Joint Capacity Sharing Initiative

Multi-Sector Training Platform for Camp-in-Charge (CiC) Support Staff
• Thirty-two+ refugee camps hosting almost 1 million persons.

• The GoB Refugee Relief & Repatriation Commissioner (RRRC) established a combined camp administration and management structure in 2017.

• Camp-in-Charges (CiC) oversee humanitarian actors, coordinate and liaise with government and security.

• Site Management Support (SMS) agencies ensure most management functions.

**RRRC AIMS TO NATIONALIZE SMS - HIRED A FIRST WAVE OF CIC SUPPORT STAFF**
What is the Joint Capacity Sharing Initiative (CSI)

• The CSI is a cohesive **multi-sectoral** and **multi-disciplinary** training, capacity sharing and skills transfer platform.

• The Joint Capacity Sharing Initiative (CSI) is led by the Site Management Sector

• **Objective:** To prepares and reinforce the Government of Bangladesh’s newly recruited national site management Support Staff
CSI Builds on Lessons Learned from Other CCCM & SM Operations

- East Timor 2007 - 2008
- Haiti 2010 - 2011
- Jordan 2013
- Dohuk, Iraq 2015
- Erbil, Iraq 2015 - 2016
- Baghdad, Iraq 2015 - 2016
OVERALL REFLECTION

How did we become good camp managers and coordinators?
The Four Components of the CSI

1) Multi-Sector Modular Training Stage (2019/2020) - that will deliver contextualized and functional SMS and specialized sector-specific skills transfer.

2) SM Shadowing and Sector Coaching (2019/2020) - existing SMS provide on-site shadowing; and sector coaching to ensure the continuity and quality of training through field-level practical application and reinforcement.


4) Building a CiC Training of Trainers Cadre (2021) – longer term*
## Progress to Date and Tentative Implementation Timeline

### Site Management Partner Shadowing
- **When:** July to Dec 2019
- **What:** CIC Support Staff initially observe & at agreed upon date perform some activities w/ SMS guidance
- **How:** Use current full capacity SMS partner staffing

### Core Modular and Admin Training
- **When:** Sept - October 2019
- **What:** Off-site trainings on overview and core principles
- **Who:** All newly recruited CIC staff

### Specialized Sector Training
- **When:** Nov 2019 to March 2020
- **What:** Off-site thematic trainings and guided field study visits
- **Who:** CIC Support Staff – Information Asst., Community Mobilizer & Care and Maintenance Officer

### Specialized Sector Field-Based Coaching Sessions
- **When:** December 2019 to July 2020+
- **What:** Operationalize specialized skills in field
- **How:** Coaching extended as necessary based on progress and milestone indicators

### Site Management Technical Assistance and Guidebook Development
- **When:** Jan to Dec 2020 +
- **What:** Support CIC develop performance plan & provide operational assistance
- **How:** Modified SMS partner modality (e.g. mobility/hubs) & reduced staffing

### SMS Activities to Nationalize within CIC Teams*
- **No formal handover of existing partner-led SMS activities**
Examples of Methodology and Operational Approach

- Endorsement by the RRRC and most influential CiCs
- CSI has dedicated person to lead strategy & coordinate; another to contextualize & develop SM content.
- Establish a Capacity Sharing Technical Working Group (CS-TWG)
- Liaison Officers at the RRRC Office
- Dual projectors using both English and Bangla Power Point presentations; dual language facilitation
- SMS Shadowing Framework that provides practical objectives for shadowing
- Camp-based training venues
- Training participant groupings based on catchment area = to increase cross camp CiC team bonds
- Multi-year vision and planning to ensure financial continuity
- Integrated Protection and Gender assuring every sector mainstreams and includes practices in content
- Pre- and Post- training tests for accountability and gauging progress
- Field-level operational involvement by all NGO partners (ACTED, DRC, BRAC, CARE, Action Aid, ADRA, etc.)
Short and Medium Term Opportunities to Expand the CSI

- Direct Targeting of Decision Makers at RRRC/CIC (approved)
- Strengthening Gender Mainstreaming – MoU UN Women
- Digitizing – pilot digital training hubs for self-paced study
- Audio Conversion – pilot thematic training “podcasts”
- Translations – formalize partnership for translation
- Linking International Study Visits for CiCs – comparative knowledge
- CSI Indictors in all Sector JRP 2020
- Targeting SMS Staff and Other Key Field Staff
- Target Refugees with Capacity Sharing Component (???)
• Turnover humanitarian & RRRC staff

• Visibility on the Major Decisions; What, When and How Nationalize

  Impact on other sectors?

  Impact on refugees?

  Adjustments to operational modalities of SMS partners?
What can apply in other capacity building contexts?

• Coordinated and Cohesive Multi-Sector training underpins CCCM CB
• One Dedicated Lead Coordinator/Planner
• Create Functional Partnerships to Building on Value Added
• De-Branding Individual Agencies
• Focus on SM/CCCM Sector Visibility and Contribution to other Sector Aims
• Transparency and Updating All Partners and Sharing All Documents
• Contributing Partners and Sectors Need Sufficient Staffing
• Inter-Sector and Individual Sector Buy-In
• Total Flexibility with Planning; Expect Delays
• Dedicated Government Liaison(s)