

Capacity Strengthening Strategy

Update for 2018-2020

Introduction

This document is an update of the Capacity Strengthening Strategy as developed in the inception phase of PfR. The components of this strategy include:

- ‘State of Affairs of Capacity Strengthening’ described in the analysis under [Reflection on the implementation of Capacity Strengthening](#).
- Starting points for capacity strengthening for 2018-2020 ([Principles](#) of capacity strengthening in PfR, their [Operationalization](#) and [Challenges](#))
- [Capacity Strengthening Goals 2020](#), based on and including an overview of [capacity strengthening goals 2020 at country level](#) and reference to the Dialogue Capacity Framework as a tool to help us keep track to [Measure progress towards these goals](#).

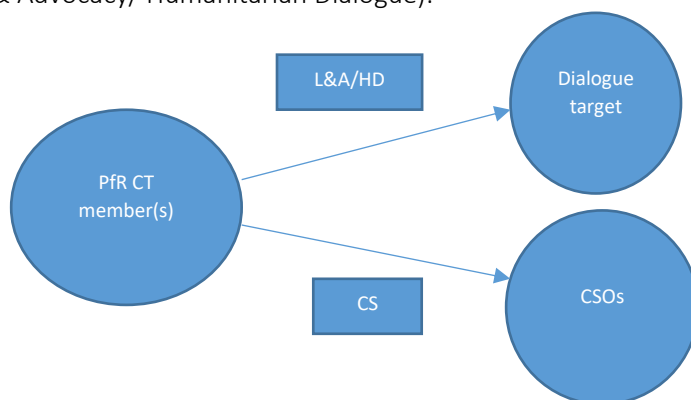
Annex Template PfR Capacity Strengthening Goals 2020

Annex Template Dialogue Capacity Framework

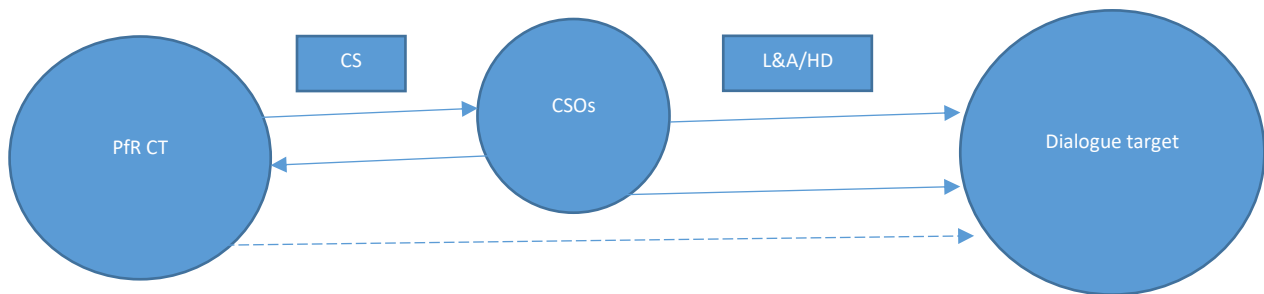
Annex [Role of the Capacity Strengthening Coordinator](#)

Reflection on the implementation of Capacity Strengthening

The goal of the Dialogue & Dissent Strategic Partnerships from MoFA’s point of view is to strengthen the capacity of civil society to advocate. Within the Theory of Change of the Partners for Resilience program, the capacity strengthening component, together with the knowledge development component, are to support national and local CSOs to implement the Lobby & Advocacy / Humanitarian Dialogue trajectories. However, some country teams/organizations perceived Capacity Strengthening and Lobby & Advocacy / Humanitarian Dialogue to be two separate strategies to achieve PfR’s goals, without a clear view of the connection. As a result, the implementation of the two strategies with some country teams/organizations looks/looked like this (CS=Capacity Strengthening, L&A/HD is Lobby & Advocacy/ Humanitarian Dialogue):



To logically connect capacity strengthening and humanitarian dialogues, in accordance with the PfR ToC, the capacity strengthening component is an essential supporting element to strengthen capacity of civil society organizations to implement lobby & advocacy / humanitarian dialogue:



At the beginning of Partners for Resilience Strategic Partnership (PfR SP) program, the partner organizations had to change their focus from implementation at community/field-level, to design and implementation of humanitarian dialogues. To facilitate this transition, a first step for PfR partner organisations at country level, was to build their own capacity to lobby and advocate. On that basis, PfR organizations can focus on strengthening the capacities of CSOs. This approach led in some cases to PfR organizations working on the dialogues by themselves without necessarily involving broader civil society. Still in 2018, when an opportunity for dialogue comes up, the reflex can be for PfR country team organizations (or PfR HQ organizations in the case of international advocacy) to take the lead, without necessarily involving other civil society organizations. The fastest way to achieve the advocacy objective may indeed be to go after the opportunity as a PfR organization, but in accordance with our ToC and for the sustainability of the results attained in such a dialogue, PfR needs to involve broader civil society.

As an Alliance, we shouldn't underestimate the difference between an organization advocating itself and an organization supporting other organizations to do so through advocating together or providing specific training. Besides the advantage of speed and efficiency of working alone, power dynamics also play a role. Organizations cannot be expected to share access to important decision makers with broader civil society unless they see a clear benefit of doing so.

PfR Netherlands staff and steering group members could support the ambition of involving broader civil society in all IRM dialogues in several ways, for example through critically examining how we guide our colleagues in the Country Teams. Are we focusing on asking our local CARE/WI/RC/CC/Cordaid colleagues about the advocacy results they attained, or are we focusing on asking what results the CSOs they've supported have attained?

Another insight important to the way forward is that while collaborating with broader civil society on a shared advocacy agenda is more sustainable for both the results of our advocacy efforts and the capacity strengthening of other civil society organizations, it also strengthens our own capacity. So capacity strengthening is not a one-way street but an opportunity for all organizations to learn.

We also need to recognize that although efforts have been made to strengthen the technical capacity of PfR organizations on IRM and advocacy skills, what we can see now, 2,5 years into the program, this capacity is often limited to the staff working in the PfR program. It is not being handed over or mainstreamed in the organization, for example by integrating IRM in the organizational advocacy & programming agenda's or at other levels in the organizations (e.g. field office staff/volunteers). This is apparent both in-country and at HQ levels.

For the above reasons the focus on the Capacity Strengthening component is intensified and PfR Country Teams need to be encouraged to build broader CSO coalitions to reach PfR dialogue trajectory goals. This increased focus on civil society is already resulting in collaboration with broader civil society organizations including organizations beyond the Alliance. At the time of the PfR SP inception phase (Jan - June 2016), a total number of 43 organisations were targeted for capacity strengthening activities. By the end of 2017, this number already increased to 102. By mid-2018, the total number of CSOs involved in the PfR programme is even higher, at 427. While it is important to increase the number of CSOs involved in the program, for the sustainable impact of the program it is also important to focus and select those civil society organizations that can be expected to, with strategical collaboration and capacity strengthening, sustain the impact of PfR beyond 2020. Spreading our efforts too thinly may lead to many organizations involved and aware of IRM but with a fleeting impact. It's all about finding the right balance 😊

Capacity Strengthening 2018 -2020

Principles

The principles as developed in the initial Capacity Strengthening Strategy 2016 – 2020 will be maintained to guide the capacity strengthening work in the coming years.

These are:

1. PfR builds on existing capacities and strengths within its partner organisations.
2. Building additional capacities required for a successful IRM dialogue are preferably resourced from within PfR's own network using inter-organizational learning while being inclusive in introducing relevant new partners to the network.
3. PfR makes maximum use of local opportunities for capacity strengthening.
4. PfR regularly revisits priorities of capacity strengthening programming in light of changes in the external or internal environment and updates its plan of action accordingly.
5. PfR will emphasize learning in capacity strengthening, being open for peer review and individual and collective reflection on past performance and joint experimentation to improve the IRM dialogues.

A 6th principle was added early 2018: PfR has a demand-driven approach to capacity strengthening. It aims to strengthen capacities based on demand from country teams, partners and civil society organizations.

Operationalization

The operationalization of the capacity strengthening principles is taking shape in the following ways:

1. Responsibility to address Capacity Strengthening needs is with the country teams.

Country Teams are responsible for reflecting on their joint capacities and to indicate (f.e. in their reports) which capacity strengthening efforts need support from HQ. The majority of

capacity strengthening activities are organized and implemented in-country. CS Coordinator helps out if there is a request to do so.

2. South – South exchange and building on capacities present in the country/region.

Where possible/identifiable, implementation of capacity strengthening is supported by organizations in the country/region to ensure that the capacity strengthening fits within the cultural/social/geographical context. For example, in Uganda, CARE has an advocacy advisor who is involved in advocacy capacity strengthening for civil society organisations (PfR partners and others) as well as media, starting in March 2018.

When there is a request for HQ support, further information on the exact need is gathered, e.g. through a needs assessment. For example, this was done for a request from PfR Horn of Africa countries, all individually seeking to develop an IRM Advocacy training manual. From the assessment it became clear that the needs were quite similar and that it would make sense to make the development of this manual into a regional process, which would at the same time create the opportunity for country teams to learn from each other. In the same spirit, the facilitators selected for this workshop were from RC/ICHA in Kenya, an organization already involved in PfR. Another example is the approach to the 2018 Country Leads week, where PfR Alliance country leads were ‘in the lead’ to share experiences, discussed and advised each other.

However, at times expertise and support from HQ is required as there is an advantage in receiving support from someone who is familiar with PfR as a program including the IRM approach and the dialogue trajectories, which can make the support more aligned with the needs of the country team.

3. Capacity Strengthening as a creative process.

This point is strongly linked to the purpose of capacity strengthening (for CSOs to do advocacy) and how we see ‘learning’ within PfR. When we have strongly in our minds that the purpose of capacity strengthening is for CSOs to do advocacy, we understand that we cannot just train a bunch of CSOs on the technical aspects of IRM, if we are not clear about how we are going to include these CSOs in our advocacy work. There has to be a reason these particular CSOs were selected (e.g. they are already successful DRR advocates and we’d like them to take a broader perspective) and how we will involve them in the advocacy work for the trajectories.

Secondly, we should consider Capacity Strengthening as a long term process, in which a training or a workshop is just one activity among others. However, if not followed up upon well the impact of trainings and workshops is often limited if there is no immediate opportunity for trainees to apply their new knowledge & skills. So again, a strategy of engagement with the participants beyond “the workshop” is crucial. We need to be creative about ways to strengthen capacity. This is again related to our vision on ‘learning’. Capacity strengthening can take many shapes and forms, including ‘learning by doing’, mentoring, (adapted) serious games, research or studies, documentation of milestones, deliberate interest in understanding processes and systems of government and business, etc. Within PfR more and more creative tools for learning are being developed.

Challenges

One of the main challenges of capacity strengthening is that the capacity of certain people within an organization is strengthened, but this **capacity is not spread or mainstreamed in the organization**, for

example in the organization's overall strategy or advocacy agenda. Change in project staff is a major challenge. Staff turnover hampers our CS goals when institutions do not mainstream IRM. Civil society organizations often see PfR as a donor and the funding received is perceived as funding to implement a certain project for a certain amount of time and not as an opportunity to strengthen their organization as a whole. PfR organizations are on the one hand struggling to address this challenge with partners at the country level, at the same time this challenge also presents itself internally.

One of the dilemmas of **demand-driven capacity strengthening** is that it cannot be expected that a country team asks for knowledge/skills that it is unaware of. In order to address this, at the start of PfR SP, we made an overview of key skills, capacities and attitudes required for lobby and advocacy work: the **Dialogue Capacity Framework**. Country teams can assess themselves and the capacities of partner CSOs against this list and determine their needs and priorities accordingly.

In some cases PfR partners also actively promote new tools and insights from HQ level to PfR Country Teams, for example, important research on when to (not) plant mangroves for ecosystem restoration and DRR. Another way in which we cope with this challenge is to do proactive needs assessment for specific capacities across the Alliance. At the moment, we are developing a 'Negotiations Skills' needs assessment, to share with all country teams, based on the positive feedback received from one of the Alliance Country Leads (Mali) who participated in such a training. Depending on the outcome of this needs assessment we will design a tailored capacity building track.

We strongly support exchanges between countries in relation to capacity strengthening; for example in the case of the support provided by PfR HQ to the Philippines in working with the PME framework for capacity strengthening. This experience was shared by the Philippines country lead during the country leads week, and this inspired others to ask for similar support. For the Uganda team, it is one of the reasons to earmark the Philippines for cross learning in the country exchanges.

Another challenge is that while the Dialogue Capacity Framework allows country teams to identify capacity needs, and provides guiding notes, there is no manual or hands-on curriculum on how to strengthen the capacity needs that are identified. A more in-depth assessment of needs is necessary to address the priority categories. **Country teams have to develop their own materials for capacity strengthening** and this can be challenging. However, it is also an opportunity as these materials can be shared across countries and also be used by CSOs beyond 2020.

Capacity Strengthening Goals 2020

During Q2 2018, Country Leads gathered information from the Country Teams regarding their longer term capacity strengthening goals in relation to their work on IRM. These country level goals for 2020 were developed in the annexed template.

In particular Country Leads were asked to reflect on the current level of capacity of the civil society organizations involved in the program and to take a long term perspective, thinking about the ambitions of these organizations beyond 2020. The idea behind this question is that civil society capacity strengthening should contribute to the sustainable impact of PfR, beyond PfR's direct sphere of influence and beyond the time line of the current program.

The types of organizations country teams collaborate with for sustainable impact are:

1. PfR partners in-country – integrate IRM within our organisational strategies and approaches. For example, in Haiti, one of the strategies is to strengthen the capacities of the volunteers of the Red Cross branches beyond disaster response activities to advocate for disaster risk

reduction and IRM.

2. In-country CSO partner organizations – these are contracted organizations who have been selected based on their track record, thematic focus, and expertise. For example, it could be an advocacy organization that is already involved in advocating for disaster risk reduction and the aim is to integrate IRM in their way of working (mainstreaming) so that IRM becomes part of their regular advocacy agenda.
3. National NGOs (non-contracted) and platforms. For example, in Guatemala the national level DRR platform organization, which brings together a number of NGOs working at national and sub-national level, has been targeted as a ‘vehicle’ for IRM. The same goes for the national Network on Climate Change in Mali :PfR Mali collaborates with them so that they become IRM advocates.
4. Grassroots community structures and organizations (contracted and non-contracted). For example, in Uganda, CBOs and community structures are strengthening their capacity to integrate risk management in their work (e.g. regulating access to wetlands with guidance of an agreed by-law) and to influence planning and budgeting of district local government to take advantage of the planning cycle which warrants bottom-up planning. Similar strategies are taking place in India, Indonesia and the Philippines. In Mali, PfR collaborates with community level (fisherman/farmer) unions and supports them in forming coalitions and taking a broader IRM perspective beyond their direct interests.

The main expected impact of civil society capacity strengthening for 2020 and beyond is, according to the country teams:

1. Continuous advocacy for IRM. Depending on the level of work of the organization and the existing advocacy agenda.
2. Support and advise on the implementation of IRM by government and the private sector.
3. Integration of IRM within the strategy of the organization in terms of program implementation.
4. Leverage financing for IRM. For example, in India, PfR dialogues with State government and has leveraged much finance from development programs to implement local level IRM activities.
5. Fundraising. In Indonesia, a local PfR partner uses the IRM approach to raise funds for new projects. This concerns a project for implementation of IRM on the ground. In Uganda, the PfR team used IRM approaches to develop a ECO DRR project and CARE used the IRM approach to develop a DANIDA funded programme, Strengthening Resilience (which includes a long-term and humanitarian perspective).
6. Anchoring science-based knowledge on IRM in PfR organizations, their partners and other organizations, such as universities leading to continuous knowledge development, evidence for IRM, and capacity strengthening of IRM with other organizations.

Summary of Country Level Goals for 2020 (and beyond)

Full versions of the Country Level CS 2020 Goals are available in the [dropbox](#).¹

	Organizations:	To do what:	Main capacities:
Guatemala	National network, University, Women's network.	<ol style="list-style-type: none"> 1. Continue to advocate for IRM independently. 2. Spreading knowledge on IRM to other organizations. 3. Continue to integrate gender into IRM approaches 	<ol style="list-style-type: none"> 1. Resources to implement. 2. Leadership & decision making. 3. External communication. 4. Ability to relate. 5. Capacity to negotiate.
Haiti	Haiti Red Cross, branches, youth.	<ol style="list-style-type: none"> 1. Continue to advocate for IRM. 2. Hold government /private sector accountable to implement IRM. 3. Actively participate in the implementation of local EWS. 	<ol style="list-style-type: none"> 1. Learning & Adaptive capacity. 2. Resources to implement. 3. Leadership & decision making. 4. Knowledge & Information. 5. Capacity to facilitate. 6. Capacity to negotiate.
Mali	Unions, Coalitions, Red Cross Volunteers, national level NGOs.	<ol style="list-style-type: none"> 1. To be credible representatives of the interests of the people. 2. To advocate for IRM. 	<ol style="list-style-type: none"> 1. Resources to implement. 2. Internal governance. 3. Knowledge & Information. 4. Prevention of/conflict management. 5. Capacity to negotiate.
Uganda	National and district level CSOs.	<ol style="list-style-type: none"> 1. Continue to advocate for IRM independently. 2. Monitor implementation of IRM measures. 3. Hold government/private sector accountable to implement IRM. 4. Advocate for timely access, use and feedback on EWS. 5. Advocate for gender transformative approaches in IRM related issues. 6. Capacitate new partners and/or strategic partners in IRM. 	<ol style="list-style-type: none"> 1. Resources to implement. 2. Knowledge and Information. 3. Leadership and decision making. 4. External communication. 5. Capacity to Facilitate. 6. Capacity to negotiate.

¹ <https://tinyurl.com/ycgk7vl8>

Kenya	National and local level CSOs.	<ol style="list-style-type: none"> 1. Continue to advocate for IRM. 2. Monitor implementation of IRM by govt and private sector. 	<ol style="list-style-type: none"> 1. Knowledge and skills for External communication. 2. Capacity to negotiate with private sector. 3. Learning and adaptive capacity.
Ethiopia	Regional (East Africa level) NGO, national level NGO, Ethiopia Red Cross Society.	<ol style="list-style-type: none"> 1. Continue to advocate for IRM. 2. Continue to document IRM practices and produce evidence for IRM advocacy. 	<ol style="list-style-type: none"> 1. Knowledge & Information. 2. External relations. 3. Capacity to Relate. 4. Capacity to Facilitate. 5. Capacity to Negotiate.
South Sudan	National level NGOs.	<ol style="list-style-type: none"> 1. Continue to raise awareness on and implement resilience measures. 2. Continue to influence local investment and practices related to IRM. 3. Continue generating evidence for learning, lobby and advocacy efforts on IRM. 4. Continue to advocate for IRM independently. 	<ol style="list-style-type: none"> 1. Resources to implement. 2. Knowledge and Information. 3. Learning and adaptive capacity. 4. Leadership and decision making. 5. Collaboration. 6. Capacity to Mobilize. 7. External communication. 8. Ability to relate 9. Capacity to facilitate. 10. Capacity to negotiate.
Indonesia	Indonesia Red Cross, Network/Platform, national level NGO, Gender Working Group.	<ol style="list-style-type: none"> 1. Continue to advocate for FBF. 2. Continue to advocate independently for IRM at local and national levels. 3. Continue to advocate for IRM investment at regional/local level. 4. Monitor implementation of IRM measures and hold government/private sector accountable to implement IRM. 	<ol style="list-style-type: none"> 1. Knowledge & Information (policy analysis and processes, IRM, gender) 2. Capacity to relate. 3. Capacity to negotiate. 4. Capacity to facilitate. 5. Inclusion of marginalized groups.
India	National and local CSOs.	<ol style="list-style-type: none"> 1. Continue to advocate for IRM. 2. Implement programmes in IRM way of working. 3. Monitor implementation of IRM by govt. 	<ol style="list-style-type: none"> 1. Resources to implement. 2. Knowledge and information (IRM and components, policy analysis) 3. External Communication. 4. Capacity to relate.
Philippines (very wide variety of orgs, see	Philippines RC, PFR Alliance members, national CSOs, academic organization, platform,	<ol style="list-style-type: none"> 1. Include IRM in their systems and structures 2. Operationalization of IRM 	All DCF categories are mentioned. Specifications:

dropbox for details)	network, local CSOs, community orgs.	<ol style="list-style-type: none"> 3. Continued investment for IRM 4. Capacity to influence to others (next level up or surrounding communities) 5. Have ownership of tools and policies and resource mobilization for IRM through joint learning in 2018-2020 6. Advocate to others (government, non-gov actors) for policies and application of the above. 7. To advocate for IRM and to mainstream the concept within the their auxiliary role in the government (RC). 	<ol style="list-style-type: none"> 1. Data management and best practice documentation (for advocacy) 2. Strengthening capacity to engage in local governance (localization alignment) 3. best practice based on joint learning and modeling 4. Lobby and advocacy, humanitarian diplomacy and legal affairs. 5. Mainstreaming of lobby and advocacy capacities at chapter level and the support of the local chapters in understanding how to apply IRM in the programs , and within the framework of the Auxiliary role of the Red Cross.
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Measuring progress towards these goals

Each country team reflects on the improvements and further needs on 'capacity' of civil society organizations every 6 months at the bi-annual reporting. The organizations that are targeted in the country level 2020 capacity strengthening goals occur in the Dialogue Capacity Framework, as do the capacities that need to be strengthened. The template used is presented in annex. The categories indicated for capacity strengthening will need to be addressed in both planning and reporting with progress towards the highest level of capacity (5 or dark green) for those organizations and categories indicated. These should also be part of the capacity strengthening planning. Reflection and reporting is done at country level. The capacity strengthening coordinator will look into the quality of the reporting and planning as well as offer support in the reporting and planning process (remotely and in-country where needed).

Capacity strengthening in PfR 2018-2020

Some business as usual

In 2019 and 2020 continued attention for the capacity strengthening of civil society beyond PfR will be necessary to ensure sufficient focus on the link between capacity strengthening and the dialogue trajectories. As well as continuous progress towards the 2020 goals and the sustainable impact of PfR beyond 2020.

Capacity strengthening opportunities across the Alliance (both in-country and between countries) will require coordination and stimulation.

The PfR tools developed in 2017/2018 will need to be piloted and rolled out in PfR in 2018/2019/2020. Tapping into (existing) CSO networks beyond PfR, including GNDRR, for which EU DEVCO provides new opportunities.

In addition:

The results of the exchange visits and reporting round in July/August/September 2018 should provide clear feedback as to the state of affairs of capacity strengthening as well as guidance on the direction and focus capacity strengthening should have in 2019 and 2020.

In 2019 an exit and/or follow up strategy and sustainable results of PfR 2 needs to be developed. In fact, since the Guatemala program may end before that time they have started to think through and implement such a strategy already this year. Capacity strengthening of civil society is an important component not only for the duration of PfR as a program but also for the sustainability of its results. Ensuring that civil society organizations in the PfR program countries have the capacities to advocate for IRM will support the sustainability of results that were achieved in the dialogue domain: civil society can monitor the implementation of policies and enforcement of legislation that were influenced under PfR 2 and can continue to advocate for their implementation. Results achieved in the policy domain will be much more sustainable if the policy makers who have made these changes are held accountable by civil society. At the same time, mainstreaming the IRM vision and strategy within civil society organizations will ensure the strong push the IRM approach is demanding, and offers an opportunity to civil society organizations to fundraise for projects based on their acquired expertise. Since it is not clear what the next phase beyond PfR SP will look like it should be an important focus of the exit and follow up strategy of PfR SP to anchor the work in other civil society organizations. Creating internal synergies at organizational level with existing and new programmes can also fuel sustainability of IRM practices.

Annex Template PfR Capacity Strengthening Goals 2020

PfR Capacity Strengthening Goals 2020					
Name of CSO (This should be CSOs that the Country Team thinks can achieve impact beyond the scope of PfR – beyond 2020)		Partner 1	Partner 2	Partner 3	Partner 4
Brief description of each CSO:	1. Which theme(s) they work on.				
	2. Type of CSO (e.g. network, technical, service provider.)				
	3. Level(s) of work (e.g. national, district, local)				
Role of the CSO in your Theory of Change	What are/can this CSO contribute to the Theory of Change				
	To which trajectory/ies is this CSO contributing?				
What should this CSO be able to do by the end of 2020. (Outcome level (beyond control of PfR) E.g. Continue to advocate for IRM independently, monitor implementation of IRM measures, hold government/private sector accountable to implement IRM.)					
What steps are needed to achieve this?	1. Which capacities need to be strengthened (from Dialogue Capacity Framework).				
	2. What are the intermediate steps (milestones) and timeline (2018, 2019, 2020) to strengthen these capacities? (These 2 points are not set in stone and can change if your ToC changes in the future)				

Template with colouring example

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Annex The role of the advocacy capacity strengthening coordinator

From the (revised) ToR:

- To further develop and carry out the PfR IRM dialogue capacity strengthening strategy;
- To lead the monitoring and overall reporting on PfR's first strategic objective on capacity strengthening of CSOs for engaging in IRM dialogues (according to the country level CS 2020 goals);
- To be a broker between capacity strengthening needs at local/national/regional levels and available experts and resources within the Partners' international networks;
- To ensure the quality and coherence of dialogue capacity strengthening activities within PfR;
- To be a resource person on capacity strengthening for IRM dialogues for the PfR network.

Operationalization of principles and ToR:

1) Mixed level (global/country)

- a) There are a few processes that address needs shared by most or all country teams. The Capacity Strengthening Coordinator leads these processes, but is including input/feedback from the country leads, country teams or capacity strengthening reference group, as appropriate, to ensure that practical application & usability are taken as a starting point.
- b) Promote the understanding of the connection between capacity strengthening and dialogues and capacity strengthening of civil society as a key strategy for sustainable results of PfR2, across the Alliance (SG – PWG – CTNL - Global Positions - Country teams).
- c) PME. Ensure that tools + support for bi-annual PME on capacity strengthening are available and user friendly. Ensure that progress towards capacity strengthening goals is planned, monitored and reported and support country teams for strategic progress towards these goals.
- d) PfR Library. Collaboration with KM&L focal point to make resources in the library easily accessible by e.g. creating a tool that advises tools/docs based on a set of questions answered by the user.
- e) IRM Tool development and roll out. Development and roll out of IRM specific tools, for inclusion in trainings, meetings etc. E.g. IRM Law and Policy Analysis tool and guidance to facilitate its use, IRM & gender exercise, IRM Advocacy Training Manual.
- f) Representation of PfR in meetings related to capacity strengthening (Partos, MoFA, etc.)

2) Country level

- a) Review country plans and reports together with country leads.
- b) Support to CTs to plan the bi-annual PME workshop related to CS and follow up on CS goals and plans to support linkages between CS and the trajectories and provide support to any CS needs that cannot be directly addressed at country level. Ensure progress towards country level 2020 CS goals.
- c) Support and connect based on CS requests
- d) Provide support to find appropriate tools, training, exchange, etc. to CS requests from country teams.
- e) Facilitate exchange between country teams where appropriate, link up with experts in-country/from the region/from PfR organizations where needed. Stimulate country teams to tap into existing CSO networks at national and regional level for expertise sharing.

Additional suggestions from country teams:

- Support development of training manuals for PfR teams, based on capacity needs.

- Develop a database to monitor progress on capacity development for IRM and train country teams on use and management of the database.
- Supervise capacity strengthening focal point person in charge of coordinating capacity strengthening and monitoring in each country team.
- Document case stories on capacity strengthening at PfR Country Team level and CSO level.

A specification of the points mentioned above:

- Support country teams in planning, implementation and reporting in accordance with the overall PfR SP capacity strengthening goals.
- Continued support to IRM Advocacy Manual development for Horn of Africa, national verification workshops, ToTs and roll out and facilitate sharing with other country teams.
- Support the country exchanges to ensure focus on learning from capacity strengthening work and involving broader civil society as well as sustainable results of PfR beyond 2020 (in accordance with country level CS 2020 goals).
- Facilitate learning/exchange on tools in Capacity Strengthening Reference Group.
- Participate in the PfR & gender/marginalized groups discussion with MoFA + support operationalization within PfR.
- Tool development (together with country team members): E.g. IRM Policy Checklist including guidance on how to facilitate its use, IRM Programming Checklist, IRM & Gender tools. Plus support for testing and use.
- Negotiation Skills Trainings Assessment for all PfR country and follow up/support for implementation.
- Support alignment of strategies on KM&L, CS and HD. Work with Humanitarian Diplomacy Coordinator and Global Policy Group to strengthen international – national link in PfR and promote learning on global changing trends and agendas of donors in relation to IRM. Work with Knowledge Management Coordinator on the connecting areas of Capacity Strengthening and KM&L, including a 'Mix&Match' menu to make online tools in the PfR library easier to access.
- Stimulate country leads/teams, based on their PME workshop preps/reports to focus more on capacity strengthening of civil society organizations beyond PfR with a view of involving them in the work on the advocacy trajectories.
- Follow development of new programs, complementary to PfR SP (f.e. EU DevCo 'upscaling Eco-DRR') to ensure of capacity strengthening/involving broader civil society is included