Absentees on post-test	0

As shown in Figure 4.4, the average total pre-test score of ROS4 participants was 14.78 (out of 20 possible points), while the average total post-test score was 17.61, reflecting an overall increase in knowledge.
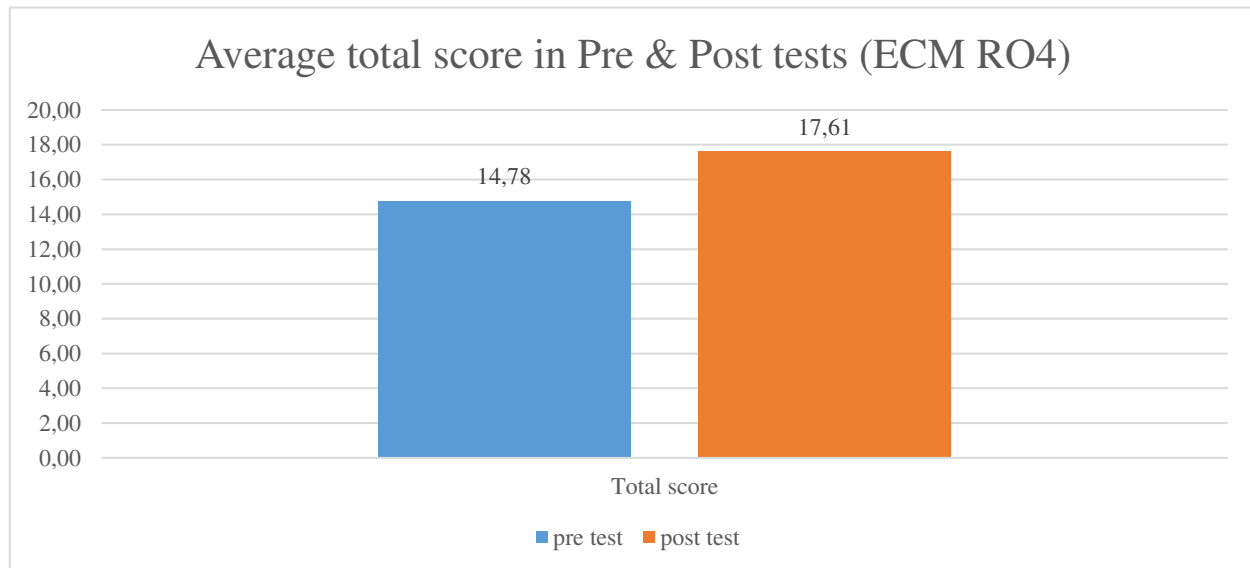

Average total score in Pre & Post tests (ECM RO4)

14,78   17,61

Total score

■ pre test ■ post test

Figure 4.4 Total Average score in Pre and Post test

Figure 5.4 shows the average pre- and post- scores for the group per test item.

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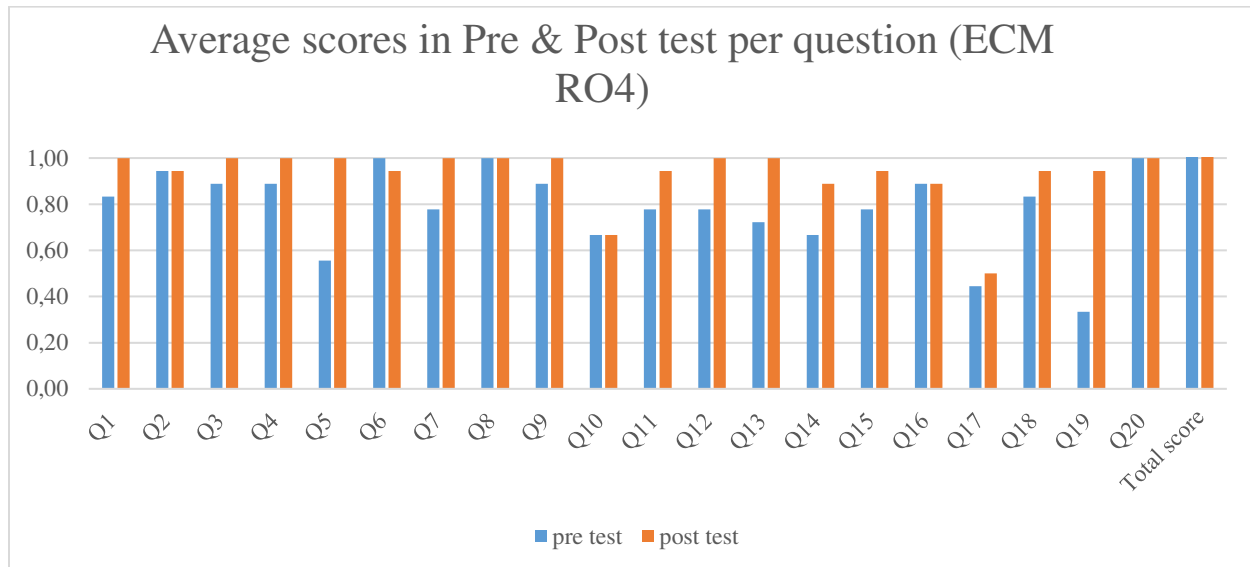Average scores in Pre & Post test per question (ECM RO4)

Figure 5.4. Average scores in pre/post-test per question in ECM Roll Out 4

ECM Training roll out 5:

Table 2.5 summarizes the results of the Pre/Post-tests of **ECM training roll out 5** trainees. 74% of participants in this roll out session demonstrated an improvement in knowledge.

Table 2.5 ECM roll out 5 pre/post-tests info summary

	Persons who sat for pre-test	19
	Persons who sat for post-test	19
	Number of people who sat for both tests	19
ECM RO session 5	% of participants who showed improvement	74%
	% of participants who did not show improvement	26%
	# People who showed improvement	14
	# People who showed no improvement	5
	Absentees on post-test	0

As shown in Figure 4.5, the average total pre-test score of ROS5 participants was 13.89 (out of 20 possible points), while the average total post-test score was 15.79, reflecting an overall increase in knowledge.
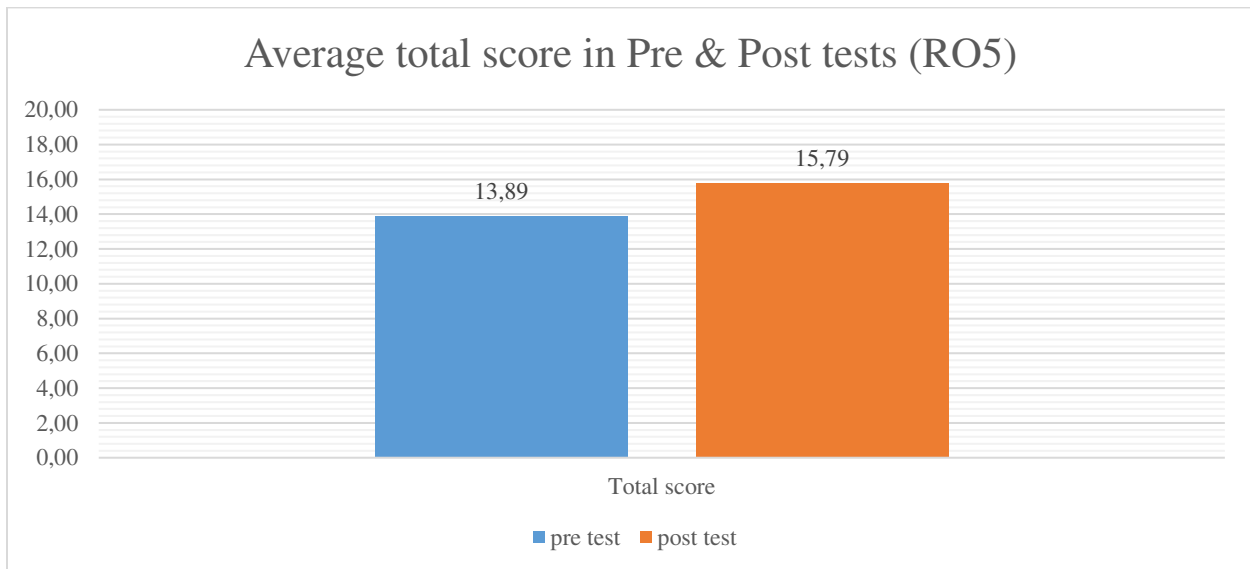
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Figure 4.5 Total Average score in Pre and Post tests

Figure 5.5 shows the average pre- and post- scores for the group per test item.
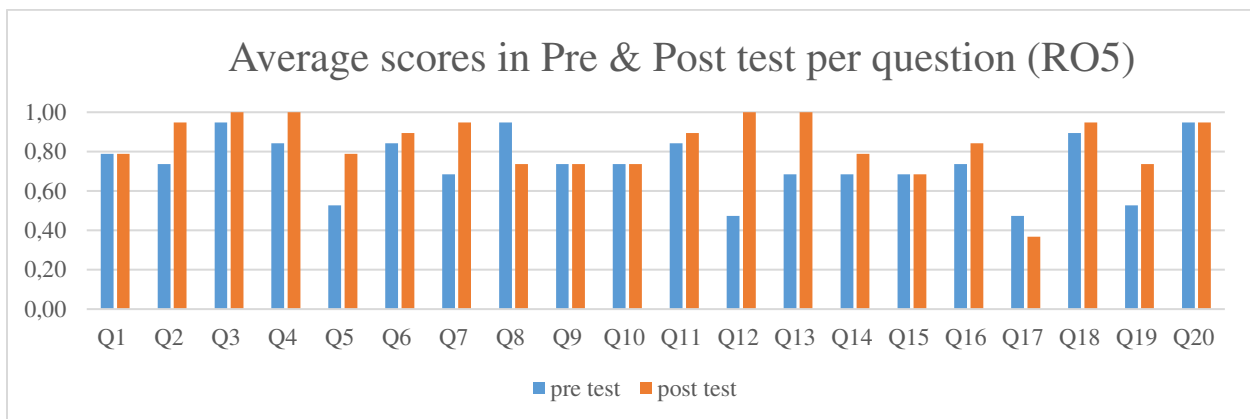

Figure 5.5 Average scores in pre/post-test per question in ECM Roll Out 5

ECM Training roll out 6:

Table 2.6 summarizes the results of the Pre/Post-tests of **ECM training roll out 6** trainees. 76% of participants in this roll out session demonstrated an improvement in knowledge.

Table 2.6 ECM roll out 6 pre/post-tests info summary

Persons who sat for pre-test	17

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	Persons who sat for post-test	17
	Number of people who sat for both tests	17
	% of participants who showed improvement	76%
ECM RO session 6	% of participants who did not show improvement	24%
	# People who showed improvement	13
	# People who showed no improvement	4
	Absentees on post-test	0

As shown in Figure 4.6, the average total pre-test score of ROS6 participants was 13.35 (out of 20 possible points), while the average total post-test score was 15.79, reflecting an overall increase in knowledge.
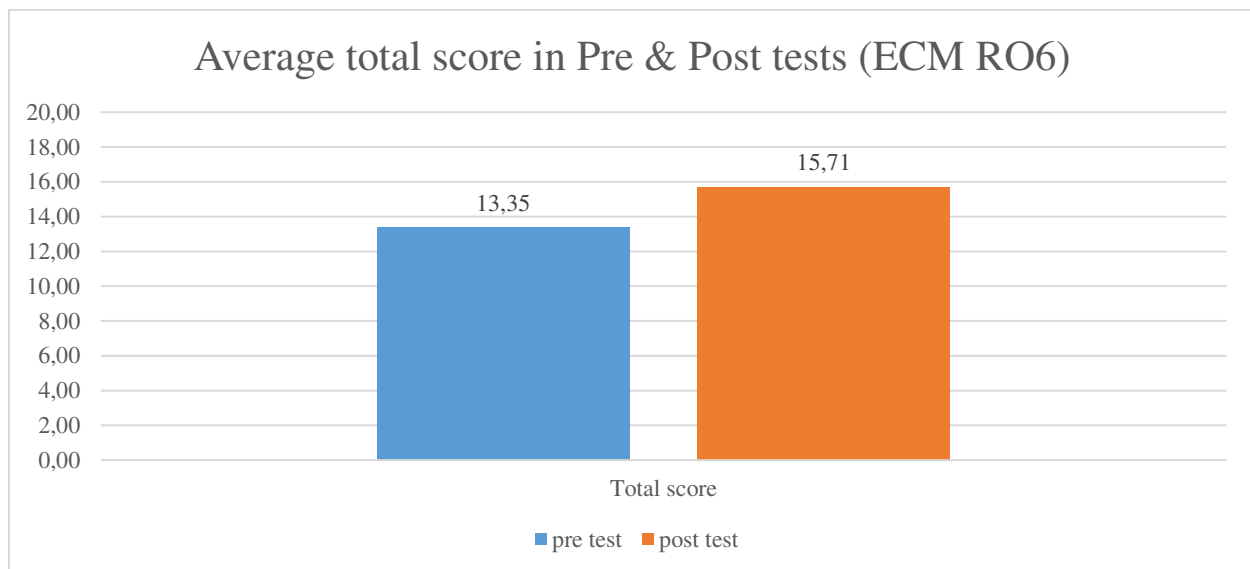

Figure 4.6 Total Average score in Pre and Post tests

Figure 5.6 shows the average pre- and post- scores for the group per test item.
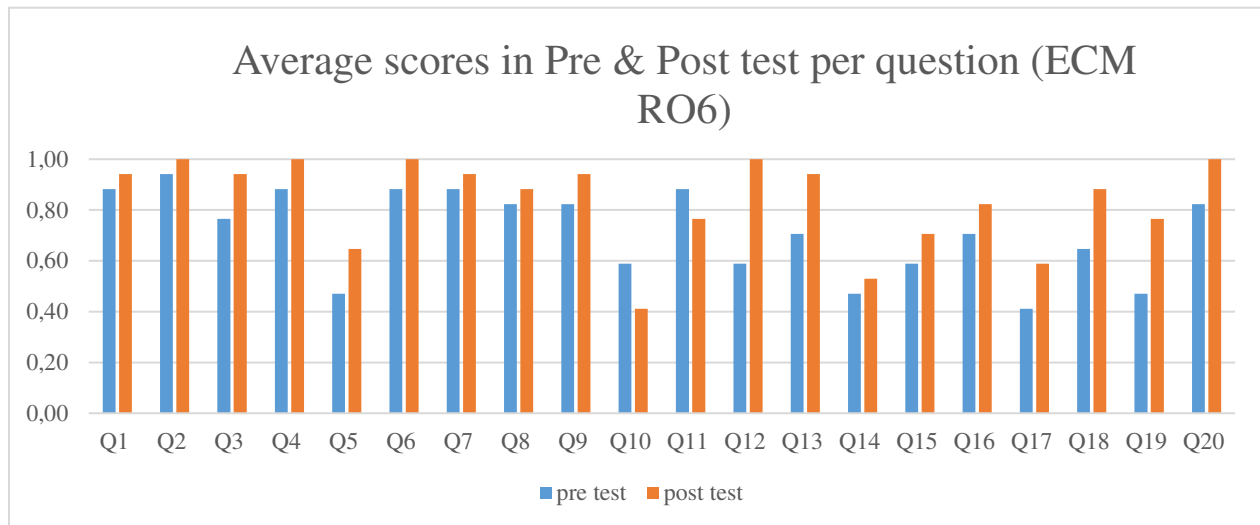
Figure 6.6. Average scores in pre/post-test per question in ECM Roll Out 6

ECM Training roll out 7:

Table 2.7 summarizes the results of the Pre/Post-tests of **ECM training roll out 7** trainees. 75% of participants in this roll out session demonstrated an improvement in knowledge.

Table 3.7 ECM Training Roll Out 7 pre/post-tests info summary

	Persons who sat for pre-test	20
	Persons who sat for post-test	20
	Number of people who sat for both tests	20
ECM RO session 7	% of participants who showed improvement	75%
	% of participants who did not show improvement	25%
	# People who showed improvement	15
	# People who showed no improvement	5
	Absentees on post-test	0

As shown in Figure 4.7, the average total pre-test score of ROS7 participants was 13.75 (out of 20 possible points), while the average total post-test score was 15.85, reflecting an overall increase in knowledge.
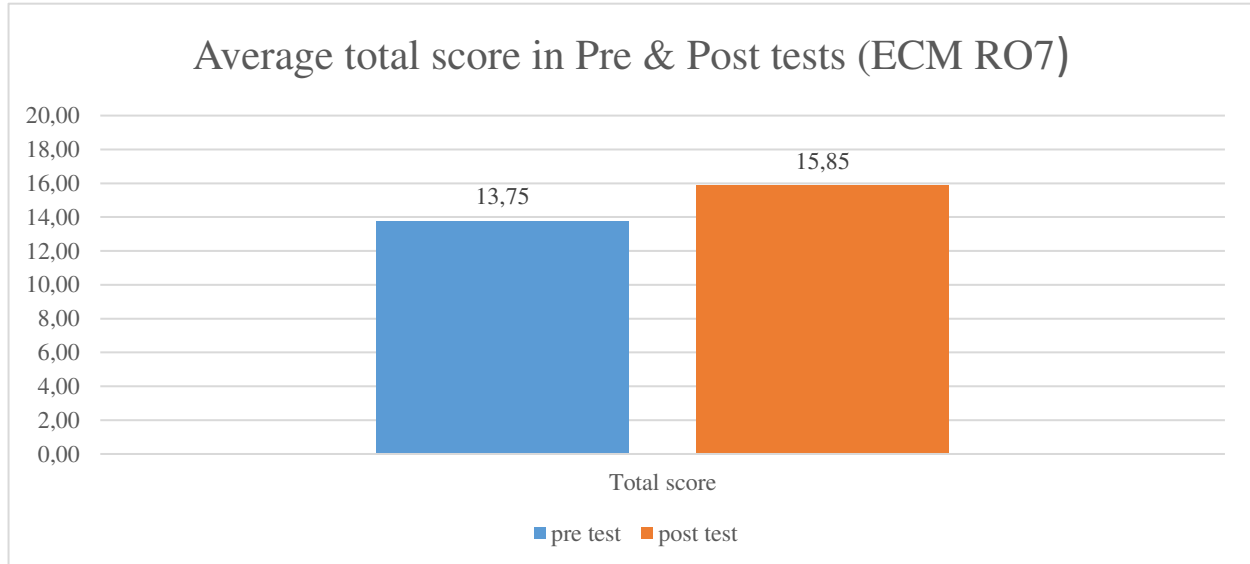
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Figure 4.7. Total Average score in Pre and Post tests

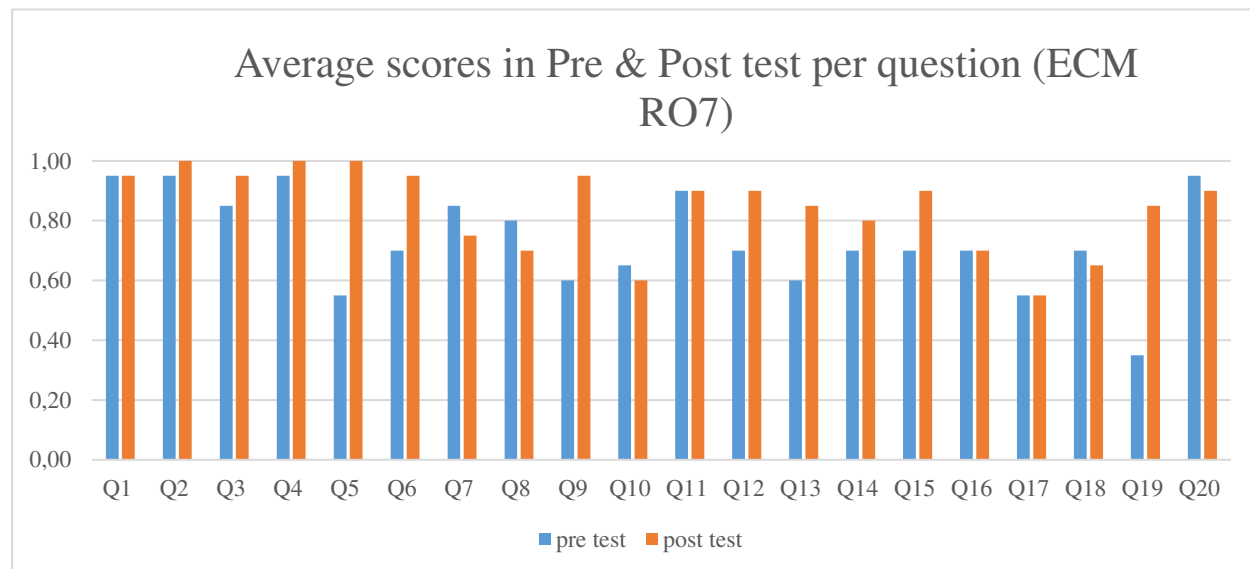Figure 5.7 shows the average pre- and post- scores for the group per test item.

Figure 5.7. Average scores in pre/post-test per question in ECM Roll Out 7

ECM Training roll out 8:

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Table 2.8 summarizes the results of the Pre/Post-tests of **ECM training roll out 8** trainees. 81% of participants in this roll out session demonstrated an improvement in knowledge.

Table 2.8 ECM roll out 8 pre/post-tests info summary

ECM RO session 8	Persons who sat for pre-test	19
	Persons who sat for post-test	16
	Number of people who sat for both tests	16
	% of participants who showed improvement	81%
	% of participants who did not show improvement	19%
	# People who showed improvement	13
	# People who showed no improvement	3
	Absentees on post-test	3

As shown in Figure 4.8, the average total pre-test score of ROS8 participants was 13.79 (out of 20 possible points), while the average total post-test score was 13.47, reflecting an overall increase in knowledge.
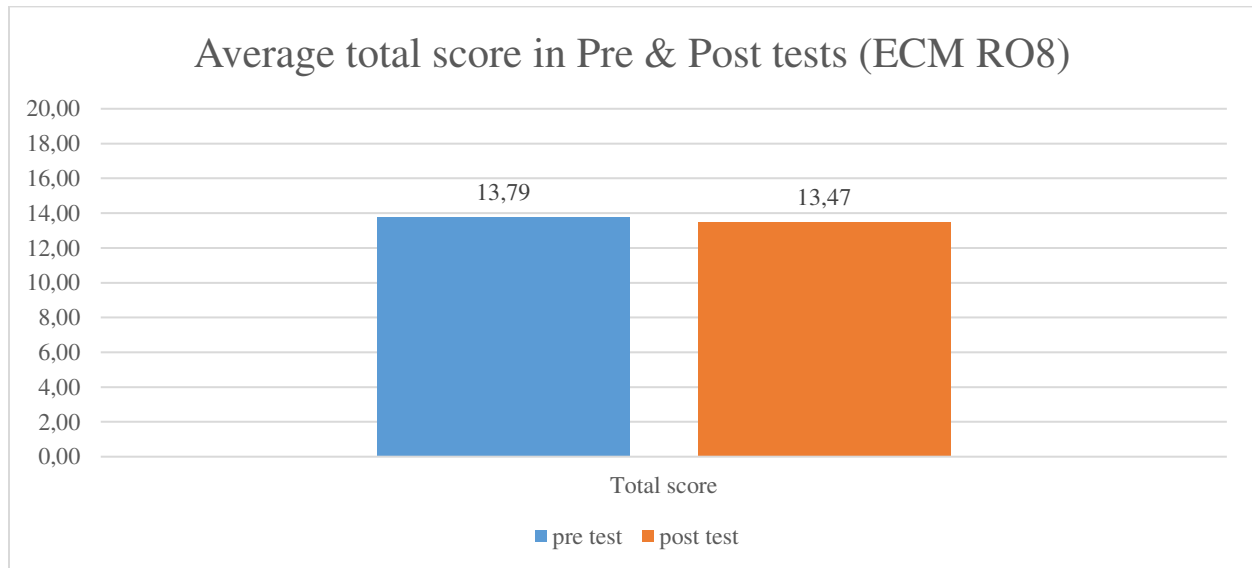

Figure 4.8 Total Average score in Pre and Post tests

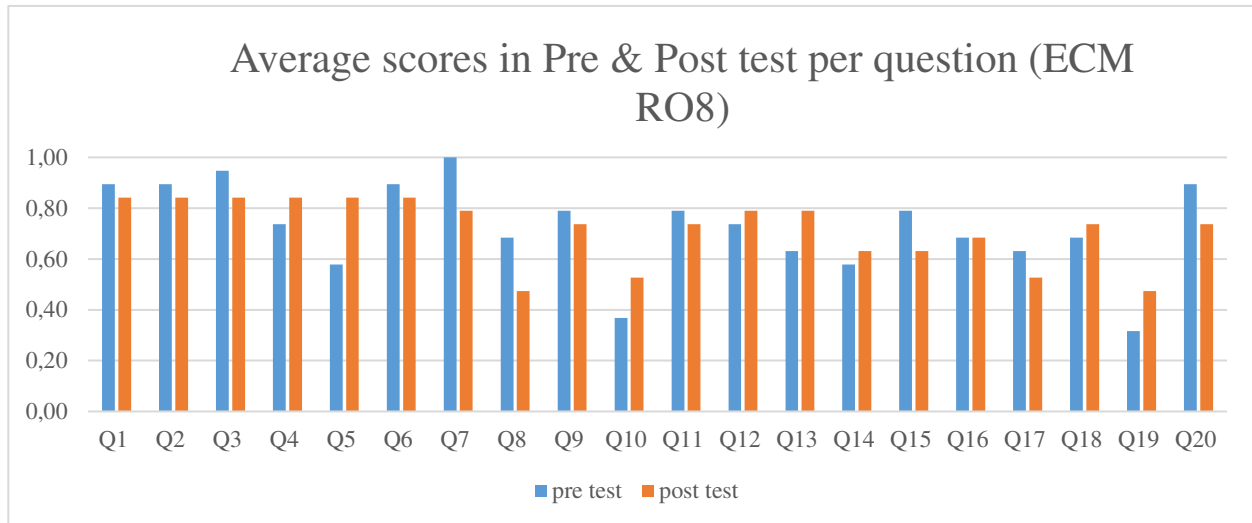Figure 5.8 shows the average pre- and post- scores for the group per test item.

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Figure 5.8. Average scores in pre/post-test per question in ECM Roll Out 8

ECM Training roll out 9:

Table 2.9 summarizes the results of the Pre/Post-tests of **ECM training roll out 9** trainees. 69% of participants in this roll out session demonstrated an improvement in knowledge.

Table 2.9 ECM roll out 9 pre/post-tests info summary

	Persons who sat for pre-test	16
	Persons who sat for post-test	16
	Number of people who sat for both tests	16
ECM RO session 9	% of participants who showed improvement	69%
	% of participants who did not show improvement	31%
	# People who showed improvement	11
	# People who showed no improvement	5
	Absentees on post-test	0

As shown in Figure 4.9, the average total pre-test score of ROS9 participants was 14.00 (out of 20 possible points), while the average total post-test score was 16.31, reflecting an overall increase in knowledge.
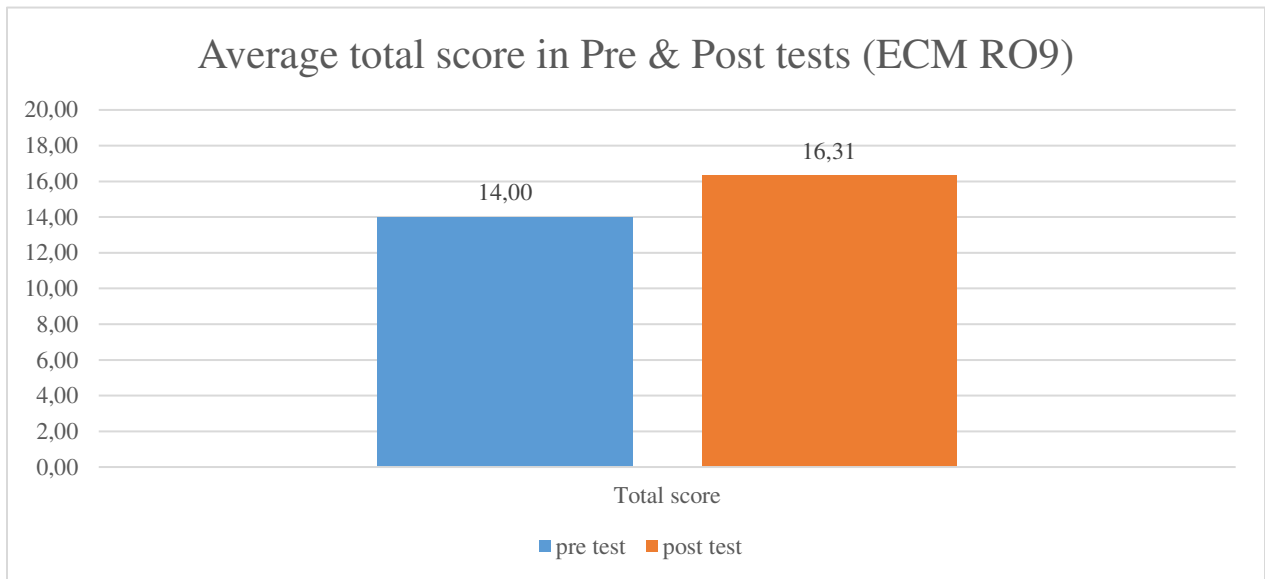
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Figure 4.9 Total Average score in Pre and Post tests

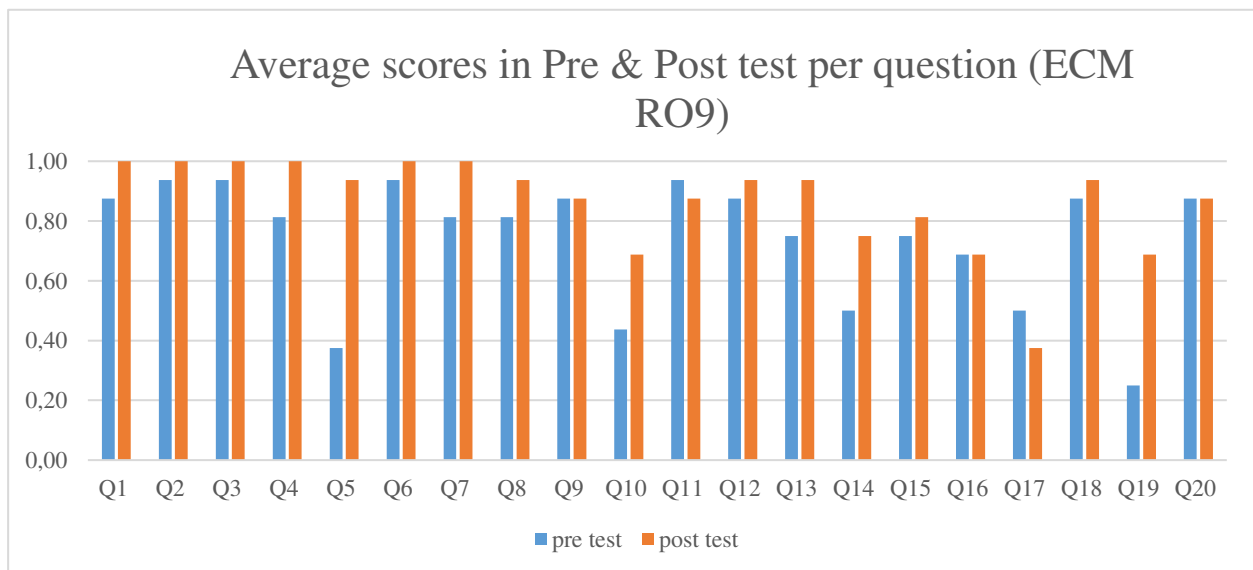Figure 5.9 shows the average pre- and post- scores for the group per test item.

Figure 5.9. Average scores in pre/post-test per question in ECM Roll Out 9

ECM Training roll out 10:

Table 2.10 summarizes the results of the Pre/Post-tests of **ECM training roll out 10** trainees. 89% of participants in this roll out session demonstrated an improvement in knowledge.

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Table 2.10 ECM roll out 10 pre/post-tests info summary

ECM RO session 10	Persons who sat for pre-test	19
	Persons who sat for post-test	19
	Number of people who sat for both tests	19
	% of participants who showed improvement	89%
	% of participants who did not show improvement	11%
	# People who showed improvement	17
	# People who showed no improvement	2
	Absentees on post-test	0

As shown in Figure 4.10, the average total pre-test score of ROS10 participants was 14.95 (out of 20 possible points), while the average total post-test score was 18.05, reflecting an overall increase in knowledge.
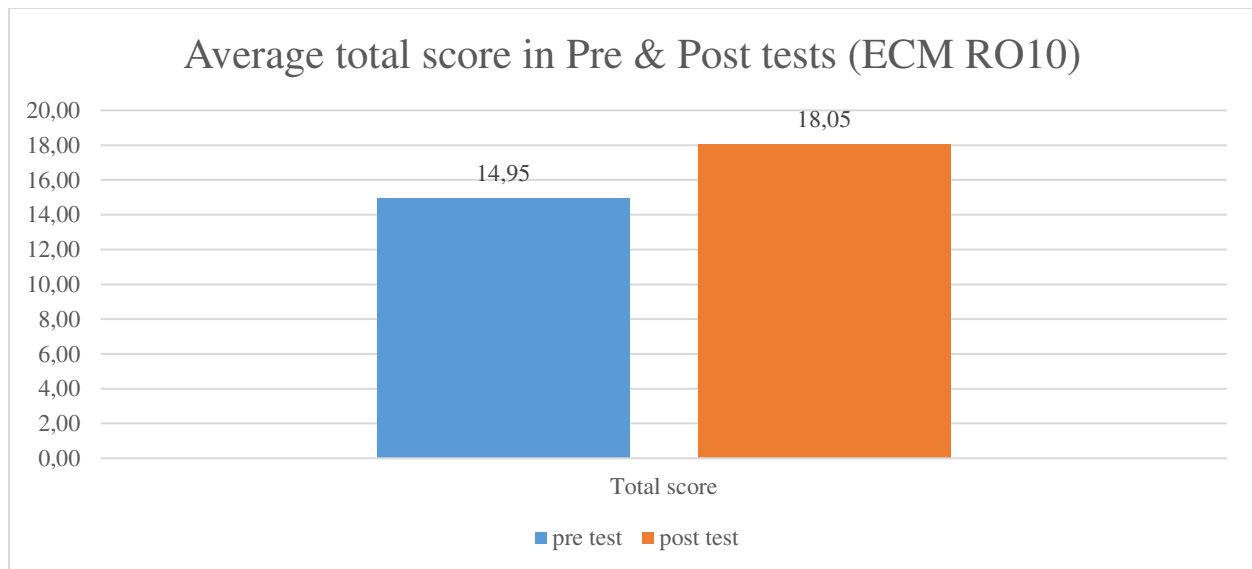

Figure 4.10 Total Average score in Pre and Post tests

Figure 5.10 shows the average pre- and post- scores for the group per test item.

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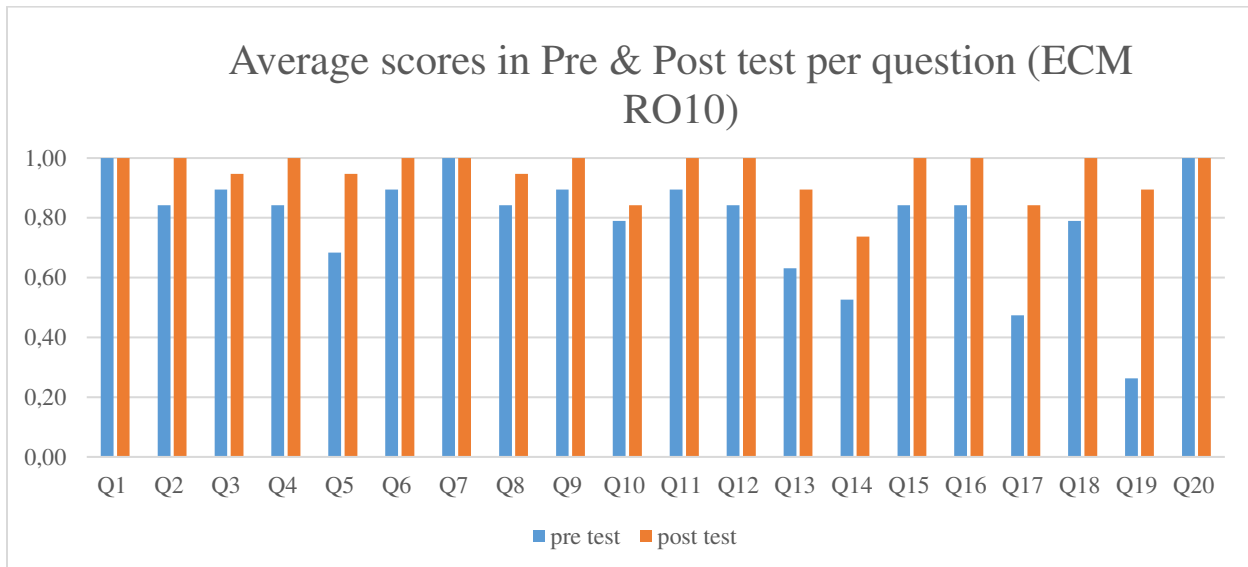
Figure 5.10 Average scores in pre/post-test per question in ECM Roll Out 10

ECM Training roll out 11:

Table 2.11 summarizes the results of the Pre/Post-tests of **ECM training roll out 11** trainees. 44% of participants in this roll out session demonstrated an improvement in knowledge.

Table 2.11 ECM roll out 11 pre/post-tests info summary

	Persons who sat for pre-test	18
	Persons who sat for post-test	18
	Number of people who sat for both tests	18
ECM RO session 11	% of participants who showed improvement	44%
	% of participants who did not show improvement	56%
	# People who showed improvement	8
	# People who showed no improvement	10
	Absentees on post-test	0

As shown in Figure 4.11, the average total pre-test score of ROS11 participants was 14.06 (out of 20 possible points), while the average total post-test score was 15.61, reflecting an overall increase in knowledge.

Figure 4.11 Total Average score in Pre and Post tests

Figure 5.11 shows the average pre- and post- scores for the group per test item.
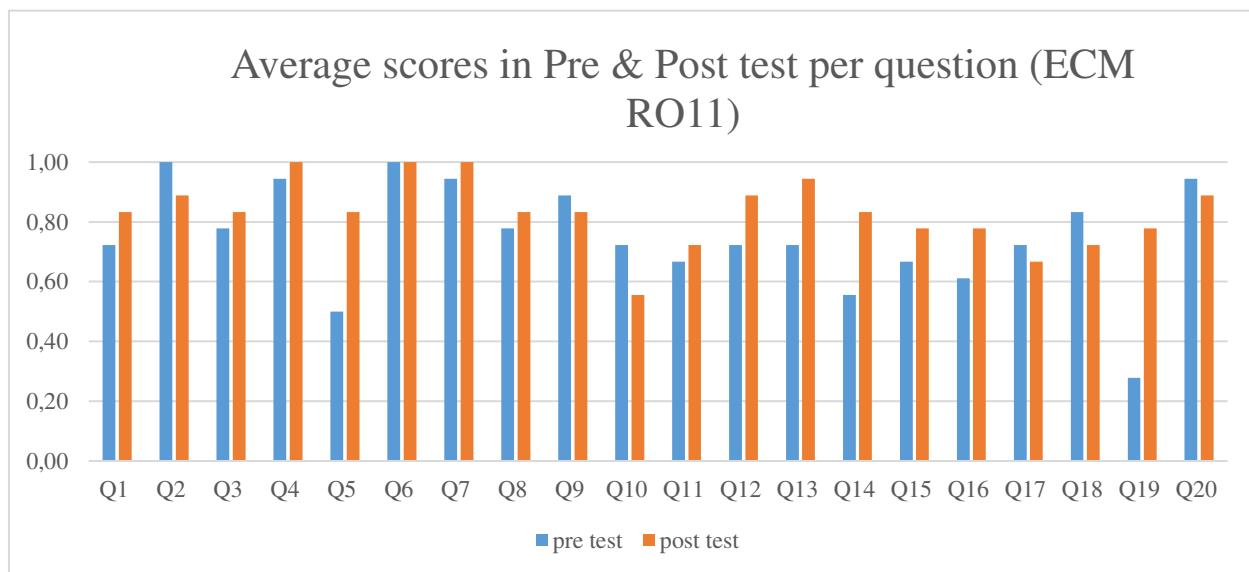
Figure 5.11 Average scores in pre/post-test per question in ECM Roll Out 11

ECM Training roll out 12:

Table 2.12 summarizes the results of the Pre/Post-tests of **ECM training roll out 12** trainees. 71% of participants in this roll out session demonstrated an improvement in knowledge.

Table 2.12 ECM roll out 12 pre/post-tests info summary

ECM RO session 12	Persons who sat for pre-test	19
	Persons who sat for post-test	17
	Number of people who sat for both tests	17
	% of participants who showed improvement	71%
	% of participants who did not show improvement	29%
	# People who showed improvement	12
	# People who showed no improvement	5
	Absentees on post-test	2

As shown in Figure 4.12, the average total pre-test score of ROS12 participants was 12.32 (out of 20 possible points), while the average total post-test score was 13.26, reflecting an overall increase in knowledge.
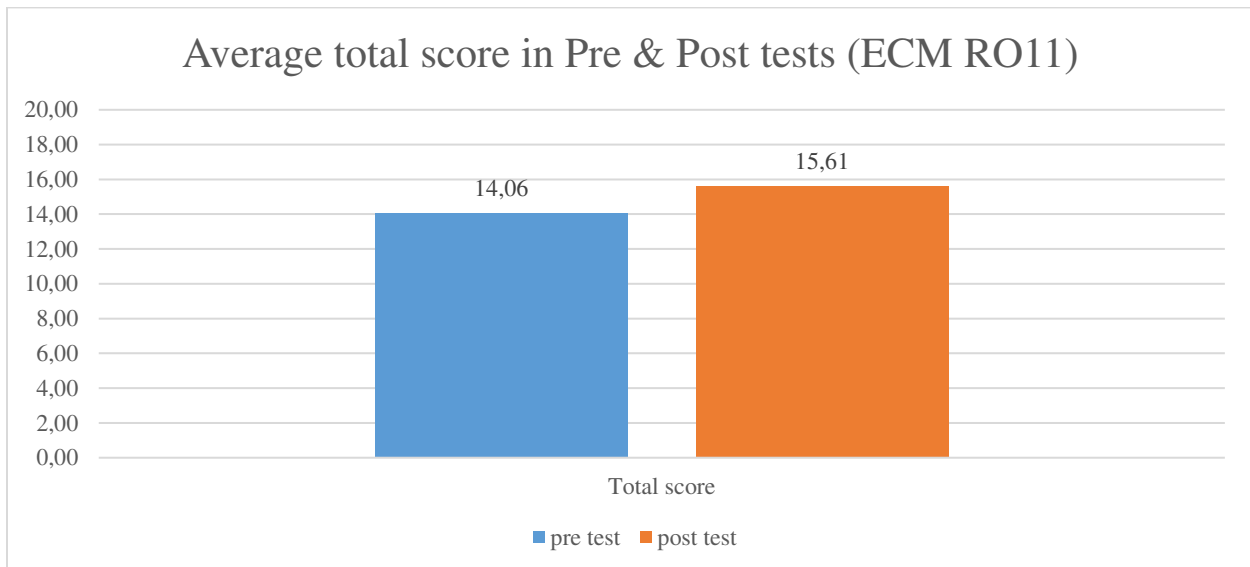

Figure 4.12 Total Average score in Pre and Post tests

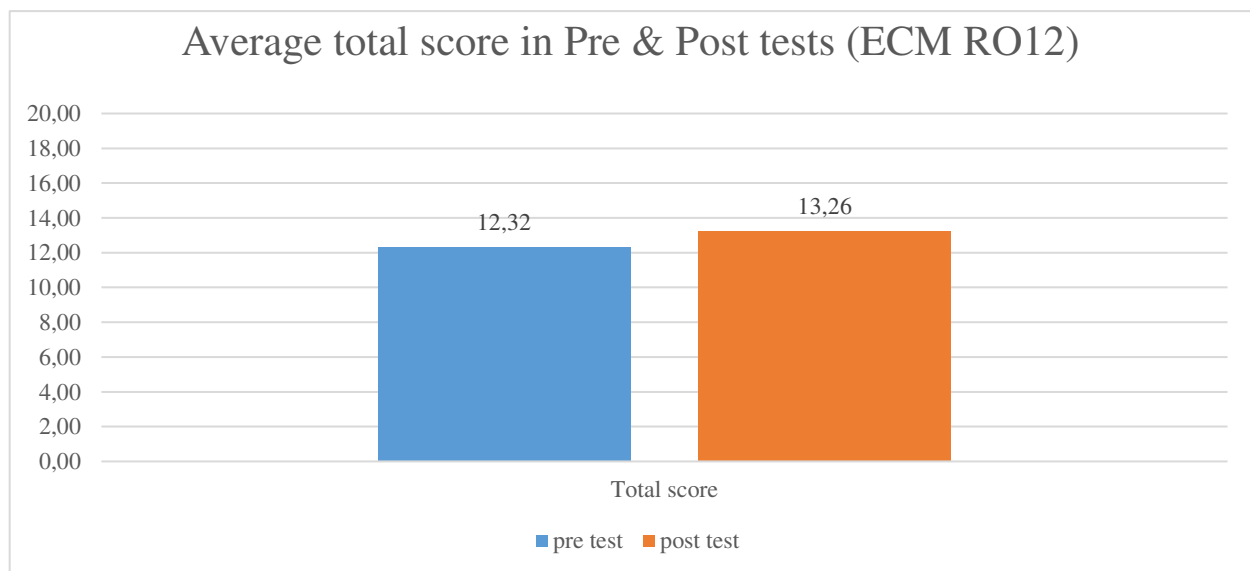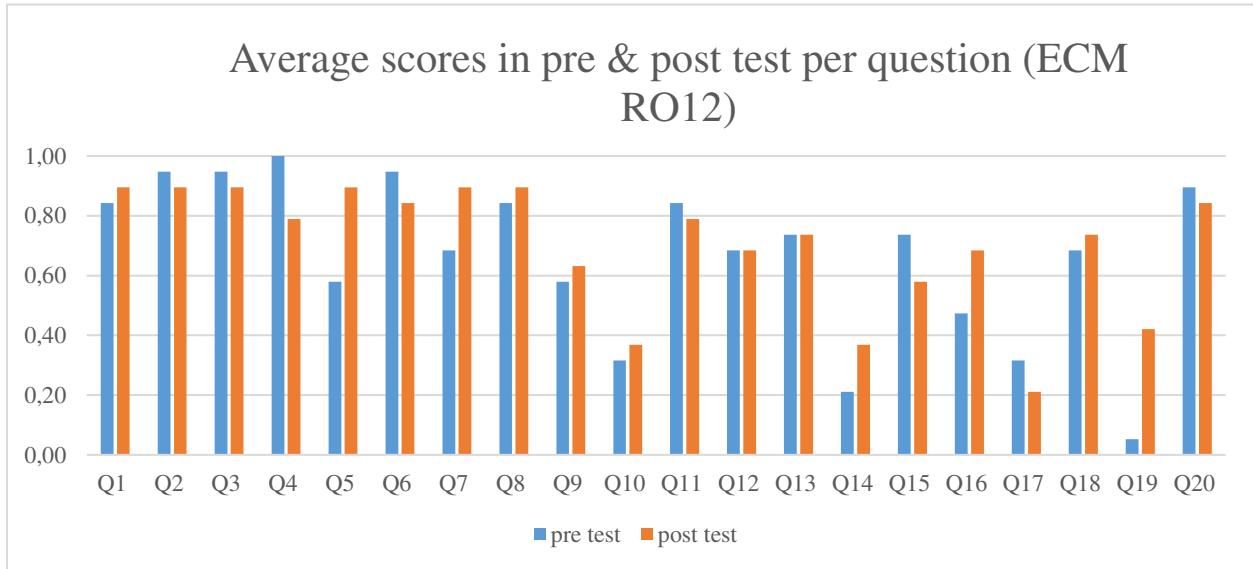Figure 5.12 shows the average pre- and post- scores for the group per test item.

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Figure 5.12. Average scores in pre/post-test per question in ECM Roll Out 12

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4. ECM Training Roll Out Sessions Outcomes

4.1. Challenges

The challenges faced during the ECM Training Roll Out Sessions are listed below:

- English language: ECM material, presentations and Pre-Post tests were in English. Many participants raised this issue and preferred to have the material in Arabic. The trainers had to assist some participants and translate some questions to participants who had difficulty understanding the test.
- Venue: Several participants complained about the venues, its services, the quality of food and other environmental conditions (noise, cold, etc.). Venues criticised were: Zahle (Cadmous), Saida (Mouwasat) and Lancaster Tamar. Trainers were also not comfortable in these locations due to limitations related to implementing some components of the trainings which may ultimately have impacted training outcomes. However, the FPS logistical team confirmed that venue options were extremely limited. Nevertheless, efforts were made to provide participants with the best training experience.
- Duration of the training: The current ECM material needs more than one day to be delivered and explained to participants. The schedule was very condensed and did not allow enough time for discussion and experience sharing. Participants were very tired during the last part of the sessions.
- Participants highlighted the need to involve management teams of organizations in similar trainings, in addition to other colleagues such as receptionists, security guards, volunteers, as well as frontliners from other sectors (those working in WASH, bank employees, etc). This is strongly related to the current situation of civil unrest in the country that is affecting peoples' lives since the end of October 2019 and their reaction to the difficulties they are experiencing.
- The level of trainers was highly variable. Some of them were extremely knowledgeable and came prepared to the training sessions. Others were not prepared and lacked a lot of information. However, all trainers were provided with the necessary support and material prior to the training, having the organisation team available for anything they might need prior to the training.

4.2. Recommendations

The recommendations for future trainings are listed below:

1. Have the material available in Arabic.
2. Organize at least a one-day orientation session for managers and head of organizations to discuss organizational preparation to ensure appropriate crisis management and prevention.
3. Ensure large training rooms for future trainings.
4. Provide additional training for trainers or refresher sessions.

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5. Select a better pool of trainers for the roll out sessions (perform a pilot for trainers and then select those with the highest evaluation scores).
6. Additional training days.

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5. Conclusion

In summary, participants were very satisfied with the ECM roll out sessions. Many of them highlighted the relevance of the topic and how much it matches their current daily struggles. A substantial amount of important experiences were shared during the training. Overall, the training objectives were met, including the increase of knowledge regarding Emotional Crisis Management, as seen in the pre- and post-tests results.

At the end of each training, oral feedback from all participants was also gathered. These moments of feedback consisted mainly of positive feedback regarding the training, with some complaints about the use of English language instead of Arabic or the venue. Due to some language barriers, many trainers had to translate the pre- and post-tests questions to participants. Other participants had problems understanding some questions but they did not raise this issue until the end of the training. This might have affected the results of the pre- and post-tests.

Overall, the trainers who delivered a roll out session were very different in the way they implemented the sessions, with variable capabilities. Some of them came to the training very well prepared while others were preparing themselves during the breaks. Many times, the master trainer had to intervene during a session to clarify misunderstandings or to answer questions that the trainer could not handle. However, many of the participants emphasized the importance of the training, especially in the current context and some even requested trainings in their own organizations.

It is important to mention as well that the applicants for the roll out sessions reached a high number (570) for the first round, which translates the noticeable need for this topic. Due to this, FPS and NMHP agreed to four additional trainings, resulting in a total of 12 roll out sessions. For this second round, the candidates that were rejected in the first round had a second opportunity to apply (150 applied once again). The criteria for selection was the same as for the first round, prioritizing front liners.

Also, throughout the roll out session implementation, the need to evaluate the trainers separately rose in prominence as some of the participants desired to evaluate each trainer on an individual basis (individual trainer evaluations began in roll out session 7).

6. Annexes

Annex 1: Agenda of the Roll out session

Emotional Crisis Management – Roll out sessions
Agenda

8:30 - 8:45	Registration & Coffee

8:45 – 9:45	Session I: Opening Session
	
	  - Welcome statement
	  - General introduction about the training
	  - Pre-test
	  - Icebreaker
	  - Ground rules
	  - Expectations

9:45 – 10:45	Session II: Background about emotional crisis
10:45 – 11:15	Coffee Break
11:15 – 12:45	Session III: Preparation for emotional crisis management
12:45 - 13:30	Session IV: Crisis management
13:30 – 14:15	Lunch Break
14:15 – 15:00	Session IV: Crisis management
15:00 – 15:30	Session V: After the crisis incident
15:45 – 16:30	Recap & evaluation & post-test

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Annex 2: Attended Participant Details

ECM Roll out 1

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ECM Roll out 2

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Trainers { Nadine / Ali

إسم المدرب: Lancaster Hotel   المكان: Mazmieh   المنطقة: 1-2-2020   التاريخ:

LUP D

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	71 212456	Lebanese	PSS Trainer	Male	35	Firas hamiye	1
	71/268313	Palestinian (PRL)	CP/Case worker	Female	28	Walaa Abed Al Hadi	2
	70 094077	Lebanese	CMB / Halfswork	Female	24	Joy El Helou	3
	71 813 828	"	Psychologist	Female	24	Patricia Najjar	4
Sfa	76 816575	Lebanese	Case Worker/Center	Female	26	Shora zeineddine	5
Abii	71/426431	Lebanese	Receptionist/"	Female	23	Abir Boghda	6
maja	76/165719	Lebanese	social worker/"	Female	25	Marian Mansour	7
	03/621827	Lebanese	HIV Trainer	Female	50	Kinana RSD	8
Sarah	70/945153	Leb	Mental health social worker (Afeal)	Female	1991 (28)	Sarah Tahtouh	9
Natali	03/900495	Leb	Amel	Female	41	Nahida Taibr	10
	70/16949	Lebanese	Caritas Lebanon	Female	45	Toumena Khoury	11
	71 213552	Syrian	Case Management Officer (INARA)	Female	28	Maryam Al Saba	12
	03/615005	Lebanese	Coordinator (INARA)	Female	38	Linda Fakhreddine	13
	76/142254	Syrian	IRAP / HIA	F	33	Sally Salen	14
	71/409104	Lebanese	Education Coordinator Save the Children	Female	28	Iman ElAli	15

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Trainers { Nadine / Ali

إسم المدرب: Lancaster Hotel   المكان: Mazmieh   المنطقة: 7-2-20   التاريخ:

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم	
	03-582073	لبنانية	Psychologist/AFEL	F	35	رنا نحاس	1	16
	70 793163	لبنانية	Protect coord / SaWa	F	34	يسرى عرب	2	17
	71-869550	لبنانية	IMC/Mental Health Case Manager	F	22	Eliane Sawma	3	18
	03/837496	لبنانية	NMHP/E-helper	F	38	Layal Hamze	4	19
	76/430608	Lebanese	Case Worker/AFE	F	32	Rita Hatla	5	20
	03/570312	Lebanese	Trainer	F	35	Sandra Najal	6	21
	76-600708	Leb	Trainer	F	28	Nadine Moty	7	22
	03/679149	Leb	Trainer	M	25	Ali Faras	8	23
	03/871723	Leb	H&N Associate UNICEF	F	25	Marwa Al Masri	9	24
	81/844182	Leb	Save the children	M	32	Mohamed Nesuchi	10	25
			FPS MofE manager			Shaymaa Al khatib	11	26
							12	
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							15	

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ECM roll out 3:

ECM Roll Out Sessions ③

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إسم المدرب: Ramia + Aïda + Ahmad   المكان: Lancaster   المنطقة: Mazmieh   التاريخ: 11/2/20

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
Saml	712 70158	Lebane	Business Management Officer (NMHP)	F	34	SAMYAH AWADA	1
	03-162807	Lebanese	Public health officer (NMHP)	F	25	Jiana Tabbara	2
	70-806820	Lebanese	Social Worker Restart Center	F	27	Céline Jasmine	3
	03 621073	lebanese	Prevention Program coordinator	F	31	Rouba Nahas	4
	03 924888	lebanese	CP team leader	F	55	Eliane Accaoni	5
	78-827881	Lebanese	Educator	F	23	Rim Nehmé	6
	81 912718	Lebanese	Midwife MSF	F	41	Hiba Itani	7
	70 064585	Lebanese	Caritas	F	53	Nina ElKhoury	8
	03 570312	Lebanese	Trainer	F	35	Samaha Hajal	9
	70/964402	Lebanese	Trainer/Psychologist	F	25	Aïda Vaska Bi	10
	76 084831	Pal	Trainer	M	29	Ahmad Gacu	11
							12
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ECM Roll Out Sessions

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إسم المدرب: Ramia + Aïda + Ahmad   المكان: Lancaster Hotel   المنطقة: Mazmieh   التاريخ: 11/2/20

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	79/300 843	لبنان	Acted/protection officer	انثى	44	ديانا ...	1
	70871430	Palestinian	Association on Najde	Female	28	سوزان قاسم	2
Ramch	03/778063	Lebanese	Najdeh/psy	female	37	...	3
Nabi Sr	71/294037	Lebanese	Project manager Relief.org	Female	36	ناصرة حيرة	4
	71/318579	Lebanese	PSS team leader IOM	male	27	مصطفى الرفاعي	5
	71/298419	Lebanese	mental health case manager IMC	female	23	رنا ...	6
	71-137260	Lebanese	CH officer - Save the Children	female	27	دانيال ...	7
	70-783210	Lebanese	Team Leader TDH-italy	M	38	...	8
	71857212	Leb.	UNHCR/PHU	F	35	Yvette Fares	9
	761320676	leb	UNWFP/FMA	F	31	Noura Rakwi	10
	03/689211	lebanese	Project Assistant/Caritas	F	36	Raula Azizi	11
	03/944130	Lebanese	Head of PCHD President Dennew	F	46	Rania Zaatar	12 Trainer
							13
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ECM roll out 4:

ECM Roll Out Sessions (4)

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1) Sara Amhaz
2) Norma Kebbe
3) Rabi

إسم المدرب: damador Tamar المكان: Hazmieh المنطقة: التاريخ: 12/2/20

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	7o/998408	Lebanese	SFCG - Psychologist	M	32	محمد حسن الحاج	1
	70/968275	Lebanese	Najah Association - Psychologist	F	31	ليال علي رضا	2
	70009091	Lebanese	IMC - MH case manager	F	25	فاطمة استانبولي	3
	81 314013	Lebanese	Islamic Relief - caseworker	F	39	Baraah Nahmssani	4
	71766556	Lebanese	Caritas Lebanon - Inclusion officer	F	28	Eleane Foren	5
	71 - 358731	Lebanese	Humanity and Inclusion	F	30	Roula Yacheck	6
Robot	03-734283	Lebanese	Caritas Lebanon	F	27	Rabab Taha	7
Sar	71997513	Syrian	social worker/JRS	M	35	Tameem Alqaed	8
	78/ ...		Social work UCH	M	26		8
Sara Hmaider	70/635403	Lebanese	Social Worker - Restart Center	F	25	Sara Hmaider	10
	63 826955	Lebanese	psycho social support specialist	F	43	Parsab Mrad	10
	76-055615	Lebanese	HAFA - Psychologist	F	24	Neva Vawad	12
	76951490	American	IRAP - lawyer	F	29	Imani Franklin	13
	03/228843	Lebanese	Educator - mouvement social	F	32	Rasha Moazin	14
Hiba Shihab	76-768680	Lebanese	Case Worker - Terre des hommes	F	23	Hiba Shihab	15

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	71/3505 82	Lebanese	JRC	Female	26	Serene Chagal	1
	70 828350	LEBANESE	AVSI	MALE	30	PHILIPPE BOUITERHI	2
	03/178714	LEBANESE	Care Int	Female	27	Nicole Kaady	8
NKebbe	70-523501	Lebanese	Caritas lebanon	F	50	Norma Kebbe	4
	70 910395	Lebanese	Makhzoumi foundation - MHPSS Supervisor	F	30	Sara Amhaz	5
	03/57081	Lebanese	Psychologist Tamar	F	35	Sandra Najal	6
	70367658	Palestinian	PTM	M	30	Rabi Ahmad	7
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ECM roll out 5:

ECM Roll Out Sessions

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إسم المدرب: المكان: Lamunia Hotel   المنطقة: Tripoli   التاريخ: 13 Feb 2020

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
Nathali	71/376793	lebanese	CE-MSF	Female	26	ناتجي	1
	71/332572	palestinian	اللجنة الدولية	Female	37	لبسم عبد الرحيم	2
	81/990426	lebanese	URDA	Female	33	اجلي	3
	70/396923	Palesteniane	RSW-IMC	Female	28		4
	71/359066	lebanese	Relief Intern	Female	29	ولي	5
	76/67179	lebanese	Case Worker	Male	37	أعزوة	6
	03/178164	Leb	Caseworker	female	36	Siba Bizri	7
Rana	03/135603	Lebanese	Case Management Alternative	Female	42	Rana Mallak	8
JShort	76-677759	Palestinian	Program officer	Male	41	Fawaz EL-Bassaini	9
	0300?5??	Lebanese	Education support	Female	29	Layla Chalhoub	10
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ECM Roll Out Sessions

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إسم المدرب: Anaelle Jeanne Marie   المكان: Lemunia Hotel   المنطقة: Tripoli   التاريخ: 13 Feb 2020

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	81-314793	Leb	MHPSS Field Officer ICRC	F	50	جيزال شاهين	1
	70-407375	Leb	CPCM	F	24	سماح إسماعيل	2
Carla	76-424110	Leb	Senior facilitator himaya	F	23	Carla Homsi	3
	71-930 223	Leb	Care International	F	23	Myriam Rashak	4
	81-277724	Palestinian	Health care worker Mercy USA	M	29	Firas Khawaled	5
	70 221693	LEB	Lebanese Red Cross	F	26	judy Houssami	6
Sally	71878766	LeB	Restart	F	29	Sally Finge	7
	03103347	Leb	HDH	F	2	Miba Nass	8
	70511582	Leb	Caseworker Casetransition	F	32	Paula Bekri	9
	70 375575	Leb	MSF switzerland	F	29	Anaëlle Saadeh	10
	03150454	Lebanese	Restart/psycholy	F	34	Marie Abdel Ahad	11
	03-570312	Lebanese	Trainer	F	35	Sandra Kajal	12
	03-406888	Lebanese	Trainer	F	45	Jeanne Melfich	13
						Jason Etheredge	14
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ECM roll out 6:

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Mosrapha
Mona
Mariam

إسم المدرب: Al Mouasat   المكان: Saida   المنطقة: 17/2/20   التاريخ:

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	03798360	لبنانية	مساعدة إجتماعية بيئية NRC	F	31	ملى قطيشس	1
	76672540	لبنانية	مساعدة اجتماعية ميدانية NRC	F	23	بتول موسى	2
	76-713040	فلسطينية	فرصة اجتماعية	F	37	منا سعيد طه	3
D.K.S	71-680818	لبنانية	اجتماعية Imbress	F	37	ستالقطاعي نصرى	4
	03-518936	لبنانية	امرأة للأمن	ذكر	26	حسين جابر	5
	76557680	لبنانية	Social worker Blue mission	F	23	مياء وهاب	6
SW	74 723845	لبنانية	Social worker رعاية الشم-صيدا	F	28	سمر أبو شقرا	7
AH	70893478	فلسطينية	Environmental Field officer Action Against Hunger	F	28	ألحز الحاج موسى	8
	71-317055	لبنانية	Right to Play Internal	M	27	وسام عبده	9
	71-163158	lebanese	Roving Socialwoter IMC	female	30	هبة أبو شباب	10
	70611973	أردنية	UNIFIL	F	54	عرب رباع	11
	76-6104562	لبنانية	Imbress psychologist	F	41	جنى عامر	12
	70/824513	Palestinian	HukH zuumi Pawelle	F	39	صفا إبراعيك	13
	71-141416	لبناني	PSS-IOM	M	29	إبراهيم محمد الح	14
	03/002161	لبنانية	Caritas	F	33	أيم بشير الردار	15

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Mona
Mariam
Mostapha

إسم المدرب: Al Mouasat   المكان: Saida   المنطقة: 17/2/20   التاريخ:

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم	
	71/171760	Leb	MH Nurse	F	38y	منى عيسى	1	ECM Trainee
	70/697466	Leb	NSV SSH	M	29	Mostapha Rkein	2	
	71/151733	Leb	ISF MH supervisor	F	45	Mariam Hassan	3	
	03/093521	Leb	I.Mic. C.H.s	F	39	Ihtisam Jamal	4	
	71/465297	Leb	Amel / Program coordinator	F	31	ريم فطحي	5	FPS DP.C.
		YT		F	24	Ana Gurman	6	
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ECM roll out 7

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إسم المدرب: المكان: Cadmus   المنطقة: زحلة   التاريخ: 18 Feb 2020

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	79318052	لبنانية	Psychologist JCRC	أنثى	٣٥	كريستل مدني	١
Aljn	71343671	لبنانية	Social worker DRS	أنثى	٢٥	أليد زيتون	٢
	76572665	''	Soul worker world vision	//	٢٦	ناجحة العرمي	٣
Amal	03/091101	لبنانية	Case worker Intersos		٢٤	أمل أبو علي	٤
Kholoud	70-460248	فلسطينية	PSS officer Medair F		٢٦	خلود عباس	٥
	76 70663	لبنانية	Solidaritie Frumarate	Male	٢٦	مثال مرجس	٦
	03-171690	لبناني	MSF	ذكر	٣٣	سامي موسى	٧
Hidaya	81-309915	لبنانية	NPSS Case Manager (IMC)	أنثى	٢٢	هبة الزعل	٨
	76-075619	لبنانية	MDSF sacial	أنثى	٢٢	نوال نبيل	٩
	76-104116	سورية	himaya/Trainer	أنثى	٢٩	منيجة لطيف	١٠
	7644867	لبنانية	R.officer / HI	أنثى	٢٧	سمر الأسمر	١١
	71-184466	لبنانية	Snr. Repatriction Ass. UNHCR	F	٢٨	ملك الكاتب	١٢
	79-139828	لبنانية	New ohal HI	F	٢٣	هناء زريق	١٣
byful	03-951256	لبنان	psychological counselor Area monitor (ICRC) F	F	٣٢	أسيا السلطان	١٤
Ali	76-117668	سورية	KAFA field Coordinator	F	٢٨	آلاء الجلدة	١٥

ECM Roll Out Sessions

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إسم المدرب: المكان: Cadmus   المنطقة: زحلة   التاريخ: 18 Feb 2020

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	78227048	فلسطينية	فاعل منيق حماية URDA	انثى	٢٢	ريات زيدان	١
	79176254	لبنانية	Senior social worker CLDH	انثى	٢٢	Lynn Khazaal	٢
	76002026	لبنانية	Protation officer	انثى	٢٦	Abir Sofaily	٣
	76757566	لبنانية	Case Worker IRC	انثى	٣٣	Kholoud Ismail	٤
	03/012440	lebanese	Senior MTT Community Health guide	F	٣٥	Marwa Abou Diwan	٥
	03 570312	lebanese	Trainer	F	٣٥	Samaha Hajal	٦
Am				F	٢٧	Ana Coronado	٧
							٨
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ECM roll out 8

ECM Roll Out Sessions

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إسم المدرب: Cadmus   المكان: Bekaa   المنطقة: 19/2/20 :التاريخ

Ghada Nidal

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
Stephanie	70-722948	لبنانية	Case manager AVSI	أنثى	59	تيفاني عمر	1
	A6. 058259	بنانية	Midwife Naena	نثى	58	دعاء عثمان	2
Tima	71/577453	leb	IMC / SCH	F	59	فاطمة أحمد	3
	71.682623	S	Sawa	M	33	نضال جارور	4
	71-464902	Lebanese	MSF - OCP	F	28	ميلفانا محمود آبروجي	5
	70 146702	Lebanese	UNHCR. SPA	F	28	ليا شباني	6
reda Saab	03.946393	Lebanese	Infirmière Dip	F	55	ندى سركيس	7
Reda Kessis	70/059929	Lebanese	Social worker/Caritas Community	F	27	ربى حبيب	8
Rania Mhanna	70126227	LB	MDM-Outreach Supervisor	F	30	Rania Mhanna	8
	76625410	Syrian	CHP. MTI	M	35	Tarek Bitar	10
	70759117	لبنانية	Case Worker RDFL	أنثى		عبدالله جعفر	11
Ketnaout	70.879766	lebanese	Senior EM Officer. IRC.	F	35	Racha Torini	12
Roba	70-185089	لبنانية	Regional Protection MoSA	F	29	Roba Abou Yassine	13
	03788072	Lebanese	Protection UNHCR	F	32	Lamis Ghanem	14
	71301726	لبنانية	Center sup. KAFA	F	29	Mine hajharian	15

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إسم المدرب: Cadmus   المكان: Bekaa   المنطقة: 19-2-20 :التاريخ

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	76669355	لبنانية	Social worker IDRS	F	29	Bayan Al hallak	1
Ya Vou	70456766	لبنانية	Psychologist - FPS	F	28	Yasmin Karawi	2
FR	71-476423	لبنانية	Nurse Mental Health FPS	F	38y	Fatima AL Wayel	3
	70.887905	leb	MH Nurse	F	31y	Zeina Tauhidu	4
	03 570312	leb	Trainer	F	35	Sandra Kajal	5
Ghada	76 719571	Lebanese	Trainer	F	45	Ghada Haraci	6
MS		M		F	28	Ali Taumaias	7
Ghada			Trainer			Ghada Nevrary	8
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ECM roll out 9

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إسم المدرب: Sayde Abbas — المكان: Radisson blu — المنطقة: Beirut — التاريخ: 20|2|20

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	79.303401	لبنانية	Hostal PO. ACTED Social worker	أنثى	35	لين كابل بوزيد	1
	71 555707	لبنانية	Amel Association	أنثى	22	ريم تامر كنزيلا	2
Marilyn	70 660838	لبنانية	Protection officer Intersos	انثى	25	ماريلين سماحة	3
	70 712424	لبنانية	Psychologist Restart Center	انثى	24	انجلى دعبول	4
	70 203612	لبنانية	PSS +FP officer/ Educator	انثى	21	ريم مكي	5
	918180	لبنانية	Facilitator PSS	ذكر	22	براء عبد الباقي	6
SamyHathe	71/32133 76167449	لبنانية	development officer Terre Dellomme I day	انثى	23	ساندرا الحلبي	7
Mayson	70.684825	لبنانية	اجتماعية الأهلى النفس الإجتماعي	أنثى	81	مي سعد	8
	03.821691	لبنانية	Social worker	انثى	34	نشين عون	9
	03.281907	لبناني	مدير السم الدكتوري والأنس	ذكر	48	غنا كبيسى	10
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إسم المدرب: Sayde Abbas — المكان: Radisson blu — المنطقة: Beirut — التاريخ: 20/2/20

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	70-836966	Lebanese	SGBV Caseworker Makhzoun foundation	F	21	Nirmeen Saacouh	1
	70-414534	Lebanese	PWSN Case walker	F	48	Douja Mohama	2
	70-858545	Lebanese	Muhammad Hamdel arlentil.org	M	36	Muhamed Hamdan	3
	70-829302	LEBANESE	Chief operator embrace	F	30	Grace Rahhal	4
	70-947191	Lebanese		F	81		5
	71-168575	Lebanese	Caritas Case Worker	F	26	Aya Zeitoun	6
	03-570812	Leb.	Trainer	F	35	Sandra Kairl	7
Sayde	03/087915	Leb	trainer	F	37	Saydeh Hanine	8
	70/650126	Leb	trainee	M	32	سندس	9
		p7	coordinate	F	28	An Gumanet	10
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ECM roll out 10

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ECM roll out 11

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إسم المدرب: Lamunia Hellal   المكان: Tripoli   المنطقة: 24/2/20   التاريخ:

{Sandy / Joyce

الرقم	الاسم	العمر	الجنس	الصفة والمؤسسة	الجنسية	رقم الهاتف	التوقيع
1	Stephanie Ben Gebrayel	٢/٣٠	أنثى	Psychotherapist/Medecins du monde	لبنانية	70/321701	Stphanie BG.
2	Nour Al Bacha	24	F	Social Worker/External	Lebanese	71/716652	Nour Albacha
3	Sétrida Al Hajm	23	F	Social worker/executive	Lebanese	73/117550	Setrida
4	Marie Damien	22	F	CE/Medecins sans Frontieres	Lebanese	76/318566	Damien
5	Iftikar Abbass	36	F	Drops Trainer/coach	Palestinian	70/295861	
6	Jamal Badr	41	F	Social worker	Palestinian	71 115280	Jamal
7	Stephanie Hobeika	27	F	Al Mjdch association/Psychology	Lebanese	70 03287	
8	Rana El Masih	31	F	Psychotherapist/ANDF	lebanese	71/965319	Rana
9	Alaa Marry	25	F	Social Worker/IMC	LB	71/864872	Alaa
10	Dina Tahnous	28	F	Case management officer/IRC	Lebanese	81 666148	Dina
11	Amy Gunther	28	F		IT		Amy
12	Sandy Clasa		F	Mary	LB		
13	Hiba Zuk		F	Marie	LB		
14	Joyce		F	Lorine	US		
15	Sadu Hijal		F	Irene	LB		

Reducing Economic Barriers to Accessing Health services in Lebanon

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إسم المدرب: Lamunia Hotel   المكان: Tripoli   المنطقة: 24/2/70   التاريخ:

{Sandy / Joyce / Hiba

الرقم	الاسم	العمر	الجنس	الصفة والمؤسسة	الجنسية	رقم الهاتف	التوقيع
1	Rita Daher	26	F	Case worker	Lebanese	70269297	
2	Sarah Darcache	35	F	order coordinator	Lebanese	71/864240	
3	Sara Jaber	27	F	C.P. caseworker	Lebanese	76/876695	
4	Joseph Helme	27	M	CP-caseworker	Lebanese	76/551443	
5	Roula Rehda	49	F	H.D.Ap.manager	Lebanese	78/963935	
6	Conine Abdellah	37	F	M.O.A coordinator	Lebanese	70/103659	
7	Omar Hindi Zakar a	23	M	Himaya-Facilitator	Lebanese	70435857	
8	Huda Abed AL-Aziz	25	F	animator/Najda	palestinien	76/499837	
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ECM roll out 12

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اسم المدرب: Marwa, Nada, Malak   المكان: Cadmus   المنطقة: BeKaa   التاريخ: 25/2/2020

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
trainer	03.822095	lebanese	Senior CM	F	30	Marwa Ozeir	1
	81-929966	Lebanese	JRS	F	24	Hawraa Moussawi	2
Vanessa	76860545	Lebanese	CW Caritas	F	23	Vanessa Tannoury	3
	71680347	Lebanese	SW Caritas	M	26	Abdel Masih Ezzo	4
	71/096293	Leb.	CW Interos	F	23	Maysam Shami	5
	79/119198	Leb.	SW Relief Internat	F	22	Inass ZeinEddine	6
	81/670080	Lebanese	CW IRC	F	31	Faten Kissam	7
	03.953209	لبنانية	Senior CW	انثى	٤٤	فاطمة دبوس	8
ZainD.	7996872	lebanese	Resettlment	F	25	Zeina El Dirany	9
	76917291	لبناني	Case Worker	F	40	Rabiaa Jabodi	10
	76/700311	لبناني	Case worker	F	40	Bouchra Mokh	11
S.	76/821826	لبنانية	case worker	F	27	Samar Haujouj	12
	76336510	Lebanese	Psychotherapist	F	24	الاء سي الدين	13
	81220427	syrian	Psychologist	F	27	زينب سلمان	14
CandyM	70782041	Lebanese	Facilitator at Ihmaya	F	20	Candy Abou Akl	16

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إسم المدرب: Marwa, Nada Malak   المكان: Cadmus   المنطقة: BeKaa   التاريخ: 25/2/020

التوقيع	رقم الهاتف	الجنسية	الصفة والمؤسسة	الجنس	العمر	الاسم	الرقم
	71420047	Lebanese	Team leader himaya	F	26	رنيم الدمر	1
	76/578102	Leb	Mealan	F	25	نادين شبت	2
	71163433	Leb	PO Islamic Relief		25	محي الدين الحريري	3
Ghinar Anani	78929576	Lebanese	Program Manager الجمعية الطبية	F	24	Ghinar Anani	4
	03.238867	Leb	SDC MOSA	F	45	Chulyane Riche	5
		PT		F	28	Ana Guimaraes	6
			Trainer	F	30	Malak Sharani	7
	03150172	Lebanese	Trainer	F	35	Sandra Majed	8
	03.570312	Leb	Trainer	F	35	نادين سلس	9
	76 760736 Leb						10
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Annex 3: Pre and Post test

Emotional Crisis Management Protocol – Pre- and Post-Test

Date of Training:	Location of training:
☐ Pre-test ☐ Post-test	Test Score: _____ out of 30
Please insert your code: ___ ___ ___	

A. Put ✔ in the correct column.	True	False
1. When dealing with a person in crisis who is shouting, it is important to use the same tone level to be able to calm them down.		
2. When you feel you can't handle the situation, always ask the person in crisis to leave.		
3. If frontliners are feeling stressed or angry, it is advisable to avoid intervening with a person in crisis.		
4. During emotional crises, persons are usually unable to think rationally or process information without the help of others.		
5. It is important to have 2 staff members interacting with the person in crisis for better management of the crisis.		
6. Long waiting times can be a risk factor to emotional crisis.		

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7. Agitation is a warning sign of emotional crisis.		
8. If the person in crisis is a minor, you should refrain from conducting an interview if you are not trained to do so.		
9. If a person in emotional crisis is presenting with hallucinations or delusions the first step would be to try to challenge the delusional belief.		
10. If a person in emotional crisis is known by your organization, then you can assume you know their priority concern and act accordingly.		
11. When a person is in emotional crisis, it is always due to a situational stress that occurred inside the organization (delays of service, miscommunication, etc.).		
12. Characteristics of the physical environment, such as difficulty parking, excessive heat or cold, noise, are risk factors for emotional crisis		
13. Refusing to cooperate or disrespecting the rules is a warning sign of emotional crisis.		

B. Please circle the correct answer. There is only <u>one</u> correct answer for each question.

14.   When speaking with someone who is agitated you should <u>ALWAYS</u>:
a.   Match their tone and posture
b.   Send them away if they refuse to calm down
c.   Ask them what is their priority concern
d.   Minimize the situation or their feelings

15.   When interacting with a person in emotional crisis you should <u>NEVER</u>:
a.   Provide reassurance to the person using simple language
b.   Promise to fix their problems in order to calm them down
c.   Take notes on the information they provide
d.   Be empathetic with the feelings of the person in crisis
16.   When assisting a person who is suicidal you should <u>NEVER</u>:
a.   Leave them alone to calm down

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b.   Talk to the person in a separate room

c.   Call a mental health professional

d.   Remove all possible means of self-harm

17.   When facing an aggressive person with a weapon, you should:

a.   Attempt to disarm them

b.   Tell them the police are on their way

c.   Passively cooperate until you are able to safely exit

d.   Try de-escalation techniques at least twice

18.   Which of the following is not an active listening skill?

a.   Paraphrasing

b.   Being attentive

c.   Reflecting

d.   Interrupting

19.   When working with a potentially violent person, it is advisable to:

a.   Offer the person something to drink or eat

b.   Ask them to leave if they don't cooperate

c.   Leave them alone for some time to calm down

d.   Threaten to call the security guards of they don't calm down

20.   When trying to intervene with a person in emotional crisis, where is the best place you can place your hands?

a.   Behind your back

b.   In your pockets

c.   Visible at all times

d.   Tucked into your armpits