



TAMKEEN

**West Bank and Gaza Civil Society and Democracy
Strengthening Project**

Palestinian Training Best Practices Committee: Initial Planning Workshop Final Report

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Palestinian Training Best Practices Committee: Initial Planning Workshop

A. Introduction

This report summarizes the findings of an initial, three-day workshop to create the Palestinian Training Best Practices committee. The USAID-funded Civil Society and Democracy Strengthening project (Tamkeen) initiated and is supporting this effort by providing one expatriate and two local consultants to facilitate the workshops. This is part of Tamkeen's larger effort to improve the quality of training provided by Palestinian civil society organizations (CSOs).

This report represents the views of the committee as summarized by expatriate consultant Elizabeth Boustagui. The purpose of Ms. Boustagui's assignment (July 16 to 26, 2003) and the workshop was twofold:

- Assist with establishing a Palestinian Committee for Training Best Practices, consisting of leading service providers in the local context, to champion training standards and promote quality, performance-based, and results-oriented training among Palestinian civil society organizations (CSOs)
- Achieve consensus with regard to future training capacity building programs for Palestinian CSOs that engage in training activities.

The report starts with a brief rationale for establishing a committee to promote training best practices in Palestine. It proceeds to describe the procedure for selecting committee members, and the final list of members. The report then presents a summary of the proceedings of a planning workshop conducted to determine the strategic context of the committee, identify its niche in local capacity building, and establish key capacity building initiatives and programs that need to be undertaken. The report ends with lessons learned from this initial stage with the committee, recommendations for future work in this area, and agreed-upon next steps to support the implementation of the committee work plan.

B. Rationale for Establishing the Training Best Practices Committee

The Palestinian Training Best Practices Committee constitutes a major step towards establishing a sustainable mechanism in the local context to build the capacity of CSOs in the areas of planning, designing, and implementing effective training. Such a local body would assume the responsibility of establishing and sustaining training standards to ensure the quality of the complete training cycle. By doing so, the committee would ensure that training activities conducted by service providers and CSOs alike succeed in addressing the needs of target audiences in the local community, and in providing a means for raising performance levels in different priority sectors. In addition, the committee would offer a point of reference for quality training services, as well as a forum for sharing training expertise and disseminating viable training models and practices.

C. Selection of Committee Members

Selection criteria and associated means of verification were developed to guide the selection of committee members. A copy of these criteria is provided in Appendix A. The selection process resulted in the following list of committee members:

Member Institution	Representative	Comments
Bethlehem University	Dr. Hind Salman	
Al Quds Open University	Mr. Ihsan Mustafa	
Bisan Center for Research and Development	Mr. Izzat Abdul-Hadi	
Islamic University of Gaza	Dr. Jamal Al-Zibdah Mr. Saber Ashour	Participated via video conference
Hebron University	Dr. Maher Al-Jabari	Was unable to attend the committee planning workshop due to closures
An-Najah University	Dr. Nabil Al Dmaid	Was unable to attend the committee planning workshop due to closures
	Dr. Suleiman Khalil	Attended in lieu of Dr. Nabil Al Dmaid
Ma'an Center for Development	Mr. Sami Khader	
Birzeit University, Center for Continuing Education	Mr. Walid Nammour	Was unable to attend due to conflicting travel commitments; nominated Mr. Izzat Abdul Hadi from Bisan to vote for him on issues discussed during the workshop
Panorama	Mr. Walid Salem	

The above committee members are a balanced and geographically representative mix of leading civil society organizations and local universities that play a key role in planning, designing, and implementing training activities. Member institutions and individuals brought to the discussion a wealth of training expertise and knowledge of capacity building needs in the local context.

D. Proceedings of the Committee Planning Workshop

The planning workshop for the Training Best Practices Committee took place in Ramallah in the period from June 22 to 24. The schedule is presented in Appendix B. It is worth noting that the workshop scheduled for Gaza could not be implemented due to Israeli restrictions on travel by expatriate and Palestinian personnel. Committee members from Gaza participated in the workshop via video conferencing.

The workshop was facilitated by the external training consultant for Tamkeen, in addition to one Palestinian consultant in Ramallah and one in Gaza. Sessions remained on track and resulted in fruitful and well-managed discussions of the key focus areas in the workshop schedule.

The workshop resulted in a series of significant outputs, summarized below.

D1. Establishing a Strategic Framework for the Training Best Practices Committee

This strategic framework identified the committee's mission, vision, core values, and strategic objectives (presented in Appendix C). The wording of these outputs is a literal translation of the Arabic wording agreed to by committee members. These strategic elements need to be re-phrased in the committee's project document in order to better capture in English the depth and significance of the concepts expressed in the Arabic version.

D2. Identifying Key Committee Responsibilities

Committee members agreed to assume the following responsibilities:

- Reviewing local and international models of training best practices and standards
- Supervising the process of developing and updating suitable context-specific training standards
- Promoting cooperation, coordination, and networking among stakeholders interested in and working with training
- Approving, adopting, and standardizing training approaches, models, and instruments utilized for the different stages of the training cycle
- Reviewing and approving training capacity building programs targeting individual training professionals as well as institutions
- Monitoring post-training application of all stages of the training cycle on the part of CSOs according to established indicators for measuring the achievement of expected results from the training capacity building program
- Managing and coordinating the working relationship of the committee with all training stakeholders at local, regional, and international levels
- Promoting Palestinian training standards and encouraging CSOs and institutions that offer training services to adopt them
- Securing necessary resources to fulfill the committee's mission and achieve its vision
- Establishing administrative and financial systems for the committee to maintain transparency
- Establishing criteria for committee membership and affiliation
- Reviewing, periodically, the committee's mission, vision, and related objectives

The above list of responsibilities formed the basis for developing the final Terms of Reference for the Training Best Practices Committee. In addition, it was captured in the draft Memorandum of Understanding between Tamkeen and the committee. Drafts of these documents are included in Appendix D.

D3. Developing a Committee Work Plan

Committee members and facilitators worked together to develop a work plan for the Training Best Practices Committee for the period from July 2003 to July 2004. The plan was designed to operationalize the first three strategic objectives identified as priorities by committee members. A copy of the final, integrated work plan is presented in Appendix E.

D4. Identifying Steps to Establish Context-Specific Training Standards

Committee members discussed the following steps for establishing Palestinian training standards:

- Pool and review existing training models and standards in the local and international context
- Customize the standards to suit the Palestinian training context (possibly using workshops and focus groups)
- Develop a staged implementation plan for promoting and applying Palestinian training standards
- Disseminate and promote training standards to ensure sustainability, using the following mechanisms:
 - Implement a CSO training capacity building program
 - Design and launch a committee website
 - Publish and disseminate a booklet on Palestinian training standards
 - Conduct presentations and workshops, as necessary

The steps listed above are captured in the committee work plan in Appendix E.

In addition, committee members agreed to the following points:

- Standards will be directly related to verifiable performance
- Standards will derive from the Training Best Practices Model
- Training programs will constitute one component of a comprehensive capacity building program
- There is a need to build capacity for overall training cycle management

D5. Brainstorming Committee-Specific Capacity Building Needs to Establish Viable Work Systems

Committee members highlighted the following points as priorities for building the capacity of the committee's institutional members, thus putting them in a better position to build the capacity of the wider sector of CSOs in the local context:

- Develop a training information system
- Develop a program monitoring and evaluation system
- Develop a committee resource bank
- Develop a committee website
- Issue a professional training magazine
- Establish a forum for transfer of expertise and exchange of success stories among trainers and training specialists
- Create a mechanism for information exchange and sharing of expertise with regional and international training bodies
- Obtain membership in international training databases
- Institutionalize training units in committee member institutions

It was pointed out that systems building would require that the committee secure funding and necessary resources from various funding agencies, as well as exchanging available resources and expertise among member institutions.

D6. Establishing the Design Parameters of a Multi-Component Training Capacity Building Program

The committee reviewed the needs of CSOs identified through previous introductory Training Best Practices workshops, focus group meetings, and roundtable discussions, as well as their own experiences in the training area. On this basis, they considered various options for designing an effective training capacity building program for CSOs, with these options ranging from one multi-week training program covering best practices for the complete training cycle, to various combinations of sequential training modules, each focusing on different stages of the training best practices model. At the end of the discussion, the committee agreed that the most viable option was the four-module design presented in Appendix F. The four modules would be offered to the service providers forming the committee, building their expertise in order for them to be able to replicate the training with the larger CSO community. It was agreed that the committee would review and approve the final design of the training modules prior to implementation, thus ensuring their suitability to Palestinian needs and priorities.

It was also suggested that the training modules implemented with member service providers should be advanced and highly specialized. The consultant, however, has reservations as to how advanced these module should be. The point of training the service providers participating in the committee is to prepare them for replicating the training with the larger CSO community. They therefore need to be exposed to methods for implementing simple yet effective training best practices that are workable within the restrictions of the local context while at the same time producing the desired results. Making the initial service provider training too advanced could

potentially diminish this practical approach. In addition, the modules would require substantial adaptation when they are transferred to the committee for replication in order for them to suit the more limited training expertise observed in the larger CSO community. This could prove a lengthy and costly process that would delay the replication of the training capacity building program with CSOs.

A further suggestion was to recruit a number of consultants with specialized expertise in the various stages of the training best practices model. This would greatly enrich the training capacity building program, provided that consultants who have the requisite expertise and can deliver training in Arabic can be identified. If this proves to be an obstacle, then there are a number of options that can be considered. Expert consultants can be recruited during the design stage, and teamed with consultants who know Arabic. In addition, one consultant could be assigned the role of ensuring the continuity and logical development of the program across its various modules. Another option would be to have such expert consultants review the modules that are designed by the current consultants in order to ensure viability.

D7. Identifying a Technical Working Group

Committee members agreed that they would like the current Tamkeen external and local consultants to form the core members of a Technical Working Group that would be assigned the responsibility of managing the technical and programmatic aspects of the capacity building program. This core group would be expanded at a later stage by adding training specialists nominated by committee members.

E. Lessons Learned and Associated Recommendations

One key point observed during the workshop was that committee members were anxious to discuss, up front, ways in which Tamkeen could support the committee's work and participate in building the capacity of member institutions. It was generally agreed, however, that the Training Best Practices Committee should be sustainable beyond Tamkeen, and that it should consider a wide variety of options for funding and cost sharing by interested donors and stakeholders.

A further observation was that some committee members were still a bit skeptical as to when they would see actual capacity building work on the ground. It is therefore recommended that the momentum and enthusiasm built during the three-day planning workshop be maintained through a fast pace of next steps and activities to operationalize the committee's work plan.

One point that became clear through the inability of some committee members to attend the initial planning workshop is that strategies and contingency plans need to be developed in order to ensure the geographic representation of this whole initiative.

F. Next Steps

It was agreed that the following next steps would be undertaken in order to initiate the implementation of the committee's work plan:

- Develop a detailed project document to formalize the committee. This project document would constitute the basis for the establishment of the requisite

systems and implementation of the tasks required for the committee to fulfill its mandate. It would also enable the committee to announce its existence and function to stakeholders and funding agencies in order to secure the necessary resources for it to implement its targeted initiatives. In addition, the committee project document would create a framework for member institutions to identify areas in which they could share expertise.

- Develop Palestinian training standards to drive the nature and quality of training programs designed and implemented by service providers and CSOs.
- Conduct a review workshop for the committee to finalize its project document as well as fine-tune and approve the list of Palestinian training standards.

APPENDIX A

Selection Criteria to Establish the Training Best Practices Committee

Institutional Selection

Selection Parameters

Number of institutions to be represented on committee	10
Geographic representation	Gaza – Ramallah (West Bank Central) – Bethlehem (West Bank South) – Nablus (West Bank North)
Institutional identity	Training/service providers, academic institutions/universities, key CSOs

Numbers per geographic location/type of institution to be determined by Tamkeen staff to ensure maximum representation of current institutional distribution and ratio.

Selection Criteria

Required

Criterion
<ul style="list-style-type: none">At least 3 years experience in providing training in Palestine
<ul style="list-style-type: none">Demonstrated experience in offering training of trainers, training management and related programs
<ul style="list-style-type: none">Readiness to allocate at least one full time employee as training specialist for the institution
<ul style="list-style-type: none">Readiness to sign a Memorandum of Understanding with Tamkeen indicating long-term commitment to the TBP program and post-program sustainability
<ul style="list-style-type: none">Adequate capability to support training best practices and provide for full participation

Preferred

Criterion
<ul style="list-style-type: none">Previous participation in introductory training best practices workshops
<ul style="list-style-type: none">Application of some components of training best practices model after the initial introductory workshop
<ul style="list-style-type: none">Track record of effective training practices
<ul style="list-style-type: none">Use of a known pool of trainers with adequate repeat assignments (i.e. long-term relationship with trainers)

Individual Selection Criteria

Required

Criterion
• Authority and decision making
• Commitment to training best practices
• Demonstrated experience with training
• Excellent and positive leadership and interpersonal skills

Preferred

Criterion
• Attendance of introductory training best practices workshops and/or follow-on activities or focus groups

APPENDIX B

Daily Schedule of the Committee Planning Workshop

DAY	TIMEFRAME	AREAS OF FOCUS
Sunday, June 22	12:30 to 2:30 p.m.	<ul style="list-style-type: none">• Tamkeen-hosted luncheon with Mr. Jim Kunder, Assistant Deputy Administrator, USAID Washington; Mr. Larry Garber, Head of USAID Mission, West Bank and Gaza; and Tamkeen Senior Management at Grand Park Hotel
	2:30 to 4:30 p.m.	<ul style="list-style-type: none">• Introduction and workshop overview• Initial brainstorming: defining committee identity, mission, vision, and objectives
Monday, June 23	9:00 to 11:00 a.m.	<ul style="list-style-type: none">• Committee mandate, roles, and responsibilities
	11:00 to 11:30 a.m.	<ul style="list-style-type: none">• Coffee break
	11:30 a.m. to 1:30 p.m.	<ul style="list-style-type: none">• Planning the upcoming training capacity building program: overall structure and stages
	1:30 to 2:30 p.m.	<ul style="list-style-type: none">• Lunch break
	2:30 to 4:30 p.m.	<ul style="list-style-type: none">• Brainstorming content and coverage per component of the training capacity building program
Tuesday, June 24	9:00 to 11:30 a.m.	<ul style="list-style-type: none">• Developing a draft committee work plan• Workshop wrap-up• Documentation: committee terms of reference, memorandum of understanding, and final work plan• Next steps
	11:30 a.m. to 12:00 noon	<ul style="list-style-type: none">• Coffee break

APPENDIX C

Workshop Outputs — Strategic Framework for the Training Best Practices Committee

Committee Mission

A committee representing a group of Palestinian Civil Society Organizations that specialize in providing training services, working to develop and standardize training quality in civil society organizations by establishing professional, agreed-upon standards for the different stages of the training cycle in light of the Training Best Practices Model, with a view to positively impacting the performance and effectiveness of the target audiences of training programs.

Vision

An independent association that constitutes a central reference point for training and that works to enhance training quality at both local and regional levels by:

- Nationalize standards and models for the training cycle
- Ensuring training quality and congruence with the training needs of target audiences
- Building the capacity of organizations that work fully or partially in the training field
- Classifying and accrediting organizations that work fully or partially in the training field
- Disseminating training information, knowledge, experiences, expertise, and best practices
- Making available specialized training service on a demand-driven basis

Core Values

- Full participation of all stakeholders in the training process
- Objectivity
- Commitment to the committee's mission and vision
- Distinction, initiative, and leadership
- Professionalism
- Transparency and accountability
- Team work
- Accuracy, consistency, and sustainability of work quality
- Respect of the needs and priorities of target audiences
- Synergy and coordination

Strategic Objectives

- Develop and nationalize training criteria and standards (1)
- Develop the training capacity of trainers and professionals/specialists working in the field of training (2)
- Build the training capacity of organizations that provide training services (2)
- Enhance the performance and capacity of civil society organizations through targeted capacity building programs (3)
- Establish systems and mechanisms for coordination, cooperation, networking, and transfer of expertise among institutional members of the Training Best Practices Committee and between the committee and other regional and international training associations (4)
- Develop a mechanism for disseminating information and success stories related to training (4)
- Establish specifications for training quality (5)
- Develop and implement a system for monitoring training quality (5)
- Establish a system for accrediting training professionals and organizations (6)

Note: The numbers between brackets above indicate levels of priority agreed to by the committee members.

APPENDIX D

Draft Memorandum of Understanding

This draft Memorandum of Understanding (MOU) is agreed to by the following partners:

- The Palestinian Training Best Practices Committee, an independent body representing Palestinian CSOs that specialize in offering quality training services, set up to champion training best practices, promote training standards, ensure training quality and achievement of results, and enhance return on investment in local training activities as seen in demonstrable increases in the capacity of target audiences; and
- The Tamkeen Project in the West Bank and Gaza, a technical assistance project in the field of democracy and governance funded by the United States Agency for International Development (USAID) and implemented by Chemonics International Inc. and its subcontractors.

The MOU delineates the responsibilities of each of the above partners, as outlined below, and constitutes a statement of commitment to these responsibilities by each of the partners.

The Palestinian Training Best Practices Committee:

The Committee agrees to uphold training best practices and further training capacity building initiatives in the West Bank and Gaza by:

- Fulfilling the Committee's responsibilities as set out in the Palestinian Training Best Practices Committee Terms of Reference (see below);
- Sharing training-specific and capacity building resources and expertise among the Committee's institutional members with a view to strengthening the Committee's pooled capacity with regard to training and capacity building;
- Undertaking and completing tasks set out in the Committee's work plan (see Appendix E) per the timeframes outlined therein;
- Developing the Committee's operational systems and procedures within agreed timeframes;
- Reviewing and approving programmatic and other relevant documents within agreed timeframes;
- Nominating training professionals and releasing them from work responsibilities to enable them to take part in training capacity building programs, as necessary;

- Nominating training professionals to participate in the Committee's Technical Working Group and undertake technical and/or programmatic tasks related to training and capacity building;
- Holding regular Committee meetings to further the Committee's work and facilitate decision-making;
- Attending scheduled events that are directly related to the Committee's work and mandate, as necessary; and
- Documenting the Committee's work and planned activities through systematic reporting, per the Committee's Terms of Reference, and disseminating reports to partners and stakeholders.
- Hosting meetings of the committee and providing other resources as needed.

The Tamkeen Project in the West Bank and Gaza:

Tamkeen agrees to support training best practices and further training capacity building initiatives in the West Bank and Gaza by:

- Assisting with developing the strategic framework and project plan for the Training Best Practices Committee per the timeframes set out in the Committee's work plan;
- Assisting with promoting the Committee's work in the area of standardizing training best practices and building local training capacity to other stakeholders and potential donors;
- Hiring local and international consultants, as necessary, to assist with the Committee's technical work, as set out in the Committee's work plan;
- Providing a liaison to act as the Secretary of the Committee, to provide necessary coordination and to act as point of contact;
- Assisting with the development of Palestinian training standards and best practice guidelines per the timeframes set out in the Committee's workplan;
- Overseeing the development and implementation of initial training capacity building programs to operationalize the training best practices model at the level of Committee institutional members;
- Transferring training capacity building programs, with complete training and follow-on packages, to the Committee's institutional members for wide-scale replication in the larger Palestinian CSO community; and
- Reviewing capacity building proposals submitted by the Committee, within agreed timeframes, to decide on the feasibility of funding and/or support vis-à-vis Tamkeen's project mandate.

By signing this MOU, the parties named above indicate their understanding of and commitment to their responsibilities with regard to this undertaking.

Signatures:

For the Palestinian Training Best Practices Committee

Acting Training Best Practices Committee Chairman

Date: _____

For Tamkeen

Chief of Party

Date: _____

**Palestinian Training Best Practices Committee
Draft Terms of Reference**

Background

In the period from 2001 to 2003, the Tamkeen Project in the West Bank and Gaza initiated various activities to establish training best practices among local civil society organizations (CSOs), with a view to shifting the local training paradigm to demand-driven, performance-based and results oriented training. A set of preliminary training guidelines was established to encourage CSOs to adopt a viable training model, and a series of training workshops was implemented in various locations around the West Bank and Gaza to familiarize CSOs with the training best practices model. Workshop implementation was transferred to a leading Palestinian training provider to ensure sustainability.

These initial steps triggered notable interest among leading CSOs and service providers in the Palestinian context. This positive response resulted in the formulation of the Palestinian Training Best Practices Committee, an independent body representing Palestinian CSOs that specialize in offering quality training services. This body was set up to champion the training best practices model, promote training standards, ensure

training quality and achievement of results, and enhance return on investment in local training activities as seen in demonstrable increases in the capacity of target audiences.

Composition of the Training Best Practices Committee

The Palestinian Training Best Practices Committee currently consists of leading representatives of the following local institutions (arranged in alphabetical order):

- Al Quds Open University
- An-Najah University
- Bethlehem University
- Birzeit University, Center for Continuing Education
- Bisan Center for Research and Development
- Hebron University
- Islamic University of Gaza
- Ma'an Center for Development
- Panorama

Committee membership is open to review and modification pending the approval of the current core committee members.

Committee Responsibilities:

The Palestinian Training Best Practices Committee will play an instrumental role in setting policies for training in the local context. It will primarily be responsible for the following:

- Reviewing local and international models for training best practices and standards;
- Supervising the process of developing and updating suitable context-specific training standards;
- Promoting cooperation, coordination and networking among stakeholders interested in and working with training;
- Approving, adopting and standardizing training approaches, models and instruments utilized for the different stages of the training cycle;
- Reviewing and approving the design and development of training capacity building programs targeting individual training professionals as well as institutions;
- Participating in the implementation of training capacity building programs to enhance training expertise in the Palestinian CSO community;
- Monitoring post-training application of all stages of the training cycle on the part of CSOs according to established indicators for measuring the achievement of expected results from training capacity building programs;

- Managing and coordinating the working relationship of the committee with all training stakeholders at local, regional and international levels;
- Promoting Palestinian training standards and encouraging CSOs and institutions that offer training services to adopt them;
- Securing necessary resources to fulfill the committee's mission and achieve its vision;
- Establishing administrative and financial systems for the committee to maintain transparency;
- Establishing criteria for committee membership and affiliation; and
- Periodically reviewing the committee's mission, vision and related objectives.

In undertaking its technical responsibilities, the Training Best Practices Committee will work closely with a Technical sub-committee or working group consisting of local and international consultants. This technical working group may expand to include training professionals affiliated with the committee member institutions.

Documenting the Committee's Work

The committee will be responsible for documenting its systems and work products. Documentation will include but not be limited to the following:

- Compiling operational manuals for the committee's administrative, financial and training/capacity building systems and procedures;
- Issuing a Guide to Palestinian Training Standards and Best Practices, and overseeing its dissemination;
- Maintaining minutes of all committee meetings and proceedings of all key and public events; and
- Developing quarterly and annual reports capturing committee achievements and planned activities.

As the committee's work progresses, documentation, and information dissemination will expand to include such possible media as training journals; a committee website; and published training references, resources, and programs.

APPENDIX E

Committee Work Plan (July 2003 to July 2004)

Task	Roles and Responsibilities *				Due Date for Completion of Overall Task
	Training Best Practices Committee Members	Tamkeen	External Consultant	Palestinian Consultants	
1. Formalizing committee work					
• Develop committee project document	✓	✓ (Facilitate and fund)	✓	✓	August 15, 2003
• Establish internal committee regulatory and management frameworks	✓				August 30, 2003
• Announce the formulation of the Training Best Practices Committee and promote its work	✓				Ongoing starting August 30, 2003
2. Developing unified training criteria and standards					
• Pool training models, criteria and standards that are used locally, regionally and internationally		✓ (Facilitate and fund)	✓	✓	Through July 2003
• Develop context-specific training standards for Palestine	✓	✓ (Facilitate and fund)	✓	✓	September 20, 2003
• Finalize Palestinian training standards	✓	✓ (Facilitate and fund)			June 30, 2004

* It should be noted that the roles of Tamkeen, external consultants, and Palestinian consultants are proposed by the committee. Tamkeen's actual commitment will be determined in negotiations with committee members during each stage of project implementation.

Task	Roles and Responsibilities*				Due Date for Completion of Overall Task
	Training Best Practices Committee Members	Tamkeen	External Consultant	Palestinian Consultants	
<ul style="list-style-type: none"> Develop staged implementation plan for promoting the application of training standards 	✓	✓ (Facilitate and fund)			June 30, 2004
<ul style="list-style-type: none"> Disseminate and promote training standards 	✓	✓ Facilitate and fund for selected components)			Ongoing from June 30, 2004
3. Participating in training capacity building program for service providers					
<ul style="list-style-type: none"> List the needs of service providers and develop a plan to address those needs 	✓	✓ (Facilitate and fund)		✓ (Coordinate and assist)	October 31, 2003
<ul style="list-style-type: none"> Design and implement a training capacity building program to develop a cadre of training specialists and trainers 					
<ul style="list-style-type: none"> Develop component 1: training needs assessment and training planning 	✓ (Approve)	✓ (Facilitate and fund)	✓ (Possibly with international experts)	✓	September 30, 2003
<ul style="list-style-type: none"> Implement component 1 (including follow-on activities) 	✓ (Nominate participants)	✓ (Facilitate and fund)	✓ (Possibly with international experts)	✓	Implement Component 1: October 2003 Follow-on activities: November-December 2003

Task	Roles and Responsibilities*				Due Date for Completion of Overall Task
	Training Best Practices Committee Members	Tamkeen	External Consultant	Palestinian Consultants	
o Develop component 2: training program design and materials development	✓ (Approve)	✓ (Facilitate and fund)	✓	✓	December 31, 2003
o Implement component 2 (including follow-on activities)	✓ (Nominate participants)	✓ (Facilitate and fund)	✓	✓	Implement Component 2: January 2004 Follow-on activities: February 2004
o Develop component 3: training of master trainers	✓ (Approve)	✓ (Facilitate and fund)	✓	✓	February 28, 2004
o Implement component 3 (including follow-on activities)	✓ (Nominate participants)	✓ (Facilitate and fund)	✓ (Possibly with international experts)	✓	Implement Component 3: March 2004 Follow-on activities: April 2004
o Develop component 4: training monitoring, evaluation and quality assurance	✓ (Approve)	✓ (Facilitate and fund)	✓ (Possibly with international experts)	✓	April 30, 2004
o Implement component 4 (including follow-on activities)	✓ (Nominate participants)	✓ (Facilitate and fund)	✓ (Possibly with international experts)	✓	Implement Component 2: May 2004 Follow-on activities: June 2004

Task	Roles and Responsibilities*				Due Date for Completion of Overall Task
	Training Best Practices Committee Members	Tamkeen	External Consultant	Palestinian Consultants	
4. Build the capacity of civil society organizations (CSOs) to plan and implement quality training according to established training standards					
• Develop an implementation plan to cover all target CSOs in training capacity building program	✓		✓ (Assist)	✓ (Assist)	June 2004
• Transfer training capacity building program to service providers who are members of the Training Best Practices Committee		✓			July 2004
• Develop necessary materials for program monitoring and CSO follow-on activities	✓	✓ (Facilitate and fund)	✓	✓	July 2004
• Implement component 1 of CSO training capacity building program (including follow-on activities)	✓	✓ (Facilitate and fund)		✓ (Monitor)	TBD
• Implement component 2 of CSO training capacity building program (including follow-on activities)	✓	✓ (Facilitate and fund)		✓ (Monitor)	TBD
• Implement component 3 of CSO training capacity building program (including follow-on activities)	✓	✓ (Facilitate and fund)		✓ (Monitor)	TBD
• Implement component 4 of CSO training capacity building program (including follow-on activities)	✓	✓ (Facilitate and fund)		✓ (Monitor)	TBD

Task	Roles and Responsibilities*				Due Date for Completion of Overall Task
	Training Best Practices Committee Members	Tamkeen	External Consultant	Palestinian Consultants	
• Monitor program implementation per component		✓		✓	TBD
• Develop component-specific progress reports				✓	TBD
• Develop final program report	✓			✓ (Assist)	TBD

APPENDIX F

Approved Structure of the Training Capacity Building Program

