

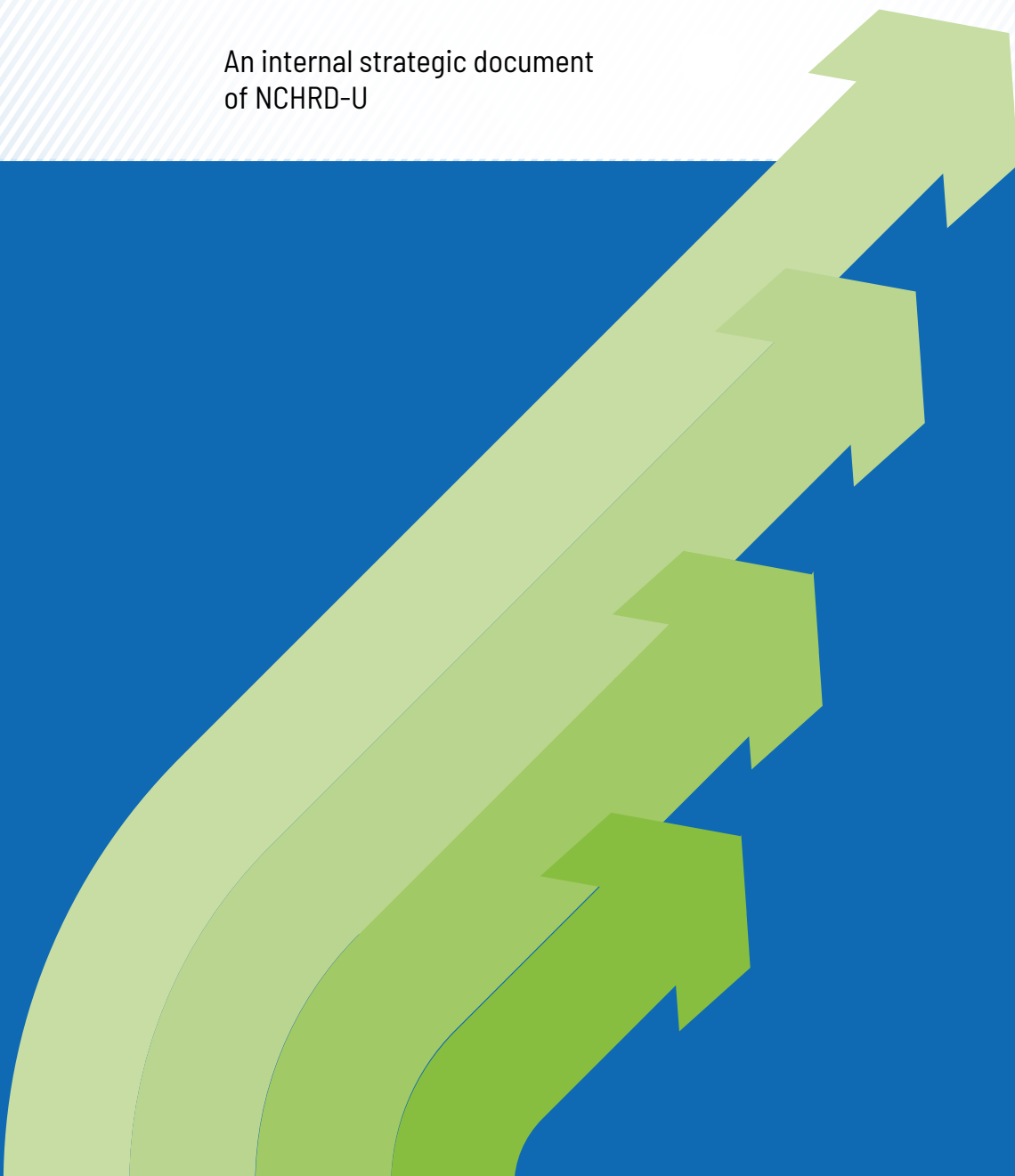


NATIONAL
COALITION OF
HUMAN
RIGHTS
DEFENDERS
UGANDA

CAPACITY BUILDING STRATEGY

NATIONAL COALITION FOR HUMAN RIGHTS DEFENDERS (2024 – 2026)

An internal strategic document
of NCHRD-U



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List of Acronyms

CB	Capacity Building
CCTV	Close circuit Television
CSO	Civil Society Organisation
CoP	Communities of Practice
CSSA	Civil Society Strengthening Activity
FIDA	International Federation of Women Lawyers
HRDs	Human Rights Defenders
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NCHRD-U	National Coalition of Human Rights Defenders Uganda
NGO	Non-Governmental Organisation
OD	Organisational Development
OCA	Organisational Capacity Assessment
OCAT	Organisational Capacity Assessment Tool
SO2	Strategic Objective 2
TOT	Trainer of Trainers
TTWG	Technical Thematic Working Group
USAID	United States Agency for International Development
UN	United Nations

Acknowledgements

The development of this capacity building strategy has been made possible through the invaluable guidance of the NCHRD-U Board of Directors and Secretariat, and the unwavering commitment of our dedicated legion of Human Rights Defenders (HRDs). Special recognition extends to the NCHRD-U Sub-Regional Coalitions, Coalition key partners, whose engaged and valuable input facilitated the creation of this roadmap. This strategy is designed to bring about transformative change in alignment with the Coalition's Strategic Plan 2022 – 2026. Our collective goal is to safeguard and advance the work of HRDs within a secure and supportive environment, achieved through strategic linkages with HRDs, national, regional, and international like-minded entities.

A sincere acknowledgment is extended to USAID/Uganda Civil Society Strengthening Activity (CSSA) for their support in addressing the financial aspects of executing this task, technical assistance, and walking alongside us on this transformative journey. The exemplary efforts of the NCHRD-U secretariat staff are deeply appreciated. Their commitment, going above and beyond the call of duty, has played a pivotal role in ensuring that the Coalition stands as a formidable force in Uganda. Together, we aim to steer the organization to the next level of excellence, fostering growth within the Coalition's sub-regional networks we established across the country.

Foreword

The National Coalition of Human Rights Defenders-Uganda (NCHRD-U) stands steadfast in its unwavering commitment to the pursuit of human rights and the empowerment of Human Rights Defenders (HRDs). We aim to protect and promote the invaluable work of HRDs in a safe and secure environment, fostering vital connections to advance a just and equitable society for all. Drawing strength from Uganda's constitutional Article 38(2), which upholds the right to engage in peaceful activities influencing government policies, the Coalition is dedicated to upholding the dignity and rights of every Human Rights Defender (HRD) through peaceful endeavors.

Despite global initiatives like the establishment of the UN Special Rapporteur on HRDs in 2000, individual HRDs continue to face substantial threats and risks, often lacking the necessary knowledge and skills to engage with duty bearers effectively. This capacity building strategy specifically addresses capacity gaps at both NCHRD-U and for member Human Rights Defenders, at the individual levels, marking our inaugural effort to establish a long-term and sustainable capacity building efforts.

Central to this capacity-building initiative is the reinforcement of NCHRD-U's Sub-Regional structures and Technical Thematic Working Groups. This framework is designed to elevate the empowerment and development of individual HRDs, who serve as the frontline defence mechanism of the Coalition.

At the core of our capacity building priorities are Human Rights Defenders (HRDs), and our aim is to safeguard their well-being, enhance their capacity, foster a critical mindset, and instil a sense of self-care, creating an environment conducive to do their work. Committed to transforming individuals and organizations for a peaceful society, NCHRD-U strives to amplify the efficiency and effectiveness of human rights impact in our nation.

The Capacity Building Strategy plays a pivotal role in advancing NCHRD-U as a dynamic network of HRDs. This strategic framework facilitates the capacity planning process, fostering improved learning and adaptation within the coalition.

Designed with a forward-looking perspective, the Capacity Building Strategy creates a long-term and sustainable impact, bridging existing capacity gaps within NCHRD-U membership. Committed to identifying and leveraging current capacity development opportunities in different regions, we maximize the impact of this strategy, ensuring a comprehensive and inclusive approach.



Robert R. Kirenga

Executive Director

ABOUT NCHRD-U

The National Coalition of Human Rights Defenders Uganda (NCHRD-U) is a registered organization of various organizations and individual Human Rights Defenders (HRDs) that was formed in 2013. It seeks to strengthen the work of HRDs throughout the country through synergy and collaboration at national and international level to enhance the protection mechanisms for HRDs and their capacity to effectively defend human rights. NCHRD-U focuses its work in all regions in Uganda.



Vision:

A society that upholds the rights and freedoms of every human rights defender



Mission:

To protect and promote the work of HRDs in a safe and secure environment through linkages with national, regional, and international like-minded entities



Core Values:

Integrity, Inclusiveness, Confidentiality, Transparency and Responsiveness.



Institutional objectives:

- To create an avenue for collective response to threats against HRDs
- To coordinate other civil society organizations in promoting safety and security of HRDs.
- To improve protection mechanisms, safety, and security of HRDs in Uganda individually and at organizational level.
- To advocate and raise public awareness and profiles of HRDs in the country.

1.0 INTRODUCTION

The NCHRD-U Capacity Building Strategy is presented in alignment with the organization's strategic plan and organizational vision and mission. The Capacity Building Strategy (CB) is based on input from consultations with the NCHRD-U secretariat, Board Members, the Technical Thematic Working Group (TTWG), member organizations and individual Human Rights Defenders (HRDs) distributed across the 8 regions of Uganda under the umbrella of NCHRD-U. As well as reviews of available secondary sources of information such as reports and related plans.

This strategy strives to elevate the delivery of capacity-building services to Coalition members, individual HRDs, partner organizations, and other key stakeholders at national, regional, and international levels, fostering greater impact and resource efficiency. The CB Strategy therefore is a comprehensive roadmap to transform the Coalition into a knowledge-based organization, aligning with the overarching goal of having Human Rights Defenders recognized and actively promoting and protecting human rights in an enabling environment.

Key strategic actions outlined include institutionalizing capacity building as a cross-cutting function, establishing Coalition Resource Groups, creating engagement platforms at national and sub-regional levels, fostering peer support, fully integrating capacity building into the Coalition's normative and operational programming, and strategically engaging stakeholders and forming partnerships. Continuous review of capacity needs will ensure a targeted approach, focusing on areas of the greatest impact. The strategy emphasizes a partnership-driven approach, forging strategic coalitions to leverage and sustain results, with a specific focus on individual HRDs.

To bring the strategy to fruition, a prioritized implementation plan aligned with available resources is vital. The CB strategy also encourages exploring avenues to increase financing for capacity-building activities at all levels reinforcing the commitment to impactful and sustainable development.

1.1 Rationale of Capacity Building Strategy

The NCHRD-U Strategic Plan (2022-2026) articulates clear objectives, with SO2 explicitly aiming to empower 75% of its members with preventive and responsive skills, strategies, and facilities by 2026. This strategic objective establishes the overarching framework for ongoing capacity-building efforts. A comprehensive capacity assessment, currently in progress, encompasses NCHRD-U members, thematic, sub-national, and issues-based networks, platforms, and structures under the organization's umbrella.

1.2 The CB strategy will aim to enhance the capacity of:

- The secretariat to be able to deliver on its mandate of building members capacity and individual HRDs.
- Individual HRDs to be able to conduct their human rights work effectively in the various

- regions of operation.
- The HRD member organizations through institutional capacity building and staff capacity enhancement.
- Partners and State actors to be able to provide services and support to HRDs effectively.

2.0 CAPACITY NEEDS IDENTIFICATION

The Capacity Building Strategy of NCHRD-U is grounded in the recognition of significant capacity gaps within the Coalition Secretariat, HRD member organizations, and individual HRDs in Uganda. Despite the presence of well-resourced NGOs, their limited engagement with the State in technical processes hinders policy formulation and the protection of human rights defenders (HRDs). Many local communities and civil society networks, particularly those in remote areas, lack empowerment and awareness of their rights under existing laws, hindering HRDs' ability to advocate for and defend citizens' rights. Since its inception, NCHRD-U has actively identified HRDs needs essential for coalition strengthening. Through extensive engagement with various coalition stakeholders, partners, and key state actors, including the police, judiciary, and Uganda Human Rights Commission, insights into capacity gaps and collaboration requirements have been garnered. The capacity needs assessment conducted during the strategy development phase serves as a foundational starting point, providing valuable insights for the Coalition Capacity Building officers to refine and address specific needs during the strategy's implementation phase.

2.1 Summary NCHRD-U Secretariat capacity needs.

As the coordination entity of the Coalition the Secretariat plays a pivotal role in facilitation of capacity building related initiatives for its member organizations, HRDs and partner organizations. The NCHRD-U over the years has strengthened and attracted membership across the country making it a relevant national Coalition. The Coalition leverages several established reputable mechanisms and structures as well as operational requirements. The Secretariat, however, had no capacity building framework for its target beneficiaries. Trainings were viewed as ad hoc with no proper assessments carried out. Limited funds and the absence of deliberate targeted capacity building resources was considered a challenge for the Secretariat needing capacity building interventions.

2.2 Member Organisation and HRD needs.

NCHRD-U consists of individual human rights defenders (HRDs) and HRD member organizations. Individual HRDs within NCHRD-U play a crucial role in advocating for human rights, often facing threats and legal challenges. There is a general inadequacy in resource mobilization skills, advocacy, reporting, limited exposure, and weak referral links among HRDs as individuals, and as staff of member organizations. Risk assessment and security management, basic legal training and psychosocial support are some of the areas of need in capacity building. Compliance with government regulations and requirements was highlighted as an urgent capacity that needs to be addressed by members. Partnerships with donors and funding

agencies are vital for sustaining NHRD-U's operations and advocacy work, addressing capacity needs identified by its members to enhance effectiveness of Human rights initiatives.

3.0 STRATEGIC INTERVENTIONS FRAMEWORK

The NCHRD-U Strategic Capacity Building Framework serves as a dynamic and living blueprint, crafted to align with the organization's vision, mission, and the ever-evolving needs of its members. By delineating integral levels within NCHRD-U and its collaborative network, the framework offers a profound insight into stakeholders' characteristics, customized capacity building initiatives at each level, and the strategic methodologies employed for effective implementation.

More than a planning exercise, this framework embodies a transformative journey in human rights advocacy. It stands as a testament to NCHRD-U's commitment to adaptability, impact, and enduring outcomes. In essence, it ensures that capacity-building efforts are not just targeted but also genuinely effective, contributing significantly to the organization's overarching objectives.

NCHRD-U STRATEGIC CAPACITY BUILDING FRAMEWORK			
Level	Stakeholders' Identity	Focused Capacity Building Initiatives	Implementation Methodology
NCHRD-U Secretariat	Administrative body overseeing NCHRD-U operations	Continuous learning and skill enhancement for effective coordination and support	Structured training programs, fellowships, exchanges, workshops, and ongoing mentorship.
Human Rights Defenders (HRDs)	Individuals and activists aligned with NCHRD-U advocating for human rights	Improved capacity in legal and safety and security management.	<p>Interactive workshops, mentorship programs, and networking events.</p> <p>Training on basic law/ paralegal, safety, and security and protection management. With aspects of risk assessment and both digital and physical security trainings.</p> <p>Structured trainings in lobbying and advocacy skills</p>

HRD member organizations	Organizations collaborating with NCHRD-U in human rights advocacy and protection. Sub Regional charters and Technical Thematic Working Groups	Tailored solutions addressing organizational capacity needs aligned with NCHRD-U's strategic objectives Strengthening coordination, communication, and thematic support and expert collaboration on HRDs issues within sub regional entities.	Customized training sessions based on specific needs identified on key areas such as compliance, risk management, resource mobilization, communication and advocacy. Workshops, forums, collaborative projects, and knowledge-sharing initiatives.
The Government of Uganda State Actors and partner organizations	Government entities collaborating with NCHRD-U in human rights initiatives.	Awareness on human rights principles and practices.	Seminars, training, policy dialogues, and collaborative projects.

4.0 CAPACITY BUILDING APPROACHES

4.1 Build capacity of Trainer of Trainers

Training of Trainers (ToT) methodology is effective in the multiplier efforts of skills building. The NCHRD-U's Capacity Building Manager will lead the process of training various categories of ToTs, with a particular emphasis on Technical Thematic Working Group members and Sub Regional members as the entry point for specialized technical expertise in specific areas.

4.2 Strengthening organizational Structures.

At the core of NCHRD-U's are its Sub Regional structures and technical thematic working groups, also referred to as Communities of Practice (CoP), pivotal in disseminating organizational capacity and fostering collaboration. Capacity-building efforts will predominantly occur within these Sub Regional structures, spearheaded by the Capacity Building Manager in collaboration with Regional Coordinators and Sub Regional members. Focus will be on bolstering the capacity of Sub Regional members to fulfill their mandates, while also serving as hubs for identifying and addressing individual HRDs' needs, leading to empowerment through training provided via Training of Trainers (ToTs). Trainer of Trainers, including members of the Technical Thematic Working Group and HRD partner organization staff, will play a significant role in these empowerment efforts.

4.3 Capacity building needs to be contextualized.

Emphasis will be placed on ensuring effective knowledge transfer directly to human rights defenders (HRDs), maximizing impact on human rights protection. Blended learning modules

will play a crucial role in addressing specific capacity needs as identified by the Training needs assessments (TNA) and organizational capacity assessments (OCA), facilitating a comprehensive approach to skill development and knowledge dissemination. Capacity-building activities will be conducted through a combination of in-person workshops, virtual training sessions, mentorship programs, and resource sharing, ensuring a holistic and inclusive approach to enhancing the capacities of HRDs across Uganda.

4.4 Strengthening Partnerships.

The Coalition will need to review its Partnership Strategy and map or update the list of partners current and potential and re-energize commitments to collaborate on mutual areas of interest. The collective strengths of diverse actors both state and non-state, both within and outside the Coalition, are leveraged to maximize impact. The focus extends beyond individual HRDs to strategic empowerment and case management, fostering a coordinated and scalable approach that sustains positive outcomes for both HRDs and Coalition members. Concerted efforts will need to be directed at undertaking an analysis and profiling of potential partners, both private and public which will need to be formalized with MoUs. Engagement with government bodies like the Uganda Human Rights Commission supports dialogue, advocacy, and policy improvements.

4.5 Strengthen secretariat planning and coordination capacity.

To strengthen secretariat planning and coordination capacity within the National Coalition of Human Rights Defenders - Uganda (NCHRD-U), specific measures will be implemented. Regular monitoring assessments using capacity elements checklists will be conducted to identify capacity gaps across all units, followed by the development of tailored capacity building plans and targeted interventions such as specialized training sessions in areas like digital security. Mechanisms for ongoing collaboration and knowledge-sharing among different units will be established, fostering a culture of cross-departmental learning. Capacity building considerations will be integrated into all NCHRD-U activities, ensuring that skill-building workshops or knowledge-sharing sessions are incorporated into events and advocacy campaigns. Monitoring and evaluation will be prioritized to assess the effectiveness of capacity building efforts and inform future initiatives, ultimately supporting the needs of human rights defenders in Uganda comprehensively.

4.6 Promoting exchanges and sharing.

Facilitating learning exchanges, both within Uganda and internationally, is paramount in broadening the perspectives of human rights defenders and fostering cross-cultural understanding. To achieve this, the National Coalition of Human Rights Defenders - Uganda (NCHRD-U) will actively promote opportunities for knowledge-sharing and collaboration among its members. Internally, the Coalition will organize workshops, seminars, and conferences where HRDs from different regions and thematic areas can come together to exchange experiences, share best practices, and learn from one another. Additionally, the NCHRD-U will encourage participation in regional and international forums, conferences, and training

programs, enabling HRDs to engage with peers from other countries, gain exposure to diverse perspectives, and build networks for collaboration and support.

5.0 Operationalizing NCHRD-U’s Capacity Building Strategy: A Five-Step Action Plan

In the NCHRD-U 2022–2026 “Strategic Plan for Development,” the operationalization of the strategic objective of capacity building is articulated through a systematic and actionable five-step process. Positioned as a fundamental driver within our strategic framework, the capacity-building approach is intricately linked to enhancing the effectiveness of Human Rights Defenders (HRDs) and HRD organizations. The implementation of this Strategy is underpinned by these fundamental values that guide and enrich the capacity-building initiatives, translating the organization’s overarching purpose, desired outcomes, and available resources into tangible and impactful actions.

1. Engaging Stakeholders on Capacity Development.

Recognizing the crucial role of stakeholder involvement, NCHRD-U places a premium on engaging all relevant parties. Through proactive advocacy and policy advisory initiatives, the organization fosters transparent and participatory decision-making, ensuring that stakeholders actively contribute to and take ownership of the development process.

2. Assessing Capacity Needs and Assets.

NCHRD-U underscores the importance of conducting a comprehensive capacity assessment to identify training priorities and areas requiring additional development. This step ensures that capacity-building efforts are targeted and address specific needs identified through engagement with stakeholders, translating strategic goals into actionable plans.

3. Formulating a Capacity Development Response.

Building on the outcomes of the assessment, NCHRD-U formulates a capacity-building response that addresses key issues such as institutional arrangements, leadership, knowledge, and accountability. This involves the development of human resource frameworks, leadership coaching and mentoring programs, investments in knowledge foundations, and the strengthening of accountability frameworks—all translating strategic pillars into tangible and effective initiatives.

4. Implementing a Capacity Development Response.

The implementation phase involves a multi-level approach, encompassing national, local, and institutional systems. NCHRD-U emphasizes continuous reassessment and adaptability to changing situations, incorporating evaluative indicators to gauge program effectiveness. This step transforms the strategic vision into practical and dynamic capacity-building programs.

5. Evaluating Capacity Development

Recognizing the importance of accountability, NCHRD-U integrates evaluation into its capacity-building process, measuring changes in institutional performance. Evaluations are based on the four critical issues of institutional arrangements, leadership, knowledge, and accountability, providing a feedback loop to refine and improve capacity-building initiatives. This step ensures that the strategic plan's impact is monitored and adjusted, aligning actions with the overarching goals of national human development.

6.0 Diversifying and Strengthening Financing for Capacity Building

The financial sustenance of NCHRD-U's capacity-building initiatives primarily rely on HRD member fees and grants obtained from development partners. These two sources constitute a significant funding base, pivotal in supporting diverse programs aimed at enhancing the skills, knowledge, and resilience of Human Rights Defenders (HRDs). Recognizing the evolving landscape and the imperative to expand the impact of capacity-building efforts, there is a concerted effort to explore and scale financing mechanisms in collaboration with various partners.

In particular, the focus extends to sub-regional settings, acknowledging the unique challenges and opportunities present in these contexts. Collaborative endeavors with partners involve an in-depth examination of diverse funding sources and strategies, aiming to diversify and strengthen the financial underpinning of capacity-building initiatives. This collaborative approach not only broadens the financial base but also enhances the sustainability and effectiveness of the programs.

The process involves a comprehensive review of existing and potential sources of financing, identifying innovative approaches to leverage resources, and strategically aligning with partners who share a commitment to human rights advocacy and capacity development. Emphasis is placed on creating synergies with like-minded organizations and exploring avenues for joint financing arrangements that amplify the impact of capacity-building efforts.

Furthermore, the exploration of financing options goes beyond traditional grant mechanisms. It encompasses innovative financial models, public-private partnerships, and potential contributions from various stakeholders who recognize the critical role of capacity building in advancing human rights. This strategic approach ensures that NCHRD-U remains agile and resilient in its pursuit of sustainable financing solutions, fostering a dynamic environment for continuous learning and adaptation.

Annexe 1: Proposed Schedule of Capacity Building Key Activities

(Proposed activities to inform budgeting of the CB Strategy subject to fine tuning)

Key Result Area	Main Activities	Year 1 (2024)				Year 2 (2025)				Year 3 (2026)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Organisational Capacity Assessments	<ul style="list-style-type: none"> Develop OCAT Conduct OCA Develop OD plans 	x	x	x									
2. Organisational Capacity Building	<ul style="list-style-type: none"> Develop OD blended modules. Roll-out trainings. Monitor OD activities 			x									
				x									
					x	x	x	x	x	x	x	x	x
				x	x	x	x	x	x	x	x	x	x
3. HRDs training needs assessment and capacity building	<ul style="list-style-type: none"> Administer the TNA Develop training curriculums for HRDs. Train HRDs and member organisation staff 				x								
					x								
					x	x	x	x	x	x	x	x	

CAPACITY BUILDING STRATEGY

NATIONAL COALITION FOR HUMAN RIGHTS DEFENDERS (2024 – 2026)



4.	Establish Sub-Regional Charters	<ul style="list-style-type: none"> Establish Charters Train Committee Support existing Charters 				X								
					X									
					X									
5.	Strengthen TTWG	<ul style="list-style-type: none"> Train TTWG in thematic areas Support TTWG in ToT rollout 			X									
					X									
6.	Strengthen Compliance	<ul style="list-style-type: none"> Raise awareness on legal requirements. Support members in compliance 			X									
					X									
7.	Enhance Partnerships	<ul style="list-style-type: none"> Mapping and profiling partners Establish working MoUs. Rollout CB 				X								
						X								
						X								
8.	Learning exchanges	<ul style="list-style-type: none"> Identify learning partners. Initiate exchanges and cross learning 				X		X		X		X		
9.	Monitoring CB	<ul style="list-style-type: none"> Conduct regular assessments 	X	X	X	X	X	X	X	X	X	X	X	X

Annex 2: CB Monitoring Plan

Outcomes	Indicators	MoV/ Data sources	Frequency
Enhanced Organisational Capacity	No of member organisations demonstrating capacity in dimensions of organisational capacity	Modules Training reports	Quarterly
Improved knowledge of HRDs training needs and enhanced capacity	HRDs able to effectively manage security and protection matters	TNA reports Training reports and registers	Quarterly
Establish Sub-Regional Charters	No of functional Charters established.	Report of Charters	Quarterly
Strengthened TTWG	Functional TTWG addressing various thematic areas	TTWG training reports and registers	Quarterly
Strengthened Compliance for member organisations	Member organisations with required registration and certificates with relevant authorities	Training reports and registers	Quarterly
Enhanced Partnerships and collaborations	Proficiency in tracking collaborative initiatives	MoUs signed	Quarterly
Improved cross Learning	Demonstrated effectiveness by staff and HRDs in managing rights issues.	Reports of exchange activities	Quarterly
Improved Monitoring of member organisations and HRDs	Proficiency in reporting and follow up	Monitoring reports	Quarterly

Annexe 3: Principled Capacity Building for Human Rights Advancement in NCHRD-U.

Embedded in NCHRD-U's mission, vision, and strategic plan, its core values underpin an ethical approach to capacity building. Rooted in a commitment to human rights, inclusiveness, and sustainability, our strategy shapes an empowering learning environment and contributes to enduring human rights advancement. Aligned with our mission to protect and empower Human Rights Defenders, the strategy ensures universal access and empowerment in decision-making processes. This commitment to core values defines our ethical foundation, creating an inclusive, empowering, and sustainable framework for human rights within NCHRD-U and the broader community, guiding impactful initiatives in line with our overarching mission.

Principles of Capacity Building in NCHRD-U

1. Respect for Human Rights

People-Centered Approach: Grounded in the principle of respecting human rights without any form of discrimination, the capacity-building endeavors prioritize a people-centered approach. Regardless of race, color, sex, language, religion, or other status, the emphasis is on fostering an inclusive learning environment that nurtures the inherent dignity and rights of every individual.

Empowering Human Rights Defenders: By adopting a human-rights-based perspective, the capacity-building programs empower Human Rights Defenders (HRDs) to not only understand and advocate for human rights but also to effectively intervene, transform, and improve the environments in which they operate.

2. Inclusiveness

Universal Access: The value of inclusiveness underscores the commitment to providing universal access to knowledge and the development of capacities. This involves tailoring capacity-building initiatives to accommodate individuals of all genders and people with different abilities, ensuring that knowledge and skills are accessible and beneficial across diverse target groups.

Decision-Making Empowerment: Through an inclusive approach, the strategy aims to empower individuals from various backgrounds to actively participate in decision-making processes. It extends beyond individual empowerment to the strengthening of institutions and organizations, fostering an environment where no one and no institution is left behind.

3. Sustainability:

Long-lasting Impact: Sustainability is a guiding principle woven into the fabric of capacity-building activities. The design, planning, and execution of these activities revolve around sustainable practices, ensuring their lasting impact. By preserving resources and adopting environmentally conscious practices, the strategy aligns with the broader goal of meeting the needs of the present generation without compromising the ability of future generations to meet their own needs.

Holistic Development: Sustainability in capacity building goes beyond environmental considerations; it also encompasses the holistic development of individuals and institutions. The strategy aims to equip HRDs and organizations with skills and knowledge that can withstand the test of time, contributing to the enduring promotion and protection of human rights in Uganda.

Annex 4: Glossary of Terms

Capacity is the organizational and technical abilities that enable an organization or community to mobilize and direct resources to achieve their objectives in accordance with their values. Capacity has also been defined as the ability of individuals and organizations or organizational units to perform functions effectively, efficiently and sustainably. This implies that capacity is not a passive state but part of a continuing process and that human resources are central to capacity development. (NCHRD-U, 1998).

Capacity building is the approaches, strategies and methodologies that organizations use to improve their performance in resolving issues and challenges. Capacity building also refers to activities that improve an organization's ability to achieve its mission or a person's ability to define and realize his/her goals or to do his/her job more effectively. At organization level it means, improved governance, leadership, mission and strategy, administration (including human resources, financial management, and legal matters), program development and implementation, fundraising and income generation, diversity, partnerships and collaboration, evaluation, advocacy and policy change, marketing, positioning, and planning. For individuals, capacity building may relate to leadership development, advocacy skills, training/speaking abilities, technical skills, organizing skills, and other areas of personal and professional development. Capacity building is a continuing process.

Strategy has been defined in many different ways by various management gurus. For our purposes strategy could be defined the question: What are the ends we seek and how should we achieve them?

Capacity building strategy is the process of developing and strengthening the skills, instincts and abilities, processes and resources that an organization and communities needs to survive, adapt and thrive in a fast-moving world. It is an investment in the effectiveness and future sustainability of an organization. Capacity building strategy therefore is a blue print for actions and initiatives for building the organization's capacity to meet its desired goals effectively.

Competencies are general descriptions of the behavior or actions needed to successfully perform within a particular work context (e.g. job, group of jobs, function, etc.). i.e. planning is a competence that he lacks.

Tools

Something used in the performance of an operation. It is an instrument regarded as necessary to the carrying out of one's occupation, profession or given task.

Annex 6: Training Needs Assessment Tool

National Coalition of Human Rights Defenders Uganda

Protection and Human Rights Capacity Building

Training Needs Assessment Tool

(Member organisation staff and Individual HRDs)

Procedure for administering the tool:

This tool is a self-administered fill in questionnaire.

National Coalition of Human Rights Defenders (NCHRD-U) seeks to build the capacity of its member organisations staff and HRDS working in different communities across the regions of Uganda to be able to effectively protect HRDs and promote human rights. Information gathered in this exercise, will be solely used to develop a training capacity building interventions of NCHRD-U. The responses provided here are confidential.

PS: Complete and return via email to xxx by the xx of xxx month xxx year.

1. General Information

a) Name of Respondent and Position:

b) No of years in the position:

c) Level of position? Tick the appropriate

☐ Management ☐ Supervisory ☒ Officer ☐ Assistant ☐ Part time intern

d) What is your role's main focus? Provide a brief description:

e) What is your level of education Please tick the appropriate?

☒ Bachelor's degree ☐ Master's Degree ☐ College Diploma Training ☐

Other please specify:

e) What is your area of study? Please tick the appropriate

☐ Legal ☐ Health ☒ Psychosocial ☐ Funds Management ☐ Training ☐ Security ☐ Shelter

☐ Information Management

Others please specify:

2. Background Training relevant to Protection of Human Rights

a) Have you received any training on Protection and Human Rights? ☐ Yes ☒ No

b) When was the last training related to Human Rights you attended?

c) If yes how long was the training?and what was the award?.....

d) On what topics in Human Rights do you need more training?.....

e) Have you received any training on Protection? ☐ Yes ☒ No

f) When was the last training related to Protection you attended?

g) If yes how long was the training?and what was the award?.....

h) What key topics were covered by the training?.....

3. HRDs Protection and Human Rights Competences

Training Components	No training need	Low need for training	Medium need for training	High need for training	Comment
Understanding of the basic concepts of Human Rights					
International, Regional, National Human rights laws and frameworks					
Human rights violations, causes and perpetrators					
Working with men and boys to end VAW					

HRD protection					
Case management					
Referral pathways					
Child protection					
Advocacy and lobbying (Community mobilization)					

3.2 Key Technical skills (here we can focus on practical skills competences? And plot them on rating scale of 1-10 (10 being the high score) insert score at the end of each question below

- a) How well or confident are you to provide basic counselling to HRDs at risk?
- b) How to support survivors to preserve evidence for cases
- c) Engaging duty bearers in discussing their role in protection of HRDs
- d) Conducting case management with survivors
- e) Reporting on violations
- f) Specify any area which affects your area of work which you need training in which is not indicated above

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4. Self-care and personal health

Self-care components	Low level of priority	Medium level priority	High level priority	Comment
How well do you know stress?				
How well do you know you have reached a level of not able to help someone				
Do you set time to relax?				
Do you know when to seek help?				

What additional needs do you need for your self-care?

5. Training Preferences

Which of the training formats do you prefer?

- Classroom type of training
- Workshop type of training
- Mentorship and on the job coaching

6. Additional comments regarding HRDs Protection and Human Rights

Thank you for your time




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