WPHF Capacity Building Strategy

The Women's Peace and Humanitarian Fund (WPHF) supports women led and women's rights civil society organizations (CSOs) working to build peace and provide humanitarian response throughout the world. As part of its Global Learning Hub (L-HUB), the WPHF is connecting its civil society partners from across the world, strengthening their networks, facilitating dialogue and reinforcing their skills and capacities. As the focus is on organizational capacity development, the L-HUB activities are open to all WPHF past and current CSO partners supported through WPHF's Regular Funding Cycle and Rapid Response Window on women's participation in peace processes[1].

As a starting point to develop a meaningful capacity building strategy, the WPHF Secretariat conducted an online survey in 2020[2] on the WPHF CSO partners' priority needs and topics which involved 67 partners from Burundi, Colombia, DRC, Iraq, Jordan, Liberia, Mali and The Pacific. Since the Capacity Building Programme's inception, the capacity building strategy has been updated every year based on the Annual CSO Survey on the L-HUB initiatives[3] which assesses the usefulness of WPHF capacity building and exchange activities, and the CSo partners' insights on their evolving priorities regarding capacity building and networking.

1.Approach

The WPHF capacity building approach builds upon the findings of different surveys (mainly the WPHF CSO Partners' Capacity Building Needs Survey, the WPHF 2019 Mid Term Review and other inputs[4]) and good practices related to women's CSOs' training programmes. It follows these core principles:

- **Needs' based and flexible:** The Capacity Building Programme is tailored to its users and **customized to WPHF CSO partners' interests**. As priorities change over time, partners are be regularly consulted to ensure that the Capacity Building Programme is relevant to their work. This approach allows to point out first-hand domains in which the WPHF CSO partners need to increase their skills, and to adapt the programme's contents to the new comers[5].

- **Accessible and inclusive:** The resources are made accessible to the CSOs in four languages (Artabic, English, French and Sanish) through different channels such as the WPHF

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[1] Recipients of WPHF Women Human Rights Defenders Window can be invited from time to time to the L-HUB activities but because they are individuals and due to safety issues, they are not the L-HUB's primary target.

[2] Annual CSO Survey on WPHF Community Activities (2020): https://wphfund.org/wp-content/uploads/2021/09/2020-CSO-Annual-Survey-on-WPHF-Global-Community-of-Practice-Activities.pdf

[3] Annual CSO Survey on WPHF Global Learning Hub Initiatives (2021): https://wphfund.org/wp-content/uploads/2022/05/Annual-CSO-Survey-on-WPHF-Global-Learning-Hub-Initiatives-2021.pdf

[4] A survey prior to the launching of the WPHF Community Digital Platform was conducted in August 2019 with 38 respondents among the WPHF CSO partners. The survey's respondents indicated as the primary functions they would like the platform to serve be: access and share good practices (16 votes) and get training (10 votes). Asked about their preferred formats to learn about best practices and experiences of other WPHF-funded projects, 32 respondents voted for text documents, 29 for online interactive dialogues or interactive calls and 23 for recorded videos.

[5] New calls for projects are launched periodically, so new CSOs become active WPHF CSO partners in an ongoing basis.

Community Digital Platform and Facebook Group, email updates and Dropbox files. **User-friendly and practical formats are prioritized** enabling WPHF CSO the option to download the materials to consult them at any time. A **gender and youth inclusive language** is employed in the resources developed by WPHF and the L-HUB team aims to draw upon existing materials designed for CSOs working in contexts of crisis contexts produced by national and international actors such as I/NGOs and UN agencies. The resources are developed in a **range of formats** (text documents with tips and case studies, live webinars, recorded videos, etc.) to meet the users' preferred learning methods and their diverse expectations.

- **Collaborative and peer-learning focused:** The capacity building approach recognizes that every WPHF CSO partner has valuable abilities and experiences that can be useful to other grassroots CSOs. This is why the Capacity Building Programme aims to be **participatory** and encourage the CSO partners to present their successful approaches, lessons learned and achievements in the field of women, peace, security and humanitarian action (WPS-HA) and their strategies to overcome obstacles. **Pooling the CSOs' knowledge and their best practices is empowering** and increases solidarity, creating ownership and the feeling of belonging to a community pursuing similar goals while operating in singular contexts.

- **Intersectional and global perspective:** Gaining skills and knowledge in a specific topic generally increases abilities in other areas. For this reason, one shall remind that all **the topics addressed in the Capacity Building Programme are interrelated and complementary**, especially crosscutting subjects such as project management and monitoring and evaluation (M&E).

2. Articulation of the Capacity Building Programme with Additional L-HUB Activities

In addition to the Capacity Building Programme, the WPHF L-HUB is offering a set of knowledge exchanges, peer learning and mentoring opportunities through different communications' channels to the CSOs:

- The **Digital Platform**, developed in partnership with Dell Technologies provides WPHF partners with resources, publications and capacity building tools related to peacebuilding and crisis management. It includes a Community Member Directory, a projects' portal, a digital library, a global calendar of events, a capacity building portal and linkages to external platforms (useful webs and funding opportunities).

- A closed **Facebook Group** to foster a dynamic global community of women peacebuilders and humanitarian responders and to facilitate dialogue and skills' development.

- An email distribution group (**ListServ**) to communicate on the L-HUB activities and resources, and announce events, capacity building, knowledge exchange opportunities and funding opportunities, including through Monthly Updates.

As the Digital Platform is a vital component of the L-HUB, the training resources developed as part of the Capacity Building Programme are made available on the platform. Similarly, the capacity building webinars and new training contents available are advertised in the Platform's Calendar and in the Facebook group. The Facebook group is moderated to stimulate WPHF CSO partners' participation in the capacity building activities and promote information sharing and networking between women's local organizations.

In November 2020, WPHF launched the Peer Exchange Series to complement the Capacity Building Programme and provide an opportunity for CSO partners to share their experiences and lessons learned on topics related to their projects. The **Peer Exchange Series** constitute two primary components:

-The WPHF **Peer Exchange Sessions** that feature several CSOs in online discussions to share their organizations' impact, strategies and challenges on a specific topic related to a WPSHA issue (prevention of child marriage, working with refugee and displaced women, coalition building, etc.).

-The WPHF **Knowledge Cafés** where a CSO presents a knowledge product resulting from their work. (e.g. purpose and context, scope, methodology, use of the results, etc.), showcasing the diversity of research products and allowing their peers to learn, exchange and cross pollinate on CSOs' challenges, strategies, best practices and results.

3.Capacity Building Programme Contents

The Capacity Building Programme is structured around different units, each one dedicated to a broad learning topic. Each unit is made of **several modules using a variety of formats** (webinar, recorded video and downloadable text documents with or without audio) with the aim **to foster learning at everyone's pace**. A series of key topics will be covered through a live webinar every year to allow the CSOs joining as new L-HUB members to attend them. For Unit 1, live webinars have been implemented when the capacity buiding programme was launched in 2020. Since then, the introduction to the WPHF L-HUB and training opportrnties has been proposed several times a year through specific webinars called "Live Help Desks". The Help Desks are held in different languages and offer a space for CSOs to interact with the WPHF L-HUB team and ask any question or concerns.

Key Training Topics[6]

Unit 1: WPHF and its Global Learning Hub[7]	Module 1: WPHF Community and Capacity Building Programme
	Module 2: The WPHF and You
Unit 2: Strategic Planning and Resource Mobilization	Module 3: Strategic Planning
	Module 4: Resource Mobilization and Communications for Advocacy
Unit 3: Inclusive Management and Global Challenges	Module 5: Inclusive Management and accountability: • Disability Inclusion Mainstreaming • Youth participation for inclusive peacebuilding and humanitarian action
	Module 6: Response to Global Challenges: • Prevention and Response to Sexual Harassment, Abuse and Exploitation (PSHEA), • Risk Management and Anti-Corruption • Integrating a climate lens in women's organization's work • Digital safety and security for women's rights organizations and defenders
Unit 4: Monitoring, Evaluation and Learning	Module 7: Results Based Management (RBM)
	Module 8: Monitoring, Evaluation and Learning
	Module 9: Gender Sensitive Data Collection

[6] Additional units and modules could be developed in the future depending on the CSO partners' needs and demands.

[7] Unit 1 is covered through realizing L-HUB Live Help desks several times a year in different languages.

The **text documents** may be:

- **Tip sheets** defined as practical documents with a short length (maximum 5 pages).
- **Guides** defined as documents taking a comprehensive approach and offering concepts' definitions, exercices, good practices and links to resources and reading recommendations (minimum 6 pages).
- **Templates** defined as documents that may be used and filled out by the WPHF CSO partners. Templates are often examples of tools (for example M&E framework or organizational policy) that are shared by CSO partners to to serve as inspiring models for other cSOs.

The text documents are usually developed building upon the **interactive webinars** as a companion material adding examples and references for further reading.

Online quizes have also been created thanks to simple applications (i.e. Google Forms) and made available on the WPHF Digital Platform and through Dropbox to allow the CSO partners to verify their understanding of the capacity building modules and the acquisition of new knowledge. A quiz can be defined as an educational test based on the capacity building resources' contents (in principle one quiz will be developed on each module)[8].

4.Important considerations

- **All the interactive webinars are recorded and uploaded on the WPHF's Youtube account.** The resulting videos can be considered training resources on their own. The webinars are usually held on Zoom and the Power Point presentations used by the speakers during the webinars are translated in four languages (Arabic, French, English, Spanish) and/or specific text documents are created to summarize and complement the webinars' main contents and take aways. This responds to the CSO partners' preference for both live and recorded videos that was clearly expressed in the capacity building needs' survey.

- **The L-HUB mobilizes external expertise to produce the capacity building webinars and resources.** Partner entities, including WPHF CSO and INGO partners, UN Women and other UN agencies' colleagues and the WPHF Secretariat's team and board members, are regularly invited to contribute to the design and implementation of the capacity building webinars as speakers and facilitators[9]. This helps to reinforce the quality and accuracy of WPHF-led training materials and contributes to promote WPHF Capacity Building Programme among UN partners and other relevant stakeholders.

- A graphic designer was contracted to elaborate a branding with eye catching icons that are used for all the capacity building written resources**.** This ensured that the materials were

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[8] Quizes are different from the evaluation questionnaires and the surveys that are regularly circulated to assess the usefulness and relevance of the capacity building resources (e.g. online post-webinar evaluation questionnaires are sent to the WPHF CSO partners participating in the webinars right after each session).

[9] As of 31 December 2022, WPHF has mobilized experts who volunteered their time in benefit of the L-HUB: UN Women (UNW) Disability Inclusion Helpdesk, UNW and UNW Country Office in Uganda, UN Environment Programme, the Action Network on Forced Displacement, CSO partners (Young Men Christian Association East Jerusalem; Initiative for the Development of the Needy, Orphans, Less Privilege and Widows, Disabled Children and Female Empowerment Network, J/P Haiti Relief Organization, Purple Innovation, SOS Foundation for Development, Kyaka United Youth Deaf Association), UNOY Network of Young Peacebuilders, the Women's the International Civil Society Action Network, The Space for Good, Women Enabled International and CARE USA.

consistent with the WPHF visual identity and that they look professional and appealing in order to maximize the audience's learning.

▪ **All the text documents produced are translated in Arabic, French, English, Spanish.** The webinars are usually held in English and duplicated in French if possible. Yet the webinars may be also held in Arabic or Spanish depending on the language of the trainers/facilitators. If budget allows, simultaneous interpretation in several langauges is provided. In addition, capacity building webinars may be repeated to allow CSO partners based in different time zones to attend.

▪ **The key training topics[10] will be adjusted depending on the users' feedback** which is regularly collected after each capacity building webinar (post-webinar evaluation questionnaire) and through the WPHF Annual CSO Survey applied every year in January. The data captured will help inform the design and planning of new webinars and the generation of new modules and learning resources.

5.Measurement of the Capacity Building Programme's Outreach

▪ Several methods and indicators are used to assess the Capacity Building Programme's delivery and accessibility as well as WPHF CSO partners' application of new competencies.

	Indicator	Means of verification
1	Number of lifetime site visits to the WPHF L-HUB Digital Platform.	WPHF-C Site Usage function.
2	Number of lifetime unique viewers to the WPHF L-HUB Digital Platform.	WPHF-C Site Usage function.
3	Number of views of capacity building videos on YouTube.	WPHF YouTube account.
4a	Number of WPHF CSO partners (organizations) participating in capacity building webinars.	Post webinars' reports (Zoom)
4b	Number of CSOs representatives (individuals) that participate in capacity building webinars	Webinars list of attendees (real-time data)
5	Number of WPHF CSOs' representatives participating as speakers in the webinars disaggregated by country.	Webinars' agendas.
6	Number of WPHF CSOs representatives (individuals) that report capacity building webinars are useful and relevant.	Online evaluation questionnaires (Google Form link provided at the end of the session and in a follow up email right after each webinar).
7	Percentage of WPHF CSOs representatives (individuals) that report using new knowledge and skills from the WPHF Capacity Building Programme.	Online annual survey to WPHF CSO partners to assess the CSOs' experience as members of the WPHF CoP and the capacity building activities' usefulness and relevance.

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[10] See table of units and modules

List of Past Capacity Building Webinars

Capacity Building Webinars in 2020 (9 sessions)

1. WPHF Community and Capacity Building Programme, 18 June 2020 in English..
2. WPHF and You: An Overview of the WPHF and Your Critical Role, 2 and 3 July 2020 in English and French.
3. Results-Based Management: Results Frameworks, Indicators and Methods, 22 and 23 July in English and French.
4. Organizational Strategic Planning: Learning from the Practice[11], 29 July 2020 in English.
5. Qualitative Approaches and Methods, 12 August 2020 in English.
6. Tools and tips to mobilize resources for your organizations[12], 19 and 20 August 2020 in English and French.

Capacity Building Webinars in 2021 (12 sessions)

1. Excel and Data Visualization, 21 April and 28 April in English, and 18 May 2021 in French
2. Inclusive Peacebuilding and response to crisis Mainstreaming Disability Inclusion in the Work of Women-led and Women's Rights Organizations on the Front Lines[13], 6 May 2021 in English. Featured CSO partners: Young Men Christian Association East Jerusalem (YMCA, Palestine), Initiative for the Development of the Needy, Orphans, Less Privilege and Widows (INOL, Nigeria), and Disabled Children and Female Empowerment Network (DCFEN, Liberia).
3. Gender Sensitive and Feminist Monitoring and Evaluation and Ethical Considerations for data collection and use, 26 May, and 9 June 2021 in English and French.
4. Prevention and Response PSHEA in CSOs that are Building Peace and Addressing Crisis[14], 29 September, and 6 October 2021 in English and French.
5. WPHF Monitoring and Evaluation Manual, 20 October (two sessions in English and French), and 10 November 2021, in English for Pacific based CSOs.
6. Risk Management in CSOs with a focus on Corruption and Fraud[15], 1st December 2021 in English.

Capacity Building Webinars in 2022 (14 sessions)

1. Measuring coalition building for women's movements in crisis contexts, 14 June in English and 15 June in French. Featured CSO partners: J/P Haiti Relief Organization (JPHRO, Haiti)

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[11] In collaboration with International Civil Society Action Network (ICAN) and Corporación de Investigación y Acción Social y Económica (CIASE)
[12] In collaboration with The Space For Good
[13] In collaboration with UN Women Disability Inclusion Helpdesk
[14] In collaboraiton with CARE International.
[15] In collaboraiton with Un Women Uganda Country Office.

and Purple Innovation (Malawi).

2. Integrating a climate lens in women's organizations work in conflict and crisis settings[16], 22 June, with interpretation in 4 languages.

3. Mixed Methods for Data Collection, 07 July in English and Arabic, and 14 July in French and Spanish.

4. Creative Approaches for Conflict Affected Women's Empowerment[17], 25 August 2022 with interpretation in 4 languages.

5. Youth Participation for Inclusive Peacebuilding and Humanitarian Action, 28 September, with interpretation in 4 languages[18]. Featured CSO speakers: CSO from Myanmar and SOS Foundation for Development (Yemen).

6. Risk Management with a Focus on Corruption and Fraud[19], 27 October, with interpretation in 4 languages.

7. Prevention and Response to Sexual Exploitation, Abuse and Harassment (SEAH) in Women's Organizations[20], 2 November, in English and Arabic, and 9 November in French and Spanish.

8. Fundraising Strategies and Tips for Women's Organizations in Crisis Contexts[21], 23 November, with interpretation in 4 languages. Featured CSO partner: Kyaka United Youth Deaf Association (KUYODA, Uganda).

9. Leveraging Research Work for more Impactful Women Organizations' Activism[22], 7 December in English, French and Spanish and 8 December in Arabic.

10. Digital Safety and Security for Women's Rights Organizations and Defenders, 14 December with interpretation in 4 languages.

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[16] In collaboration with UN Environment Programme and UN Women
[17] In collaboration with the Action Network on Forced Displacement.
[18] In collaboration with UN Women and the United Network of Young Peacebuilders (UNOY).
[19] In collaboration with UN Women Uganda
[20] In collaboration with CARE International
[21] In collaboration with the Action Network on Forced Displacement.
[22] In collaboration with the Action Network on Forced Displacement.