



Capacity Building Plan

4 December 2014

Our Overall Objective:

“...to contribute to the effective realisation of adherence to human rights and international humanitarian law in the occupied Palestinian territory (oPt) and to influence the behaviour of the relevant duty bearers...”

The logo for NIRAS, featuring the word "NIRAS" in a bold, red, sans-serif font. A red swoosh underline is positioned beneath the letters "I" and "R".The logo for Birzeit University, featuring the university's name in Arabic calligraphy "جامعة بيرزيت" above a green tree icon, with the English name "BIRZEIT UNIVERSITY" in a black, sans-serif font below the tree.

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The views expressed in this publication do not necessarily reflect the views of the donor governments.

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Capacity Building Plan

1 INTRODUCTION AND PURPOSE OF THE CAPACITY BUILDING PLAN

In order to achieve its Capacity Building component objectives, the Secretariat conducted a Capacity Assessment (CA) Study of the human rights (HR) and international humanitarian law (IHL) sector. It also developed the Participatory Organizational Capacity Assessment Tool (POCAT) with nearly 100 human rights and IHL-related questions, thus allowing the Secretariat to examine all aspects of human rights based approach (HRBA) in CSO capacities and resources. The POCAT was generally welcomed by the 35 CSOs to which it was applied. The Secretariat also received positive feedback from stakeholders on its CA Study, which included a wide range of meetings and consultations with stakeholders.

The main recommendation generated by CSOs upon the completion of the CA Study included the following:

- Capacity building interventions should be more structural and systematically framed, building upon a participatory capacity assessment approach.
- Linkages between capacity development and policy dialogue need to be highlighted and developed, providing indicators for monitoring progress and documenting changes in CSO organizational performance and behavior.
- The Secretariat should expand the capacity building measures to go beyond institutional capacity building to include capacity building on the content of the work (e.g. international HR law, international criminal law, HRBA, gender analysis, government budgeting, etc.).

The results of the POCAT and direction provided by the CA study guided the Secretariat's Capacity Building Plan (CBP) and will guide the peer learning and sharing and policy dialogue activities.

With reference to the Secretariat's Fund Management Manual (*section 6.2.5*), the POCAT assisted CSOs in identifying their capacity gaps and institutional weaknesses. The Secretariat administered the POCAT with each potential applicant CSO during the proposal development process. After the application of the POCAT, CSOs were able to identify the steps needed to fill in gaps and overcome challenges faced. The application of the tool provided baseline data and will be applied again to provide at the end of the grant (post-data) to measure improvement in terms of institutional capacity and business practices. At the same time, the window will be open to individual CSOs to use the POCAT as a self-assessment tool on a yearly basis. The POCAT resulted in generating a comprehensive report for each CSO presenting all aspects of capacity building needs and interventions required to enhance the CSO capacity and performance. Each CSO was able to highlight the priorities and reflect these in a Capacity Development Plan (CDP) to be implemented during the life of its grant.

2 METHODOLOGY

The Capacity Building Plan was developed based on the data and information from the Secretariat's Capacity Assessment Study and POCAT. Additionally, feedback from stakeholders, including donors, received during consultations and events, plus the semi-annual reports of partner core grantees, helped fine-tune the earlier drafts of this CB Plan.

2.1 CAPACITY ASSESSMENT STUDY

During September and October 2013, the Secretariat conducted a study on the capacity building needs of the HR and IHL sector. For the purposes of the study, the Secretariat held a series of meetings with CSOs and other stakeholders and conducted a literature review of the previous work undertaken by the Human Rights and Good Governance Secretariat. The study revealed several sectorial findings and accordingly guided the Secretariat's Strategy document, which covers the strategic direction to be taken by the Secretariat in the coming four years.

2.2 PARTICIPATORY ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (POCAT)

Early on in the process, The Secretariat undertook a participatory organizational capacity assessment in order to review and develop capacity building action plan. Based on the POCAT findings, CSOs were asked to prepare own/individual capacity building plans and include it within the full application for the core fund.

Later on, the Secretariat analyzed the finding of POCAT (see section 5.2) for CSO individual capacity building needs and activities.

3 VISION AND MAIN OBJECTIVES FOR CAPACITY BUILDING

The Secretariat views capacity development as demand-driven rather than supply-driven. The Secretariat's main objectives are to: empower partner organizations and improve their ability to participate more effectively in empowering right holders and duty bearers; advocate for change of behavior of duty bearers; and ensure results-based improvement of their work in the light of their specific mandates. The Secretariat will focus on both the comprehensive and generic aspects of capacity development in relation to systems, (the HR/IHL CSO) sector and individuals.

The capacity development approach will adopt a strategy by which operational management, generating public interest values and managing the external environment will be the key pillars in guiding engagement with CSOs. In the Palestinian context, when CSOs (and CBOs) adopt more democratic practices in their governance and operational management, they will increase their capacity and legitimacy to generate public interest values. CSOs will use the political clout derived from their respective constituencies to demand that governing authorities also adopt and infuse democratic practices in their own operational systems and decision-making processes to lead to changes in behavior towards bettering respect for human rights. Capacity development activities with CSOs will identify "traditional" values that are consistent with developing relationships based on tolerance and mutual trust. CSOs could serve as the incubator for promoting such values. Capacity development activities will build on these values to strengthen CSOs operational and individual management capabilities based on transparency, accountability, integrity and equity.

The Secretariat's additional capacity development objectives include the following:

- Improving performance quality of CSO professionals and administrative staff through providing them with tools and skills (where needed) in IHL, HRBA, UN mechanisms, international advocacy and media.
- Empowering CSO professionals with knowledge and skills in financial management, human resource management and project cycle management.
- Strengthening partnerships, networking and peer-to-peer learning among various CSOs and other members of civil society in order to ensure knowledge transfer and exchange of best practices, including through peer-to-peer support.
- Improving existing systems or introducing new ones in order to ensure having a proper organizational structure where individuals can better provide quality services and play effective community roles.
- Supporting an environment of accountability in terms of measurement of tangible results and impact.
- Ensuring CSOs' participation through the self-assessment elements of the POCAT tool, and increasing their ability to implement the tool internally and with other partners.
- Enabling CSOs to become learning organizations that can reflect, and create refinements on their

4 THE SECRETARIAT'S CAPACITY BUILDING STRATEGIES

The capacity development component of the Secretariat aims to enhance the capacity of HR CSOs to change the behavior of the duty bearers towards better respect of the Palestinian human rights. Thus, through lessons learned from previous strategies in addressing capacity building needs, the Secretariat took into consideration the importance of CSO ownership in their capacity development component in order to develop institutional capacities and take leading roles in strengthening the CSOs individually and collectively.

Accordingly, the Secretariat integrated the capacity development component into the full applications for core funding. This approach has been designed to contribute to effective time management and implementation of the capacity development planned interventions to smoothly ensure CSOs staff availability and commitment to implement the capacity development priorities in a friendly calendar over three years.

The Secretariat 'Capacity Building Plan' – based on the findings of both the Capacity Assessment and Scoping Study and the results of POCAT implementation is built on the below strategies:

- Empowerment of the CSOs to institutionalize networking with each other and take proactive steps to act as a unified HR sector.
- Improving the content of programs for delivery to adopt Human Rights Based Approach (HRBA) to target both duty bearers and rights holders.
- Strengthening the capacity for developing and influencing policy to achieve theory of change.
- Encouragement of peer to peer learning.
- Strengthening monitoring & evaluation (M&E) and quality assurance (QA) systems to better measure CSOs performance through adopting and integrating of the results-based management approaches.
- Increasing financial resources and accessing more donors for implementing expanded programs and services supporting the realization of HR and the application of IHR and IHL.
- Strengthening financial management and accountability structures to ensure transparency in the operations of organizations.
- Improving human resource capacity for improved professional management of organizations and programs.
- The Secretariat's Approaches to Capacity Building.

4.1 COLLECTIVE CAPACITY BUILDING (IMPLEMENTED BY THE SECRETARIAT)

4.1.1 Collective Capacity Building Needs

The following strategy items were identified based on the scoping and capacity building needs assessment and collective needs identified based on POCAT assessments:

- Developing HRBA approach in the CSO policies, programs and operational manuals.
- Focusing on gender policy and gender mainstreaming.
- Training CSO staff on HR and IHL, language, concepts, compliance, M&E and local and international media advocacy.
- Developing the capacity of CSOs on the use of UN mechanisms to bring perpetrators to justice.
- Increasing the knowledge of CSOs in their respective HR themes.
- Developing CSO plans to influence the behavior of the duty bearers.

- Developing knowledge management tools (databases, information management systems and communication strategies) for CSOs as needed.
- Developing the capacities of CSO assemblies and boards of directors on HR and IHL concepts, international covenants, internal governance and effective leadership.
- Developing the capacities of CSO staff and boards of directors on sustainability, fundraising strategies and proposal writing skills.
- Institutionalizing relationships and partnerships with CBOs and end beneficiaries.
- Developing CSO staff capacities in project cycle management (PCM) and M&E plans and unified systems.
- Easing case intake mechanisms for filing routine complaints with the authorities.

4.1.2 Collective Capacity Building Activities

The Secretariat will respond to the collective capacity building needs through working on two dimensions and each dimension will be approached by a different intervention.

The first dimension addresses the top four priority needs for CSOs in program strengthening interventions (HRBA, international advocacy, UN tools and mechanisms and IHL education). These interventions were found to be common needs agreed upon during consultative meetings with partner CSOs for the purpose of assessing sectorial needs altogether. External consultants will be hired to address and tackle these four priority needs with CSOs.

The second dimension concerns specialized intervention focusing on skills that are distributed over partner CSOs as areas of strength in each that could be exchanged with other CSOs demonstrating a needs in those areas. This dimension will be addressed through the contribution of CSOs in peer-to-peer learning processes where CSOs with specialized expertise will work to build capacities of other CSOs in need of skills in the identified areas. A discussion has already been conducted with partner CSOs, with virtually each having highlighting areas of expertise in which they would contribute to build the capacities of sister CSOs. Through peer-to-peer learning, the Secretariat will work to guarantee a high level of networking and policy dialogue that eventually aims at collective efforts to strengthen sector processes and performance. This is a process led by CSOs themselves, with the Secretariat playing a coordinating role.

4.1.3 Program Strengthening Interventions

The following are the four main areas where the Secretariat would hire a consultant to implement activities aiming at building the capacities of the partner CSOs.

HRBA Training

The Secretariat has prepared terms of reference for a consultant specialized in designing, implementing and evaluating the HRBA activities within partner CSOs.

The Consultant is expected to design and deliver a training on HRBA programming to target HR CSOs as follows:

- Review and understand de facto approaches to HRBA programming by analysing of full proposals for core funding and POCAT reports.
- Lead the CSO HRBA assessment process, preparation of final assessment report, and development of the HBRA training.
- Implement the HRBA training collectively.
- Develop tailored HRBA coaching and mentoring plan.

- Train the Secretariat staff on HBRA coaching and mentoring strategies.
- Coach and mentor select HR CBOs on applying HRBA in their programs.

International Advocacy Capacity

The Secretariat prepared terms of reference for a consultant to deliver a course for CSOs on 'International Advocacy Capacity'. The course will be implemented in a demand-driven participatory approach where participants will engage with the facilitator from the design stage of the course through going through real successful and ongoing HR cases shared by the CSOs. During the implementation of the course, participants will be asked to reflect on the type of decisions they have to make in addressing HR cases that need international advocacy interventions.

The Consultant is expected to design and deliver the training/facilitation on International Advocacy Training to target HR CSOs as follows:

- Review and understand HR CSO approaches to international advocacy programming by analysing of full proposals for core funding, POCAT reports and international advocacy reports.
- Lead the CSOs assessment process, preparation of final assessment report and development of the international advocacy training accordingly.
- Implement the first phase of the training collectively.
- Develop tailored coaching and mentoring plans and coach and mentor selected HR CBOs on applying the plan.

UN Tools and Mechanisms

With the accession of the State of Palestine to several international conventions, the Secretariat – through discussion with its partner CSOs – realized the significance of engaging CSOs on building its capacity in UN tools and mechanisms. The Secretariat prepared terms of reference to hire two consultants: one local expert affiliated, possibly sponsored by a local HR CSO, and one international expert. The two experts will design the training in a collaborative approach and will deliver the training on two phases.

The first phase will be implemented by the local expert where he/she will assess the knowledge, the expertise and the capacities and the needs of the HR CSOs in utilizing UN mechanisms. The local expert will keep the international expert updated on the progress made in the first phase and co-draft an implementation plan for the second phase with the international expert.

The second phase will address the gaps and the themes that HR CSOs identify as priorities and the international expert is expected to provide training and coaching as agreed upon with the Secretariat.

The two consultants are expected to design and deliver the training/facilitation course for HR CSOs by the following means:

- Reviewing UN approaches and mechanisms that CSOs should utilize to ensure that the Israeli occupation not only abides to its IHL obligations, but ensures that it realizes and abides to its human rights obligations – particularly within the context of its UN reporting.
- Identify themes/topics/cases that could be effectively addressed by UN mechanisms.
- Develop a training course to address the identified themes/topics/cases.
- Conduct the training course for a selected number of HR CSOs.
- Develop tailored coaching and mentoring plan for selected themes.

- Coach and mentor selected HR CBOs on applying the plan.

IHL Education

The Secretariat prepared terms of reference seeking a consultant with extensive experience in IHL to develop the capacity of the Secretariat partners to plan, implement and monitor and evaluate their programs, accordingly will develop and implement a course on international humanitarian law (IHL) for HR CSOs. The training will focus on issues such as the legal nature of the conflict; the regulation of use of force in situations of violence; the responsibilities of medical personnel in armed conflicts and situations of violence; the implementation of IHL by armed non-state actors; the increased use of drones; automated weapons and cyber-attacks; the recent Arms Trade Treaty; and other challenging topics. In particular, it will train on the overall IHL framework dealing with the occupation including, but not limited to issues such as: collective punishment, population transfer, and the HR and IHL, among others.

The course will include overviews of course content, case studies, a glossary of terms, interactive assignments and multimedia (such as videos and podcasts). Learners will engage with the course through problem-solving scenarios and multiple assessments where they will be asked to reflect on the type of decisions they have to make in covering situations of armed conflict. Course modules may include, but are not limited to the following topics: the international human rights framework, the UN System, IHL, international criminal law and protected persons. Key principles and themes will be incorporated into the course such as responsible journalism, respect for principles of IHL in reporting on situations of armed conflict and applying a HRBA to reporting on situations of armed conflict.

The Consultant will conduct a review of existing courses on IHL and identify: gaps for CSOs; course modules and developing learning objectives for each module; case studies and corresponding articles or press releases available in English and Arabic; and developing course content module-by-module and submit a final report.

Media Capacity Building

The HR/IHL Secretariat will seek to recruit 3 consultants one for each Gaza, West Bank, Jerusalem and Israel, to increase the capacity of human rights CSOs to provide oversight of and hold duty bearers accountable through training on: organizational development for NGOs, advocacy, budget monitoring, and other training and technical assistance to support advocacy and oversight initiatives, networking among civil society organizations, and networking and cooperation between civil society organizations and media.

The outcome of the capacity building would be to support the CSOs to have the appropriate tools to review their media strategy and therefore the tools to develop the appropriate media strategy(ies) that impact the work they do.

The Consultant is expected to:

- Review media strategies of partner CSOs, as applicable.
- Provide CSOs with the appropriate tools to review their media strategies, identify gaps and weaknesses, and – using adult learning techniques- assist CSOs to strategize the use of media in their programming.

On a related note, only 9 out of 39 CSOs have expressed need for developing their capacity in the area of policy dialogue, and thus aspect is not highlighted in this plan. However, the Secretariat will, in 2015, engage CSOs and donors, and possibly Palestinian government entities, in dialogue about a select of human rights issues. If it becomes apparent that CSOs are more open or aware of their need for capacity development in this area, the Secretariat will seek to revise this plan for 2016, to accommodate this need.

4.2 TRAINING OF TRAINERS (TOT) PROGRAM

The ToT Program is designed for those individuals with a strong background in IHRL and IHL, who are willing to provide training for other partners CSOs teams on behalf of their organization. ToT experience will be used to expose trainees to adult learning theories, techniques, modalities, and resources, and will be implemented in a manner which uses experiential learning, so that trainees/would be trainers will be preparing training materials and modules, and designing the training methodology appropriate for each element of their products, while being mentored by senior consultant(s) and Secretariat capacity building advisors.

The ToT Program is designed to meet the following needs:

1. Respond to the needs of the HR CSOs in five main areas (HRBA, IHL education, international advocacy, UN tools and mechanisms, media capacity building), which have previously been identified as capacity building priorities for HRIHL sector CSOs.
2. Ensure using funds allocated for training and capacity building effectively and efficiently by conducting the training, meeting the needs to ensure sustainability which will be achieved through the ToT Program, and follow on activities by the trainees themselves. The replication of this experience in the future among CSO staff, and the wider community will have the ripple effect.

4.3 PEER-TO-PEER LEARNING (EXCHANGE OF EXPERTISE WITHIN THE SECTOR)

Those are areas which are seen as areas of strength in some organizations, while being areas for further development in other CSOs. Partner CSOs will contribute through peer-to-peer learning activities either through the Secretariat, or through CSO-led brainstorming sessions, seminars, training courses, participatory workshops and other activities, where CSOs specialized in one particular area will contribute to build the capacity of other CSOs in these areas. This idea was discussed through consultative meetings with the partner CSOs, who agreed that each CSO will identify and highlight its areas of strength, and the best approaches to use in the sharing and dissemination of its expertise. The data has been collected from majority of partner CSOs, and compiled in one matrix, and has already been distributed among partner CSOs. The Secretariat is coordinating the peer-to-peer activity of partner CSOs, to ensure there is not a lot of duplication, and that activity timing suits majority of CSOs who expressed interest in each particular peer-to-peer learning event. The Secretariat will ensure that through these activities CSOs who have previously applied to access Secretariat resources but were not awarded a grant, also have a chance to benefit and improve their expertise.

4.4 CSO OWN/INDIVIDUAL CAPACITY BUILDING PLANS

The following is a summary of capacity development interventions CSOs already included in their Capacity Building Plans for the period 2014-2016. These interventions will be delivered directly by the CSOs themselves, for their own benefit, based on needs identified during the POCAT exercise, using resources already available to them, received from the Secretariat or other sources.

To ensure these activities bring to the individual CSOs maximum benefit, the Secretariat's team has reviewed the CSO CB plans provided by each core grantee, in the light of POCAT findings, to ensure these represented appropriate responses to identified CSO needs. The Secretariat has also taken these

CB plans into account as the Secretariat's plans for peer-to-peer support as well as the collective CB interventions were designed.¹

The below lists represent a summary of the CSO-proposed own/individual capacity activities, grouped on thematic basis:

4.4.1 Human Rights/International Human Law

- Producing an administrative and professional manual which reinforces respect for human rights of employees by highlighting responsibilities, duties, and rights of employees as well as administrative policies inside the organization.
- Developing a policy on the rights of people with disabilities within the organization.
- Developing a gender policy within the organization
- Training for heads of units on beneficiary involvement in strategic planning and follow up.
- Prepare user's guide (manual) on applying an HRBA.
- Use stronger CSOs in an IHL component to conduct workshops about IHL.
- Hire a qualified consultant who can develop and review the implications of IHRL and IHL in the CSOs different publications.
- Conduct series of participatory workshops facilitated by an expert for the purpose of preparing an advocacy strategy.
- Hire a consultant to develop a data base and management information system.

4.4.2 Governance, Management and Leadership

- Hire a consultant to develop a 'model' admin policy and procedure manual.
- Conduct training workshops to increase the knowledge of the CSO's general assembly and board of directors in conventional and customary international human rights and humanitarian law.

4.4.3 Programs and Service Delivery

- Training workshops in project cycle management and, in particular, proposal writing and budgeting.
- Training staff to be capable of following the M&E strategy and using it when they carry out their assigned activities.
- Hire a consultant to develop M&E Plan for the CSO.
- Develop departmental protocols.

4.4.4 Media and External Relations

- Upgrading websites.
- Building the skills of CSOs to better access to media.
- Developing high quality media and communication strategies.
- Training relevant staff in media and communication strategy objectives.

¹ For more on the Secretariat's role vis-à-vis these interventions is discussed in section 6.2, below.

- Training of all staff on social media skills.

4.4.5 Human Resources

- Developing a human resource manual (by a consultant).
- Developing a volunteer's management manual (by a consultant).
- Developing a human resource development plan (by a consultant).
- Revising the administrative policies and procedures manual.

4.4.6 Financial Management and Accounting

- Developing a finance regulation manual (by a consultant).
- Developing a contingency plan (by the finance team).
- Developing fund raising strategies (by a consultant).

4.5 STUDENT INTERNSHIP PROGRAM

The Human Rights and International Humanitarian Law Secretariat (hereafter "Secretariat") has been deeply interested in developing opportunities for Palestinian students to build their capacities in the fields of international human rights and humanitarian law, particularly in relation to Palestine, as a means of both career development for the students and resource development for the HRIHL sector in Palestine. The Secretariat is thus creating an internship placement program for Palestinian students, by placing – on pilot basis - a student in each of the Secretariat's Palestinian CSO partners, with a view to contributing to the creation of a pool of future legal and human rights professionals who have knowledge of and familiarity with the work of human rights COSs in the oPt.

Internships will be considered for current Palestinian students and recent Palestinian graduates (within 6 months of graduation). The pilot internship program will begin in the fall 2014 semester and will be available to Birzeit University students and recent graduates. Afterwards, it is expected to expand to other Palestinian universities in the West Bank and Gaza.

The internships will take place during the fall (September-December), and spring (January-May) academic semesters. It is expected that fall and spring interns will be available part-time.

Interns will be provided a stipend of up to USD15 per day of actual placement at a CSO, for a maximum of 16 days per semester, to cover meals and transportation costs. The intern will be required to fill out a monthly reimbursement form provided by the Secretariat. This will be certified by the CSO and intern's University department, to be approved by the Secretariat.

To qualify for the Internship, the applicant should possess the following qualifications:

- Currently an undergraduate or graduate student in law or recent graduate (within 6 months of graduation), international relations, political science or any of the other related social sciences, public administration and other related fields (for interns);
- Knowledge of and/or interest in human rights and/or international humanitarian law, demonstrated by coursework, university-related activities and previous internships;
- Knowledge of the Palestinian-Israeli conflict, as it relates to international human rights and humanitarian law;
- Excellent oral and written communications skills;

- Excellent research and writing skills; and
- Excellent knowledge of working with MS Office applications (Word, Excel, PowerPoint, Publisher, etc...).

The internship will be, for the most part, research related. At the end of the internship, the intern will be required to write a short paper of 3-5 pages, in an area of substantive work undertaken during the internship.

5 THE SECRETARIAT'S ROLE IN CAPACITY BUILDING

Over the coming three years or so, the Secretariat team will work closely with partner CSOs (both core and project funding grantees) and through field visits and consultative meetings to provide support and guidance and facilitate discussions which will eventually lead to:

- Clarifying program objectives;
- Linking project activities to their resources/objectives, and translating these into measurable indicators/set targets;
- Collecting data on indicators; and
- Improving progress reporting.

Furthermore, the Secretariat aims to contribute to building the capacity of partners particularly the smaller, least established CSOs, who received projects funding, in order to:

- Analyze why and how intended results were/were not achieved;
- Assess contributions of activities to results;
- Examine results not easily measured;
- Explore unintended results; and
- Provide lessons learned/recommendations.

As explained in more details in the below sections, the Secretariat provides description of its contributions through the different layers of capacity building which include the collective, peer-to-peer learning and the individual plans of CSOs.

5.1 IMPLEMENTATION OF THE COLLECTIVE CAPACITY BUILDING PLAN

- Draft the terms of reference for the collective Capacity building.
- Take full responsibility of the procurement process and contracting.
- Take full responsibility for the logistical arrangements for activity.
- Take full responsibility for communication with partners, to arrange for the training in term of date, timing and venue, as well as registration of participants.
- Make sure that core and project grantees, as well as other applicants especially from the pool of CSOs who were not awarded Secretariat funding, do participate in the collective capacity building plan.
- Support the consultant in her/his visits to CSOs to assess and analyze their programs and the need to tailor the training based on their programs.
- Support CSOs in applying aspects of capacity building (HRBA, IHL, Advocacy and UN tools and Media) in their manuals and procedures, and institutionalize these in their organizations.

- Facilitate joint meetings among partner CSOs.
- Make sure all the deliverables (training reports, evaluation report, training material) are all available for documentation upon completion of each assignment.

5.2 SUPPORTING AND MONITORING THE IMPLEMENTATION OF CSO'S OWN/INDIVIDUAL CAPACITY BUILDING PLANS

- Ensure that both capacity building needs and activities listed in each CSO's individual plan correspond to the POCAT findings.
- Conduct field visits to discuss and coordinate with CSOs the schedule and timing of the identified CB activities.
- Support partner CSOs in drafting terms of reference for their individual capacity building activities.
- Support CSOs in linking the capacity building their staff receive with their programs, and monitor how capacity building interventions reflect positively on their performance.
- Ensure that the periodic progress reports of CSOs also factor the progress and impact of the capacity building activities, in accordance with both the CSO's and Secretariat's M&E plans.
- Cross-check the individual capacity building plans with the peer-to-peer learning in order to avoid duplication of capacity building activities.
- Link partner CSOs together to exchange knowledge and expertise within their capacity building plans, particularly linking project funding partners with core funding partners, and core partners with core funding partners, in order to utilize and benefit from the individual capacity building plans of peers where possible.

5.3 SUPPORTING PEER-TO-PEER LEARNING:

- Identify the topics and areas of strength that partner CSOs can contribute to the capacity building of other CSOs.
- Prepare a calendar to reflect the timeframe for implementing agreed capacity building activities.
- Communicate to the full list of partner (and other) CSOs the suggested areas, timeframe and foreseen activities.
- Support partner CSOs in preparing the capacity building activities in term of objectives, methodology, evaluation and reporting.
- Provide and support CSOs in the logistical issues related to the implementation of the training (communications, venue, facilities, equipment, documents, etc...).
- Establish periodic visits to CSOs to support them in including skills gained into their plans and strategies and furthermore put a plan to monitor how peer-to-peer learning reflects on their performance.
- Ensure that the periodic progress reports of CSOs also factor the progress and impact of the capacity building activities, in accordance with both the CSO's and Secretariat's M&E plans.
- Encourage active involvement of projects grantees in the peer-to-peer learning, in accordance with their capacity building plans, highlighted in their project documents.

- Lay a strong foundation for networking and solid partnership among the core and project grantees in order to sustain and strengthen the HR sector, through continuing the peer-to-peer learning exercise beyond the Secretariat's program.

6 ANNEXES

Annex I: Summary of CSO Own/Individual Capacity Building Activities

Annex II: Implementation Calendar

6.1 ANNEX I: INDIVIDUAL CAPACITY BUILDING ACTIVITIES

This section represents a summary of Partner CSOs individual capacity building needs, based on the findings of the POCAT. The needs of the CSOs according to the POCAT tool are categorized into six domains where specific needs fell under each domain. The following are the main six domains highlighting the specific needs of the CSOs that were reflected later into the individual plans of CSOs, and incorporated into their action plans and are thus funded through the funding received from the Secretariat.

6.1.1 Human Rights and International Human Rights Law

- 10 out of 39 CSOs need skills in using a HRBA
- 28 out of 39 CSOs need skills in IHL
- 6 out of 39 CSOs need skills in HR themes that the CSO works on
- 11 out of 39 CSOs need skills in advocacy and lobbying, especially international tools
- 1 out of 39 CSO needs skills in affecting the behavior of the duty bearers
- None of CSOs need skills in internal CSO management compliance to HR conventions
- 9 out of 39 CSOs need skills in information and data analysis

6.1.2 Governance, Management and Leadership

- 4 out of 39 CSOs need to strengthen the participation of their general assemblies
- 25 of 39 CSOs need to strengthen the participation of their boards of directors
- 4 out of 39 CSOs need to increase awareness of international covenants
- 12 out of 39 CSOs need skills in leadership and participation
- 16 out of 39 CSOs need to improve their adherence to by laws and constitution
- 3 out of 39 CSOs need skills in planning
- 2 out of 39 CSOs need skills in admin policies and procedures
- 3 out of 39 CSOs need skills in building resources of information

6.1.3 Programs and Service Delivery

- 10 out of 39 CSOs need skills in technical expertise
- 10 out of 39 CSOs need skills in increasing the participation of beneficiaries
- 11 out of 39 CSOs need skills in increasing participation of staff
- 16 out of 39 CSOs need skills in M&E
- 2 out of 39 CSOs need skills in improving sustainability of programs

6.1.4 Media and External Relations

- 16 out of 39 CSOs need skills in relations with the community
- 9 out of 39 CSOs need skills in networking, coordination and policy dialogue
- 9 out of 39 CSOs need skills in relations with media outlets

- 16 out of 39 CSOs need skills in the use of media in advocacy

6.1.5 Human Resources

- None of CSOs need skills in organizational structure
- None of CSOs need skills in cadre development
- None of CSOs need to change CSO culture
- None of CSO's need skills in respect of diversity
- 28 out of 39 CSOs need skills in human resource management (human resource manuals, annual appraisals and human resource development plans)

6.1.6 Financial Management and Accounting

- 12 of 39 CSOs need skills in developing financial policies (including a financial Manual)
- 7 of 39 CSOs need skills in developing a procurement manual
- 3 of 39 CSOs need skills in budgeting
- None of CSOs need support in financial reporting
- None of CSOs need support in salary management
- None of CSOs need support in bank management
- None of CSOs need support in internal control
- One CSO needed to increase the competence of finance staff
- 23 of 39 CSOs need skills in developing a fundraising strategy



سكربتاريا حقوق الإنسان
والقانون الدولي الإنساني
HUMAN RIGHTS & INTERNATIONAL
HUMANITARIAN LAW SECRETARIAT

OUR OVERALL OBJECTIVE

“...to contribute to the effective realisation of adherence to human rights and international humanitarian law in the occupied Palestinian territory and to influence the behaviour of the relevant duty bearers...”

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