

DRAFT - Capacity Strengthening Curriculum mapping

Overall Objective

Enable CBOs/RLOs to transition from emerging organizations with basic structures into compliant, accountable and results-oriented organizations capable of independently managing medium-scale grants, implementing quality protection and solutions programming, participating meaningfully in coordination systems, and mentoring smaller community actors.

Based on the overall goal of the project, selected organizations are no longer learning how to exist (organizations with maturity level of tier 1 are not part of the project). Selected organizations will be learning how to become reliable, compliant, result-oriented implementing partners. The curriculum should therefore focus on institutionalization of systems, application through real grants, and demonstrated organizational growth.

The capacities and readiness assessment tool based on the key 6 project pillars, identified six organizational growth domains:

1. Data & Evidence
2. Legal Recognition, Vision & Organizational Positioning
3. Organizational Capacity & Systems
4. Financial Management & Funding Readiness
5. Project Design, Management & Resource Mobilization
6. Leadership & Participation

In addition to these six domains, there is one cross-cutting stream:

7. Protection, Humanitarian Principles & PSEA

This curriculum would have strong alignment with UNHCR's Capacity & Readiness Assessment Tool because every assessment domain would directly correspond to a learning pathway, practical outputs, and measurable organizational growth milestones.

Learning Philosophy

The curriculum should not be organized around traditional trainings. It should be organized around: **Learn → Apply → Coach → Demonstrate**. Every module should produce a concrete organizational product. No module should end with only knowledge acquisition.

Learning Architecture

Rather than delivering these as standalone trainings, the modules will be organized into four progressive learning phases:

Institutional growth objective	Tier	Modules	Outcome	Graduation Criteria (not full list)
Phase 1: Strengthening the foundation of the CBO	Tier 2	1, 2, 3	Organization becomes a safe, legitimate and structured organization	<ul style="list-style-type: none"> • Clear mission, vision and sector focus • Functional governance structure • Legal registration and bank account • Code of conduct and PSEA commitments
Phase 2 Strengthening the organizational Systems of the CBO	Tier 2 (1 st year)	4, 5, 6, 7	Organization has improved systems to manage human resources, funds and assets and the organization has system for data protection	<ul style="list-style-type: none"> • Basic HR management system • Financial records and reporting system • Ability to manage a grant independently • UNHCR partnership agreement compliant • Data protection
Phase 3: Strengthening Programme Delivery capacities of the CBO	Strong tier 2 (2 nd year) / Tier 3	8, 9, 10, 11, 12, 13, 14	Organization can assess the needs, design, implement, report quality projects and organization can communicate the impact	<ul style="list-style-type: none"> • Quality project proposal and workplan • Monitoring and reporting system
Phase 4: Strengthening leadership, influence & Sustainability of the CBO	Tier 4	15, 16, 17	Organization becomes sustainable and influential	<ul style="list-style-type: none"> • Participation in coordination forums • Sustainability and resource mobilization plan

PHASE 1: BUILDING A SAFE, LEGITIMATE AND STRUCTURED ORGANIZATION

MODULE 1: Organizational Identity, Vision and Strategic Positioning

Why this module?

One of the most common weaknesses among emerging CBOs is that they pursue funding opportunities rather than a clear organizational mission. Many also are not legally registered.

Learning Outcomes

By the end of the module, organizations can:

- Clearly articulate why they exist
- Define who they serve
- Define their comparative advantage
- Identify 2–3 strategic intervention sectors
- Develop a simple organizational positioning statement
- Understand the procedures to be legally registered at local and national level.

Outputs

- Mission statement
 - Vision statement
 - Statutes
 - Internal regulations
 - Legal compliance requirement
 - Organization profile: strategic priorities and organizational positioning
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MODULE 2: Governance and Institutional Accountability

Why?

Organizations need functioning governance and institutional accountability systems.

Learning Outcomes

Participants can:

- Differentiate governance from management
- Clarify roles and responsibilities
- Conduct meetings properly
- Document decisions
- Manage conflicts of interest

- Set up internal accountability
- Understand what ethical leadership is and how to apply (Delegation of authority, Conflict of interest, Complaints handling, Anti-fraud measures)

Outputs

- Organizational chart
 - Governance structure
 - Board/Executive Committee ToR
 - Meeting minutes template
 - Conflict of interest declaration
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MODULE 3: Humanitarian Principles and PSEA

Why?

Organizations working with forcibly displaced populations require minimum protection competencies to be compliant and reduce risks of serious violations.

Learning Outcomes

Participants can:

- Explain fraud prevention and apply it
- Apply humanitarian principles
- Recognize safeguarding risks
- Apply PSEA standards
- Refer cases appropriately
- Recognize complaint and feedback mechanisms

Outputs

- Code of conduct
 - PSEA commitment
 - Referral pathway map
 - Complaint and Feedback mechanisms
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PHASE 2: BUILDING ORGANIZATIONAL SYSTEMS

MODULE 4: Human Resources and Volunteer Management

Why?

Most organizations fail because they rely on informal staffing arrangements.

Learning Outcomes

Participants can:

- Define roles clearly
- Recruit fairly
- Supervise volunteers and staff
- Conduct performance discussions
- Manage disciplinary issues appropriately
- Develop basic capacity development plans
- Manage Conflict

Outputs

- HR structure/ HR policy
 - Job descriptions
 - Volunteer management framework
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MODULE 5: Financial Management Fundamentals

This is probably the most critical module.

Learning Outcomes

Participants have a foundational understanding of the following procedures:

- Budgeting
- Cash management
- Bank reconciliation
- Cost allocation
- Financial reporting
- Documentation requirements

Outputs

- Cashbook

- Budget template
 - Financial procedures
 - Financial report template
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MODULE 6: Procurement, Assets and Logistics

Topics

Participants have a basic understanding of the following procedures:

- Procurement planning
- Competitive quotations
- Supplier selection
- Asset management
- Stock management

Outputs

- Procurement tracker
- Asset register
- Supplier database

Module 7: Data Protection

Topics

- Information systems
- Cybersecurity
- Data protection
- Archiving requirements

Outputs

- Data protection procedure
- Filing system
- Simple Beneficiary Excel template

PHASE 3: DELIVERING QUALITY PROGRAMMES

MODULE 8: Community Assessment and Evidence-Based Programming

Learning Outcomes

Organizations can:

- Conduct needs assessments
- Conduct community assessment/ mapping
- Obtain consent and Protect personal information
- Use data for decisions and prioritization
- Track programme results

Outputs

- Data collection tool
 - Simple Beneficiary Excel template
 - Consent form
 - Simple tracker of programme results (introducing indicators)
 - Simple community assessment report
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MODULE 9: Project Design and Results-Based Management

Learning Outcomes

Organizations can:

- Develop projects
- Write concept notes
- Develop logframes
- Prepare workplans

Outputs

- Concept note
 - Project proposal
 - Logframe
 - Workplan
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MODULE 10: Project Implementation and Adaptive Management

Why?

Many organizations can write projects but struggle to implement them.

Learning Outcomes

Participants can:

- Manage project teams
- Monitor progress
- Manage risks
- Adapt implementation
- Grant compliance
- Activity implementation
- Beneficiary management
- Documentation

Outputs

- Project implementation plan
 - Risk register
 - Monitoring plan
 - Grant compliance tracker
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MODULE 11: Monitoring, Evaluation, and Reporting

Learning Outcomes

Participants can:

- Develop indicators
- Conduct monitoring visits
- Collect monitoring data
- Analyze results
- Draft progress report

Outputs

- MEL framework
 - Indicator matrix
 - Narrative report
 - Lessons learned report
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Module 12: Verifications and Audits

Why?

Audits are not punishments. They are normal accountability mechanisms to strengthen the organization.

Learning Outcomes

- Progress reporting
 - Verification exercises
 - Internal Control Assessments
 - Audit simulation
 - Partner responsibilities during audits
 - Cooperation requirements
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Module 13: Understanding a UNHCR Partnership

Why?

Prepare organizations to successfully implement a UNHCR-funded project while complying with partnership requirements, financial rules, reporting obligations, protection standards, and accountability expectations.

Learning Outcomes

By the end of the module participants will be able to:

- Explain how a UNHCR partnership works
- Understand their responsibilities under a Project Workplan
- Manage UNHCR funds appropriately
- Understand financial reporting and documentation requirements
- Manage procurement and assets correctly
- Prevent fraud, corruption and misconduct
- Prepare for monitoring, verification and audits
- Avoid common partnership compliance issues

Outputs:

- Real Project Workplans
- Sample budgets
- Sample receipts
- Sample procurement files
- Audit simulations

- Role plays
 - Compliance games
 - Practical checklists
 - requirements
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MODULE 14: Storytelling, Visibility and Communication of Impact

Why?

This directly supports sustainability and future fundraising.

Learning Outcomes

Organizations can:

- Capture stories of change
- Obtain informed consent
- Produce impact stories
- Communicate results ethically
- Visibility standards
- Photography ethics
- Story collection
- Social media
- Donor communication

Outputs

- Story of change
 - Case study
 - Communication plan
 - Visibility package
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PHASE 4: BUILDING A SUSTAINABLE ORGANIZATION

MODULE 15: Leadership, Advocacy and Participation

Learning Outcomes

Participants can:

- Represent communities effectively
- Participate in coordination forums, civil society networks, etc.
- Develop advocacy messages
- Engage decision makers
- Leadership skills

Outputs

- Stakeholder map
 - Advocacy message
 - Forum engagement plan
 - Leadership skills
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MODULE 16: Sustainability and Resource Mobilization

Learning Outcomes

- **Sustainability**
 - Plan post-grant sustainability
 - Cost recovery
 - Organizational resilience
- **Partnerships**
 - UN partnerships
 - NGO partnerships
 - Government engagement
 - Build partnerships
- **Fundraising**
 - Donor mapping
 - Proposal pipelines
 - Reduce dependency on a single donor
 - Develop funding strategies

Outputs

- Sustainability plan/ strategy
- Donor mapping

- Resource mobilization plan
 - End-of-grant transition plan
 - Partnership strategy
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MODULE 17: Mentoring, Coaching and Facilitation for Organizational Growth

Enable advanced CBOs/RLOs to effectively mentor, coach and facilitate learning processes for emerging organizations while promoting peer learning, localization and organizational growth.

Learning Outcomes

By the end of the module participants will be able to:

- Understand how adults learn
- Facilitate learning sessions (Facilitation Techniques)
- Provide constructive coaching and mentoring
- Conduct peer learning activities
- Monitor and document mentee progress
- Build trust-based mentoring relationships