

# Joint Capacity Sharing Initiative

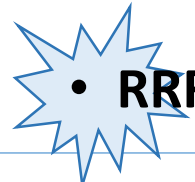
Multi-Sector Training Platform for Camp-in-Charge (CiC) Support Staff



# Rohingya Refugee Response Context



- 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)

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- 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

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



## OVERALL REFLECTION

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How did we  
become good  
camp managers  
and  
coordinators?





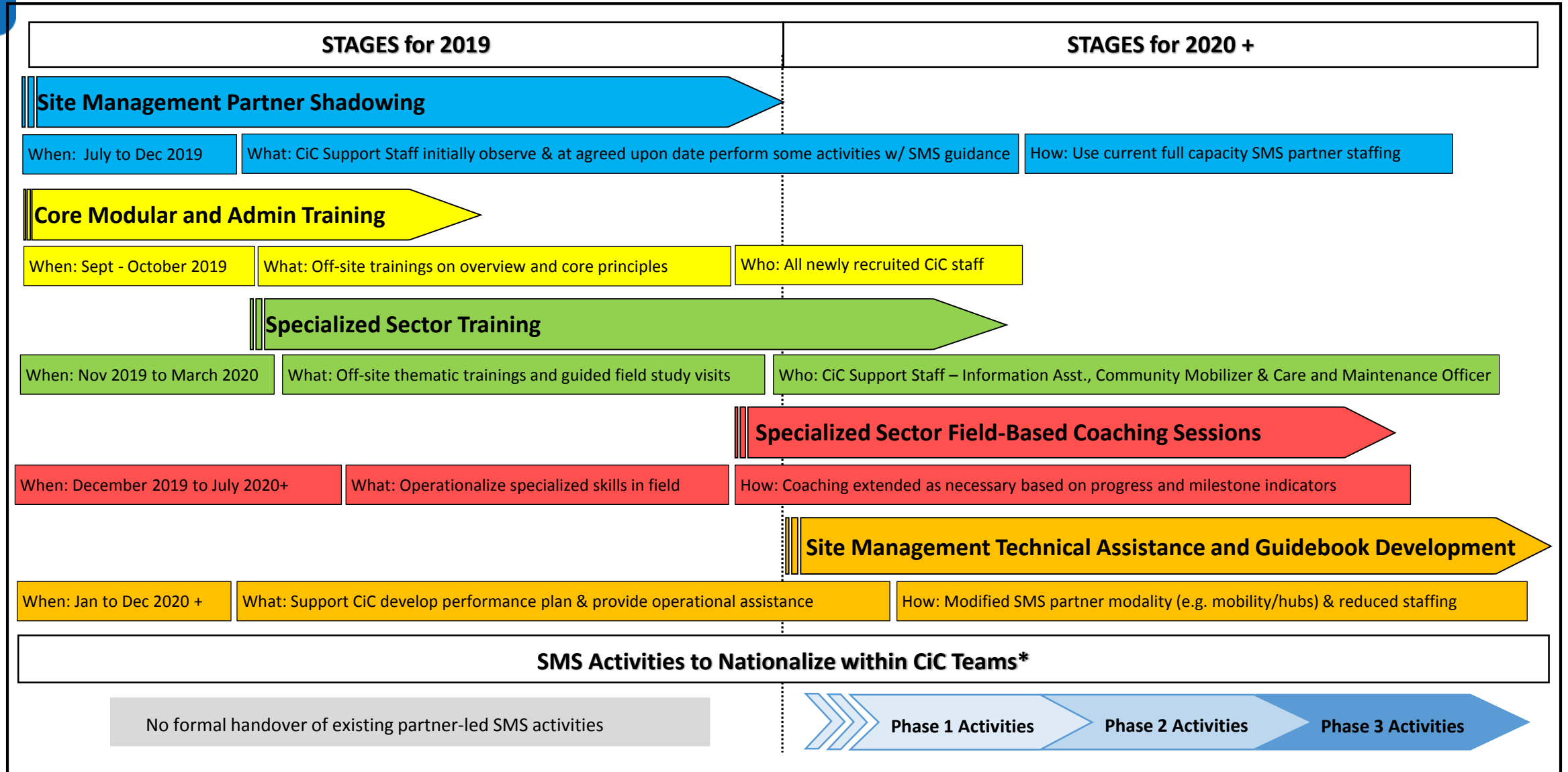
# The Four Components of the CSI

- 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.
- 3) Site Management Guidebook for Rohingya Response (2020/2021)** – to provide a contextualized operational & harmonized reference tool.
- 4) Building a CiC Training of Trainers Cadre (2021)** – longer term\*





# Progress to Date and Tentative Implementation Timeline





## Examples of Methodology and Operational Approach

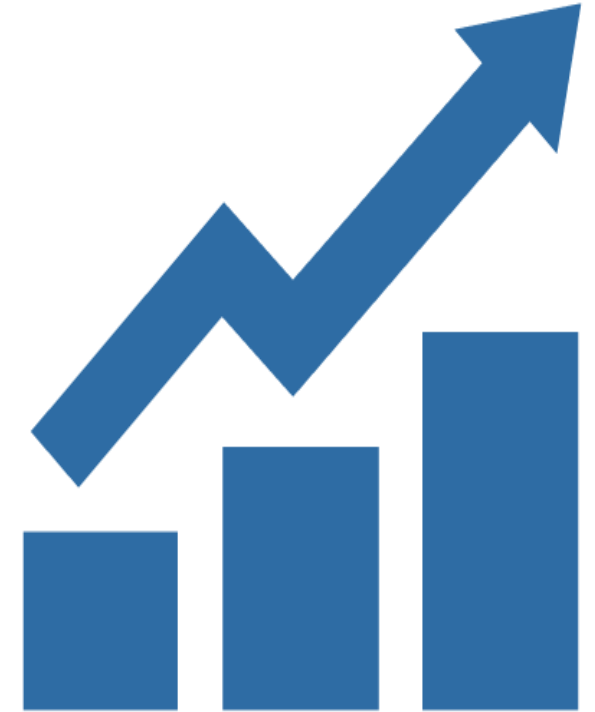
- Endorsement by the RRRC and most influential CiCs
- CSI has dedicated person to lead strategy & coordinate; another to contextualize & develop SM content.
- Establish a Capacity Sharing Technical Working Group (CS-TWG)
- Liaison Officers at the RRRC Office
- Dual projectors using both English and Bangla 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 Indicators 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)

