



CEHURD
social justice in health



**AMBASSADE
DE FRANCE
AUX ÉTATS-UNIS**

*Liberté
Égalité
Fraternité*

CAPACITY BUILDING PLAN

**SEXUAL AND REPRODUCTIVE
HEALTH AND RIGHTS COALITION
PARTNERS | PISCA**



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1. Introduction

The Organizational Capacity Assessment (OCA) was conducted as one of the key processes under the FSPI PISCCA 2022-2023 - towards an intergenerational and creative Ugandan feminist movement project.

PISCCA which stands for Innovative Projects by Civil Society and Coalitions of Actors, is a funding programme set up by the French Ministry for Europe and Foreign Affairs and managed locally by the French embassy in Uganda. The fund aims to strengthen the role of civil society as a development actor, support innovative projects working for inclusive socio-economic development, and encourage initiatives that strengthen the role of women, young people and persons with disabilities.

CEHURD is the grant leader of the sexual and reproductive health and rights coalition which is composed of three (3) implementing partners including;

- **Women with A Mission** which is a youth, feminist and human rights CSO addressing gender inequalities among vulnerable women and girls, more so, young female sex workers and young women who use drugs.
- **Nile Girls Forum**, is a girl, led organization focusing on elevating resilience of adolescent girls & young women with emphasis on leadership, SRHR and economic empowerment.
- **Embibo Gender Initiative** is a principally feminist capacity building, advocacy and research establishment working with rural communities with a vision of a society where rural women, girls and youth enjoy equal rights and opportunities in relation to gender and sexual health inequalities.

2. Overview of the Organizational Capacity Assessment (OCA)

Center for Health and Human Rights and Development conducted assessments for three partners using the Organizational Capacity

assessment tool. The process was participatory and used tools that provided organizations with the opportunity to assess their status in different organizational capacity areas. This provided the opportunity for the organizations to conduct reflective self-assessment to enable them to identify their strength and gaps in their different capacity areas which informed the action plan to address the gaps.

The OCA focused on eleven (11) assessment areas that included: governance, administration, financial management, organizational management, advocacy and influencing capacity, performance management, advocacy for Sexual and Reproductive Health Rights and bodily autonomy, Feminism, youth participation and safety, security and risk management. The general objective of OCA was to understand and document the relevant capacity strengths and gaps to inform relevant recommendations. The recommendations will inform capacity building plans and technical support for the organization.

3. Purpose of the capacity building plan (CBP)

The Capacity Building Plan is applicable to Center for Health, Human rights and Development and her partners. This Capacity building plan can be reviewed and amended periodically as the need arises among CEHURD and her partners. Specifically, this plan aims to;

- Address the different organizational capacity gaps that were identified during OCA.
- Identify the appropriate capacity building interventions to address the capacity gaps.

4. The benefits of this capacity building plan

The development of a clear and practical plan, with agreed timelines, measurable indicators and a realistic budget, to address capacity needs is aimed at achieving the following benefits;

- To generally help coordinate planning, implementation and funding of capacity building interventions.
- To foster a learning and innovative culture among the partners.
- To align and create greater awareness about the need for capacity building among the different partners within their mandate.
- It will help cater for the training needs of the different organizations and employees.

5. Levels of interventions and structure of the plan

The plan considers a set of technical and functional capacities, which are identified against the core issue identified during the OCA. This plan spells out the capacity building interventions that are required at the individual, institutional levels. These three levels are aligned along a horizontal dimension (see Figure 1 below) which allows the capacity building practitioners to zoom-in and out from one level to the other. Each level should be considered with the other since each of them relies on the other for functioning. These levels, and their mutual relations, are shown in the following visual.

Figure 1: Horizontal levels of the capacity building plan

| Institutional level | Organisational level | Individual level |
|---|--|--|
| <ul style="list-style-type: none"> • Policy • Legal Framework | <ul style="list-style-type: none"> • Strategic Planning • Organisation Structure • Function • Service Delivery • Budgetary Resources • Staffing / Human Resources • Physical Resources (Office Environment) • Processes, Systems, IT | <ul style="list-style-type: none"> • Knowledge & occupation (technical) • Competences (technical & behavioral) |

As Figure 1 presents, a comprehensive CBP for PISCA would require a look at the capacities of all involved partners and at all three levels. The process adopted for CEHURD could be replicated in other areas by focusing the core of capacities at the organisational level. In this Figure 1 this level lies at the center and it is in common to all stakeholders. This will ensure that a systems approach be adopted and successfully implemented.

6. Principles of the capacity building plan

1. We shall take a more systematic approach to the capacity building process from exploration, emerging implementation, full implementation and sustainability.
2. We shall focus on strengthening internal systems to support sustainability, starting from what we have to strengthen the capacity gaps or existing strength.
3. Joint efforts: There are different actors in the process, the organization taking the capacity building process such as the target organization, the funder and other important stakeholders. However, working together to create the change we want to see is the most sustainable approach.
4. Change process: Capacity building can be seen as a change process targeted at “aligning beliefs and new or refined practices with desired growth targets” within an organization. To be effective, organizational capacity building requires deliberate and planned change. The willingness to embrace change gradual and endogenous change process.
5. Inter-dependency; All the different types of capacity are interdependent, growth in one area is dependent on growth in another, therefore all the capacity building activities must be aligned and addressed if the organization is to meet its goals for change.

6. Outcomes of capacity building will go through different processes from developmental, transitional and transformational. Finally, as organizations go through the capacity building process, one of three types of outcomes can occur: developmental (first-order change), transitional (second-order change), and transformational (third-order change).
7. Due to diverse levels of education, demands, interests and perceptions as well as motivation and behavior patterns of the respective target groups, capacity development measures must be adapted and tailor-made for the respective target group. The selection of the respective instruments and methods as well as the complexity of measures also depends on the specific intervention level and local context. This can be pursued through sector by sector; individual or organization or institutional levels Change in the organizations will be achieved better by working within the local context.

7. Implementation of the plan

It is suggested that the CBP should be implemented using a holistic approach. Given the absence of any indication about the amount of financial resources that will be put into the implementation of this plan, it is not possible to establish precise deadlines for each intervention; more, some are recurrent activities.

To address this, and to give indications of what should, or could, be implemented as soon as possible, a ranking exercise has been used to identify the top priorities for each of the focus areas. The ranking exercise took into consideration two consequential criteria:

1. Which intervention is the most urgent because in its absence it will not be possible to work on other capacities? and
2. What are the interventions that would require minimal (financial and human) resources to be implemented?

capacity building interventions are then classified as high priority (to be implemented under 6 months, medium priority (to be implemented between 6-12 months) and low priority (to be implemented beyond one year).

8. Framework for implementation of the capacity building activities

| Focus Area | Recommended priority capacity development action | | | | |
|-------------------------------|--|---|--|--|----------|
| | Nile Girls Forum | Women with A Mission | Embibo Gender Initiative | Capacity building intervention(s) | Priority |
| 1.1 Vision and mission | | | Have the right Vision and Mission statement hanged at office and reflected in policy documents for the organisation. | Conduct a staff and stakeholder review workshop to develop a strategic plan which includes vision and mission statement and ensure that mission statement exists in writing, is widely known and regularly reviewed to assure that it reflects the current organizational purpose. | High |
| 1.2. Organizational Structure | Develop a narrative for the Organisational structure. | Have narrative description of the organogram. | Have the Organisational structure reflected in the strategic plan and Human resources manual | Engage a consultant to develop a structure which is well-designed and relevant to the mission; vision and key functions of the organization are clearly defined and appropriate. | Medium |
| | Consider training in leadership and management for the ED and programs manager | | | | |

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| | | | | <p>The consultant should include an organizational chart or organogram that defines lines of authority, supervision and accountability. This is also included in the organization's manual of policies and procedures.</p> <p>Enroll senior staff in leadership courses in institutions such as Uganda Management Institute</p> | |
| 1.3. Board Composition and responsibility | Develop Terms of Reference for the board | Develop TOR s for the board. | Have policies and strategies reviewed and approved by the board. | Engage a consultant to ensure that the organization has a board of directors with clear terms of engagement, a code of ethics and regularly functioning board committees for specific areas, such as revenue generation, compensation, financial management, risk management, and public relations, programs and services | High |
| | | | Hold board meetings to inform strategic guidance. | | |

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| 2.1. Operational policies and procedures | Have the available policies reviewed and approved by the board. | To develop risk management, communications and procurement policies. | Review of current policies by experts in the respective areas to ensure they are comprehensive. | Engage a consultant to develop operations policy manuals (including procurement standards) and train staff on their use | High |
| 2.2. Procurement | Develop annual procurement plan | Develop annual procurement plan | Review the Purchase and Asset use policy to make it more comprehensive and clearer on procurement. | Ensure staff are trained on procurement and recording keeping, management and reporting | Medium |
| | | | Develop procurement plan | | |
| 2.3. Fixed-Asset Control | Develop an asset register and have it updated regularly. Engrave the available fixed assets and insurance cover. | Develop a fixed asset management policy | Need to consider engraving of the available assets with unique identifiers to avoid loss and misallocation. | | |
| 2.4. Information Systems | Have an organised filing system. | Develop IT policy | Plan to have a data backup plan to mitigate the risk of data loss. | Engage a consultant to develop an IT policy and train staff on its implementation | Medium |

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| | Use cloud backup like Google drive to ensure safety of data and information | | | Train staff on cloud-based systems of data storage | Low |
| 2.5. Human Resources Management | Have staff files at office with all the relevant documents. | Need for psycho social support sessions and selfcare for staff. | Develop a contract for the finance officer. | Conduct quarterly and annual staff retreats with specific sessions on staff wellbeing using external facilitators Human resources officers should undergo further training on filing and empowered to design appropriate contracts for staff. | Medium High |
| | Individual staff capacity assessment in their respective roles is important to inform staff training and technical support. Conduct staff appraisals | | Have a documentation of staff appraisals in place and plan for at least annual staff appraisal to inform improvement of staff performance and to identify areas of support. | Engage a consultant to develop staff capacity appraisals and relevant tools and ensure that quarterly staff performance review meetings are held, documented and filed | High |

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| 3.1. Financial Systems | Conduct monthly bank reconciliation | Consider opening foreign currency account for future projects | Consider completing cash count certificate on monthly basis for petty operations. | Engage a consultant to develop a finance policy and train staff on its implementation. The policy should include system for determining exchange rates, account opening and signatories, cost share, audit, a risk register etc. | High | |
| | | | Need to prioritize the recording of payment and receipts as and when the occur. | | | |
| | | | Training of staff in usage to start producing the reports from the system (Quick books). | | | |
| | | | Training of staff in the coding of transaction in the system. | | | Conduct quarterly staff training workshops on financial policies and procedures. |
| | | | Training of staff in grant management and financial reporting. | | | |
| | | | Update the finance policy to reflect system of determining exchange rate. | | | Acquire accounting software such as QuickBooks and support finance staff to acquire the necessary training in order to use it and generate routine reports. |
| | | | Open an independent account for the PISCCA Project. | | | |
| 3.2. Financial Policies and Procedures | consider approval of the Finance policy by the board | Review, update and approval of policy to include the cost share | Have the policy reviewed, updated and approved | | | |

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| 3.3. Internal Controls | Procure a safe to keep cheques and other valuables at office. | Develop Whistle blowing and Anti-fraud policies. | Need to consider having whistle blowing policy and Anti-fraud policy. | Engage a consultant to develop a whistle blowing and anti-fraud policy | Medium |
| | Consider developing whistle blowing policy finalize the anti-money laundering policy. | Prequalify service providers | Put in place clear systems to ensure internal controls. | Engage a consultant to develop operations policy manuals (including procurement standards) and train staff on their use | High |
| 3.4. Budgeting | Develop a master budget | Prepare Budget vs Action report on monthly basis to monitor project burn rate. | Develop a master budget to inform fundraising and financial forecast. | Engage a consultant to ensure that organization has a written strategic plan that reflects its mission, contains strategic objectives and is based on a review of strengths and weaknesses, the external environment and client needs; it also states priority areas and measurable objectives, is referred to for management decisions and operational planning including a budget and is reviewed regularly. | High |
| | Consider preparing budget vs action to inform project | Prepare annual budget aligned to the strategic plan | Track and report on burn rate for projects. | Track and report on burn rate for projects. | High |

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| | performance in term of burn rate management but also tracking of activities | | | | |
| 3.5. Financial Reporting | Develop periodic institutional financial reports | Compile periodic reports | Consider institutional financial reporting. | Train staff on financial reporting through standard accountability forms and quarterly financial reporting templates | Medium |
| 3.6. Audit | Remit funds to NSSF and URA | Track audit recommendations and share status reports | Consider to have extra personnel to cover internal audit function. | Train finance staff on basic audit functions Train finance staff on URA/ NSSF remittance functions Engage external auditors on an annual basis | Low High High |
| | Consider following the procedure indicated in the finance manual to have an external audit firm to undertake institutional audit. Conduct internal audit and produce periodic reports. | | Have the selection of external auditors spelt out in the Finance manual. | Engage a consultant to develop a finance policy and train staff on its implementation. The policy should include system for determining exchange rates, account opening and signatories, cost share, audit, reserve funds etc. | High |

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| 3.7. Cost Share | Train staff in cost share. | Consider review and update of the current policy to include the cost share | Document Cost share procedure. | | |
| | Have cost share reflected in the Finance policy | | | | |
| 3.8. Financial Sustainability | Develop a financial sustainability policy | Develop a reserve fund policy | Consider documenting finance stability plan | | |
| 4.1. Strategic Planning | Finalize the strategic plan | Develop an M&E framework and budget for the SP | Develop M&E framework for the strategic plan | Engage a consultant to ensure that organization has a written strategic plan that reflects its mission, contains strategic objectives and is based on a review of strengths and weaknesses, the external environment and client needs; it also states priority areas and measurable objectives, is referred to for management decisions and operational planning including a budget and is reviewed regularly. | |
| | Seek services of an experienced technical person to review and provide strategic guidance. A reflection workshop facilitated by a resource person with vast experience in SP development may be important to guide the team. | | | | |
| | | | | Engage a consultant to develop an M&E framework and review existing M&E systems for improvement. | |

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| | <p>Review the M&E framework, to reflect indicators for all the strategic objectives.</p> <p>Consider adding an objective on institutional development/ strengthening to inform planning for the growth of both staff and organisation.</p> | | | | |
| 4.2. Operational Plan Development | Develop an annual operational / institutional plan. | Develop period (quarterly institutional workplans. | Develop a costed institutional annual work plan linked to the strategic plan. | An annual work plan or operational plan with measurable results, activities, timelines, responsibilities and indicators, and is linked to the program budget and developed with participation of staff through a staff review and planning workshop and facilitated by consultants | High |

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| | Consider periodic review of both institutional and project based workplans. | Review the template to reflect projects / donors. | | Conduct externally facilitated training and project review workshops to measure progress | Medium |
| 4.3. Strategic communication | Develop a communication strategy. Orientation of the team in communication for advocacy | Consider reflecting social media and website statistics in the annual report. | Have a resource person with a background in advocacy communication review the communication policy and strategy. | Engage a consultant to develop a communications and advocacy strategy with a clearly defined annual operational plan for policy engagement and advocacy with relevant stakeholders, based on the national policy context and the needs of civil society. | Medium |
| | | Develop a communications strategy and communication plans for the campaigns conducted. | | Conduct quarterly staff training on communications and advocacy – led by the communication and advocacy team | |
| 4.4. Knowledge Management and learning | Generate and document evidence and also best practices and learnings | Document success stories and have a mechanism to share with stakeholders | Have a mechanism to share knowledge products with stakeholders | Develop success story collection guidelines and templates and train all staff on their use | Medium |

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| 4.5. Stakeholder Involvement (Partnership / networking and collaboration) | Conduct partnership mapping | Conduct stakeholder mapping | Update the partnership map to include district partners and areas of engagement | Train staff on partnership mapping clear referral process and strong linkages with government, private or NGO service providers. | Medium |
| 4.6. Internal Communication and Decision-Making | Document minutes for the meetings held. | Consider periodic VCATs for staff and feedback sessions that are facilitated by an external professional person | Update the partnership map to include district partners and areas of engagement. | Train staff on partnership mapping clear referral process and strong linkages with government, private or NGO service providers. | Medium |
| | | | Conduct exit interviews for staff that leave the organisation. | Engage a consultant to complete and appropriately documented HR policies and procedures, known and understood by staff and consistently adhered to, reviewed and updated. Clear recruitment and deployment guidelines exist, the process is transparent, and the guidelines are consistently applied. HR staff are trained to apply the HR guidelines. | High High |

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| | | | | HR and all staff are trained on the standards and procedures exist for regular reports; findings are used to review HR trends, improve management and performance and achieve outcomes; staff who submit reports consistently get prompt feedback. | |
| 4.7. Fundraising / Resource Mobilisation | Capacity building for staff in fundraising | Capacity building resource mobilization and conduct extensive donor mapping. | Capacity building in resource Mobilisation | Develop a medium and long-term revenue-generating strategy, balancing diverse sources of revenue to meet current and future needs and train staff on resource mobilisation | Low |
| | Develop a resource Mobilization strategy | | | | |

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| 5. Advocacy and Influencing Capacities | Develop advocacy strategy | Develop advocacy strategy /plan. | Training of staff in advocacy. Develop an advocacy strategy / plan | Engage a consultant to develop a communications and advocacy strategy with a clearly defined annual operational plan for policy engagement and advocacy with relevant stakeholders, based on the national policy context, including SRHR, gender and the needs of civil society. Conduct quarterly staff training on communications and advocacy – led by the communication and advocacy team | High |
| | Capacity building/ technical support for staff in advocacy | Establish a mechanism for monitoring and to document small wins / milestones from advocacy interventions. Staff training in advocacy. | | | |
| 6.1. Narrative reporting | Develop standard reporting formats. | Orientation of staff in results-based reporting. | Develop periodic institutional reports. | Engage a consultant to develop an M&E plan and system to ensure that data on program activities are available, up to date and regularly used for follow-up monitoring, program adjustments, planning and determining progress towards stated targets. Data are shared with relevant stakeholders | High |
| | Finalize 2021 annual report | Consider compilation of institutional periodic reports which may be quarterly or bi- annual to avoid missing documentation of key events attended that are not led by the WWM. | Develop standard reporting templates. | | |
| | Write periodic institutional reports i.e., quarterly or bi-annual. | | Capacity building for staff in results-based reporting | | |
| | Write reports for activities led by partners.’ | | Develop M&E framework for the strategic plan. | | |

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| | Consider staff orientation in results-based reporting | | Consider results-based monitoring and develop tools to support data collection. | | |
| | | | Capacity building for staff in basic M&E. | | |
| 6.2. Monitoring and Evaluation (M&E) | Establish an M&E system for the organisation. | Develop M&E plan for the strategic plan. | Develop M&E framework for the strategic plan. | | |
| | Consider staff training in basic M&E | Write reports for reflections meetings and track and report on action points from the meeting. | Consider results-based monitoring and develop tools to support data collection. | Standards and procedures developed for regular reports; findings are used to review trends, improve management and performance and achieve outcomes; staff members who submit reports get prompt feedback. The organization develops approved work plans, reviews data, progress reports, provides guidance as necessary and makes at least semiannual supervision visits and results are discussed with management and technical staff | High High |

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| | | Consider performance reporting against the strategic plan. | Capacity building for staff in basic M&E. | Conduct quarterly staff training in M&E | Medium |
| | | Capacity building for staff in results-based monitoring | | | |
| 7. Culture and experience working with local artists | Develop a plan to engage the kingdom to address the cultural and social norms affecting access to SRHR | Capacity building in use of local art to communicate cultural and social norms | Consider documentation of cultural and social norms that affect access to SRHR and how they contribute to SRHR violations | Train staff to ensure the organization has strategic links with external organizations and has an internal process to share technical expertise and experiences, has applied best practices to its program and shared this information with stakeholders and appropriate staff. | Medium |
| 8. Sexual and Reproductive Health and Rights and, Bodily autonomy and Feminism | Need for training in SRHR and identify specific SRHR advocacy issues of focus under the PISCCA project. | Training of staff in SRHR advocacy. Capacity building of staff in Gender equality | Need for resources on SRHR for people living with disabilities and information of health systems strengthening approaches. | Engage a consultant to develop a communications and advocacy strategy with a clearly defined annual operational plan for policy engagement and advocacy with relevant stakeholders, based on the national policy context, including SRHR, gender and the needs of civil society. | Medium |
| | Capacity building on Gender Equality and feminism approaches | | Case management on access to PAC. | Conduct quarterly staff training on communications and advocacy – led by the communication and advocacy team | |

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| | | | | Engage an external consultant to conduct one off staff training on case management. | High |
| | | | EGI may consider training of health workers in Legal defense of the Harm reduction model and the legal framework on abortion. And also conducting compliance assessment for the known clinics that EGI works with provide safe abortion to survivors of SGBV. | Engage an external consultant to conduct one off staff training on legal defense and harm reduction model | Medium |
| 9. Sexual and Gender Based Violence | The team expressed that they require capacity building in the area especially documentation and sensitisation of communities in the redress mechanism. | | Orientation in case documentation | Engage an external consultant to conduct one off staff training on case management | High |
| 10. Meaningful Youth Participation | Orientation of staff in meaningful youth participation | Orientation of staff in Meaningful Youth Participation | Capacity building in Meaningful Youth Participation | Engage a consultant to develop and train staff on a youth engagement strategy. | |

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| 11. Safety, Security and Risk Management | Orientation of staff in risk identification and management. | Orientation of staff in risk management. | Training of staff in safety, security and risk management. | Engage a consultant to develop a finance policy and train staff on its implementation. The policy should include system for determining exchange rates, account opening and signatories, cost share, audit, a risk register etc. | High |
| | Develop a risk register. | Develop a risk register and risk management policy | Develop risk management policy. | Conduct quarterly staff training workshops on financial policies and procedures. | Medium |
| | | | | Engage an external consultant to develop a safety and security policy and conduct an annual staff training on safety and security. | Medium |

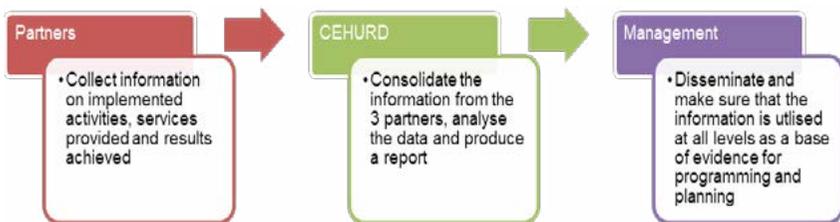
9. Monitoring and Evaluation

It is essential to be able to demonstrate how, and how much, the actions of building capacities translate into improved, more efficient and effective performance. For this purpose, a simple monitoring and evaluation framework has been developed. Based on the content of The Guidelines and the focus areas of the CBP, this M&E framework has identified context-specific indicators, benchmarks and standards for some of the capacities that are deemed as more effective in the demonstrating progresses in building the capacity of the partners. They are defined as follows:

- **Indicators** – are distinct verifiable measures that track the performance of child protection governance systems. Indicators can refer to inputs, processes, outputs or outcomes.
- **Benchmarks** – are sets of related indicators that provide for meaningful, accurate and systematic comparisons regarding the performance of an institutional system or institutional sub-system at the same time. These can also be termed as indices.
- **Standards** – are sets of related benchmarks, indices or indicators that provide socially meaningful information regarding outputs or outcomes of distinct aspects of the governance system or subsystem.

Similarly, given the limited practice and the almost non-existent evidence of current levels of performance, the standards in this framework are based on common sense of what might reasonable, as discussed internally within CEHURD and the partners. Standards will need to be reviewed at the beginning of the implementation of the PISCA and then regularly based on the new information produced along the implementation and monitoring.

Figure 2: Main responsibilities and functioning of the M&E framework



This M&E plan will require monthly data collection; it will necessitate specific forms, as indicated in the capacity building plan; and people will need to be trained on their specific roles.

Annexes

1. Definitions

| | |
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| Capacity | Ability to formulate, organize, execute, measure, monitor performance, learn and improve |
| Capacity building | Capacity building is an intervention that strengthens an organization's ability to fulfill its mission by promoting sound management, strong governance, and persistent rededication to achieving results. |
| Capacity building plan | plan set out the capacity objectives, activities, and indicators; and the resources required to implement change and to measure progress |
| Capacity gap | Is the difference between existing capacity and needed capacity |
| Competency | Knowledge, skills, attitude required to undertake a particular task efficiently and effectively |
| Organization | A collection of people, processes systems working together in a coordinated and structured fashion, guided by a set of rules, regulations policies with the objective of achieving one or more goals |
| Individual capacity | Ability of individuals in any organization to effectively and efficiently carry out assigned functions leveraging their competencies that lead to successful performance |
| Institution | Ability of formal and informal rules and regulations, processes and systems, coordination mechanisms applicable to a network of organizations and people |
| Institutional Capacity | Ability of the organization to envision, plan strategize, resource, implement, monitor review and reshape institutional actions that are in line with the current mandate and future requirements |



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