# OVERVIEW OF THE CaLP CAPACITY BUILDING STRATEGY

## CAPACITY BUILDING WITHIN CaLP

CaLP has articulated a clear strategic direction for the period 2015-2019, including four main outcomes in the areas of Institutional Capacity; Operational Research; Collaboration, Facilitation and Operational Partnerships; and, Advocacy and Influencing. The specific outcome for Capacity Building is that *Humanitarian actors have developed institutional capacity to design, implement, monitor, evaluate and coordinate quality and appropriate CTPs, including multi-purpose / multi-sectoral CTPs.*

## THE CAPACITY BUILDING GAP AND CaLP'S VISION

There has been a significant increase in the number, scale and complexity of cash transfer programmes (CTP) in humanitarian response in the past 5 years. CTP has been implemented in a variety of humanitarian crises and regions, and CaLP is well placed to support the expansion and effectiveness of current and future programming. A comprehensive review of the CTP sector has noted the following observations:

- CTP is an increasingly significant component of humanitarian response
- As more people become involved in CTP, the need to ensure a basic minimum capacity rises. Demand is from people whom work at all levels and across the spectrum of programme design and delivery
- 'Getting cash right' requires institutional and individual capacity development
- Tackling operational and technical challenges in CTP is impeded by a shortage of personnel with sufficient knowledge and skills

With the above in mind, CaLP has articulated a capacity building strategy that emanates from a Theory of Change that outlines how CaLP's inputs and short-term outcomes can lead to long-term outcomes and ultimate impact. With this Theory of Change in mind, CaLP will build capacity, support the evolution of practice and purposively work with the community of practice to document innovation and learning, using its multitude of online and face to face opportunities for learning and information dissemination. Capacity building forges the critical link in ensuring that learning and innovation leads to progressive and even development.

Throughout our capacity building activities, CaLP will support the community of practice to move beyond basic skills and knowledge development and to take a strategic and longer term view to building demonstrable improvement in CTP through a focus on individual competence. To do this, CaLP will work with individual practitioners through standard training activities, specialized workshops and self-directed capacity building opportunities, via two programme components:

- **Individual Capacity Building:** providing opportunities for individuals to build knowledge and expertise

- **Strengthening Institutional Capacity (SIC):** working with humanitarian organisations to promote innovation and good practice in CTP.

## CAPACITY BUILDING COMPONENTS

A short summary of each component is provided below, with further information available in accompanying documents.

### Individual Capacity Building

CaLP will support the community of practice to move beyond basic skills and knowledge development and to take a strategic and longer term view to building demonstrable improvement in CTP through a focus on individual competence. To do this, CaLP will work with individual practitioners through standard training packages, specialized modules, a Building Individual Expertise Programme and online and self-directed learning.

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### Strengthening Institutional Capacity (SIC)

Acknowledging that the scope and long-term quality of CTP will depend on its institutionalization among a range of engaged organisations, this component focuses on organisations and institutions as the target group and considers access to and use of the necessary tools, guidelines and processes for appropriate design and implementation of CTP. Integration of CTP within development institutions is a key step to systematically strengthen humanitarian assistance, as well as implementing organisations themselves.

## Materials Development and Management

CaLP has a wealth of training materials and a decade of experience evaluating the capacity needs of the humanitarian community and developing and delivering appropriate training. Over this decade the materials have evolved to include current practice, up to date research and case studies. The training materials include basic modules on good practice, as well as specific training that has been developed for different audiences, different mediums, and different advocacy purposes. For example, training has been developed for the following purposes:

- to target different stakeholders, including donors, government, senior management etc
- to account for different levels of understanding and experience
- to ensure appropriateness to humanitarian actors with different focus areas and roles within the response
- to allow for rapid sensitisation in a short time period, and in more depth for those with more time
- to incorporate specific agency policy and protocol

As the knowledge and expertise on CTP grows, there is a pressing need to go beyond pre-packaged training courses designed for all, and to diversify and tailor bespoke trainings to a wider and more specific audience, including senior managers, finance staff, logistics staff, administrative staff, livelihoods and WaSH staff, as well as an increased focus on market-based approaches, electronic transfer options, private sector engagement, and social protection.

CaLP will to continue to ensure high quality content and to systematise the training materials to enable the easy use of their content in various capacity building initiatives. Funding dependent, it is envisaged that materials will migrate onto a technology platform within the course of 2016 – which will facilitate the development of distance learning schemes and integrated training schemes.

### The Modular Framework

CaLP's Modular Framework approach will offer a content development management system for the full spectrum of CTP training materials. It is designed to be flexible enough to accommodate the following features:

- A variety of **participant profiles and pathways**, in a sector where the same job title could mean very different sets of roles and responsibilities. Pathways are connected to a competency framework.
- **Learning environment and approaches**: appropriate features for different adult learning preferences as well as suitability for remote learning
- **Contextual customisation:** some of the modules need to be adapted for specific contextual factors – e.g. refugees, slow onset crises, rapid onset emergencies, complex and regionally applicable contextualisation etc.

By focusing on ensuring that thematic content is developed on the plethora of themes necessary to ensure appropriate and quality CTP, the modular framework will be agile enough to be used in a wide variety of capacity building programmes. Programmes may be long or short term, face to face or remote / online and are more easily contextualised or translated.

### Learning Management System

CaLP will be developing a new Learning Management System to reach an even greater range of practitioners via distance learning, as well as to tap into a wider range of delivery mechanisms for learning that engages with new technologies and allows for more flexible learning and a more global audience. It will likely include a range of blended learning techniques, offering self-driven e-learning, and facilitated online webinars and workshops.

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