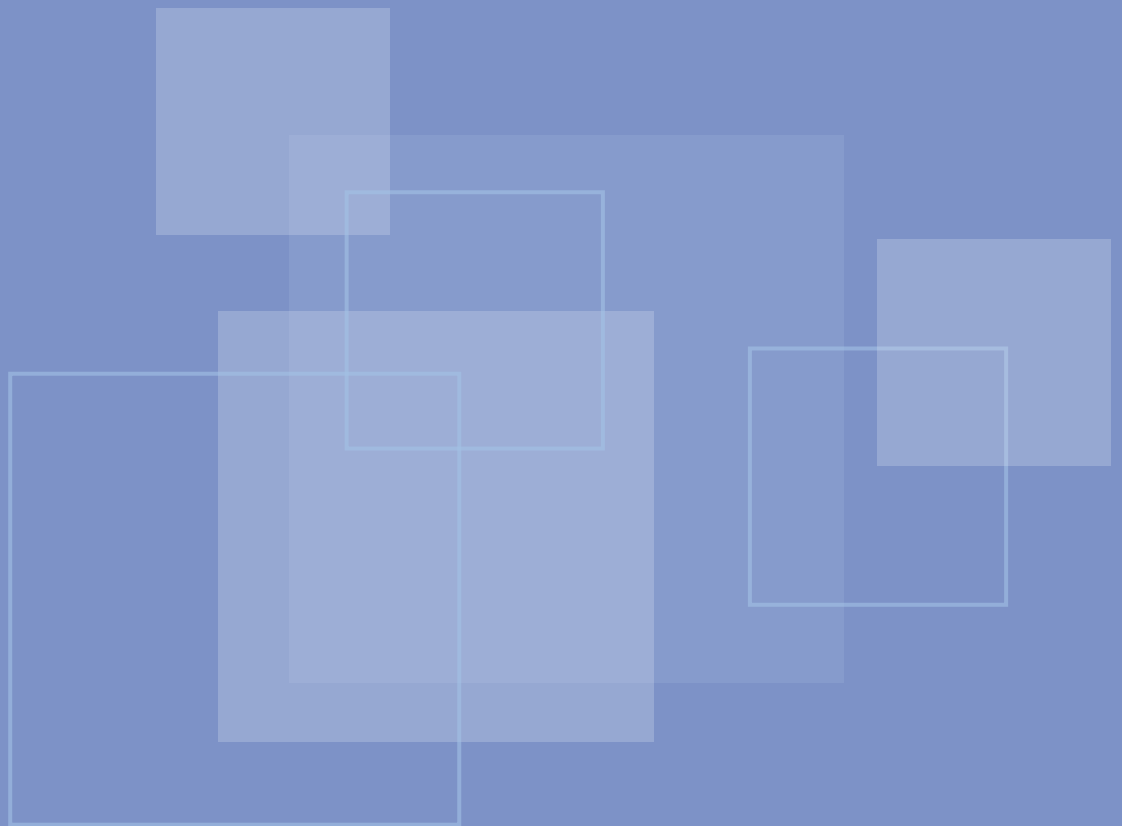


Informal Oversight Capacities in the Palestinian Security Sector: A Needs Assessment Report of Palestinian Civil Society Organisations



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Informal Oversight Capacities in the Palestinian Security Sector: A Needs Assessment Report of Five Palestinian Civil Society Organisations (CSOs)



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About DCAF

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is an international organisation dedicated to assisting states – both developed and emerging democracies – in advancing good security sector governance, within a democratic framework and in respect of the rule of law. DCAF provides in-country advisory support and practical assistance programs to states that seek to strengthen governance of their security sector. DCAF works directly with national and local governments, parliaments, civil society, international organisations and defence and security forces.

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1. Introduction

This report presents the main results from the DCAF's needs assessment of the public oversight capacities of Palestinian civil society organisations active in the field of security sector reform. It examines five civil society organisations (CSOs):

- SHAMS Human Rights and Democracy Media Center
- the Palestinian Centre for Strategic Studies and Research (PCSSR)
- WATTAN TV
- the Contemporary Centre for Studies and Policy Analysis (MEDAD)
- the Palestinian Centre for Security Sector Studies (PCSSS)

1.1 Why is CSO oversight of the security sector important?

Public involvement in democratic oversight is crucial to ensure accountability and transparency across the security sector. The engagement of civil society organizations (CSOs) in the security policy domain strongly contributes to accountability and good governance: CSOs act not only as a government 'watchdog' but also as an index of public contentment with the performance of institutions and agencies responsible for public security and related services. Actions such as monitoring government performance, policy, compliance with laws and human rights observance all contribute to this process.

In democracies, oversight by CSOs supplements formal oversight mechanisms (e.g. parliament, the judiciary and ombuds-institutions). Whilst informal oversight can act as a check on these formal mechanisms, it does not replace or substitute them. A broad range of formal and informal oversight mechanisms allows for a healthy system of checks and balances, and for greater accountability in the security sector.

1.2 Oversight by CSOs in the Palestinian security sector

CSOs play an increasing role overseeing the Palestinian security sector. Two main legal texts

define the governance structure of CSOs: *Law No. 1 of 2000 Concerning Charitable Associations and Civil Society Organisations*¹ (in particular articles 16-22), and the *Council of Ministers Decision No. 9 of 2003*² (notably article 46).

However, the security sector remains a relatively new area of activity for these groups. Many of the CSOs who are present in this sector (including a majority of those examined in this report) were founded within the last ten years.

1.3 Context for this report

The report falls within DCAF's continued cooperation with Palestinian civil society organisations to strengthen their capacity to contribute to oversight. In order for the CSOs to become more familiar with oversight mechanisms and to become more effective, professional and credible in their informal role in security sector oversight, DCAF aimed to:

- a) assess the existing capacities of the selected CSOs in public oversight in the security sector;
- b) improve the CSOs' public oversight performance through training;
- c) assist the CSOs in applying the knowledge acquired to a joint evaluation of an existing security sector project.

This report is the first step of a process aimed at enhancing the strategic thinking of the five CSOs. The ultimate goal is a long term change: DCAF hopes that through this assistance, CSOs' work will become more efficient and effective, which in turn contributes to strengthen their informal oversight role in the long-term.

¹ This is the first Palestinian law to regulate the establishment, registration and control of the work of Palestinian CSOs by the Ministry of Interior and the Ministry of National Economy. It can be consulted in Arabic here: <http://muqtafi.birzeit.edu/pg/getleg.asp?id=13431>.

² This decision established the by-laws for the 2000 Charitable Associations and Civil Society Organisations Law. Its Arabic version can be consulted on the website of PNGO: <http://pngoportal.org/rpra/arabic/article34.html>.

2. Methodology

DCAF agreed with partner CSOs to participate in this project based on them having:

- a track record of activities in security sector governance or the rule of law;
- a commitment to values of democratic governance, participation and inclusiveness;
- a wish to develop their technical capacities on M&E issues;
- a sustainable of engagement in the field of security and justice and
- no involvement in a similar project or receiving funding for a similar project.

DCAF met with each selected CSO's director to explain the project and work out a detailed cooperation agreement. This outlined the proposed activities of the cooperation, including the needs assessment, development of training curriculum, delivery of training workshops and a mentoring and coaching phase.

The first activity in the project was the needs assessment, carried out to examine participating CSOs' existing capacities and areas for improvement. DCAF collected data through a series of interviews and focus group discussions with each CSO's staff members, board of directors and a selection of stakeholders and through a self-assessment questionnaire completed by

staff members and members of the boards of directors. The external assessment gathered information about existing capacities and needs while the self-assessment focused on the CSOs' own views on their key capacities.

2.1 External assessment

DCAF, in cooperation with two international experts, conducted the external assessment involving CSOs' staff, management and stakeholders in Ramallah, Jericho and Nablus between 30 September and 10 October 2013. The assessment relied upon semi-structured interviews and focus group discussions.

DCAF conducted a total of 23 semi-structured interviews with the CSOs' staff and members of the Boards of Directors (when applicable) lasting between an hour and hour and a half per interview.

DCAF also carried out five focus group discussions (FGD) with the stakeholders of each CSO, involving a total of 32 people (see table below). The CSOs were in charge of choosing the attendees to the FGDs from among their stakeholders. The objective of the FGDs was to gather the stakeholders' views about the organisation's strengths and weaknesses and suggestions on how it could improve its capacities and become more effective.

Table 1: Participants in interviews and FGDs

	Semi-structured interviews						Focus group discussions			Grand total
	Staff			Board of Directors			Stakeholders			
	M	F	Total	M	F	Total	M	F	Total	
MEDAD	3	0	3	N/A	N/A	N/A	4	3	7	10
PCSSR	2	1	3	4	0	4	4	1	5	12
PCSSS	2	1	3	2	0	2	2	6	8	13
SHAMS	1	1	2	1	0	1	4	3	7	10
WATTAN TV	4	0	4	1	0	1	3	2	5	10
Total	12	3	15	8	0	8	17	15	32	55

M: male; F: female

The following broad questions guided both the semi-structured interviews and the focus group discussions:³

- What are the CSOs' fundamental (existing and needed) technical capacities?
- What technical capacities are necessary for successful informal oversight in the Palestinian security sector are present?
- Can the CSO perform its work in a rigorous and professional manner? What are their basic functional capacities?
- What are the general functional capacities to guarantee the organisation's sustainability? Will the CSO be able to extend the activity beyond 2014?

2.2 Self-assessment

The self-assessment was carried out using a simple questionnaire for a quick, individual appraisal by each member of the CSO, including its director. It provided the CSOs' staff with a simple tool for self-reflection on their current and desired capacities and skills.

The form was designed as a multiple-choice questionnaire. It was intended to make respondents think about relevant issues and, through this process, identify their particular vision. The questionnaire contained questions on three sets of capacities (public oversight and M&E, project management and strategic management) and the following two dimensions:

- A. Prioritisation of capacities, assessing respondents' values, beliefs, and interests.
- B. Evaluation of past experience, i.e. the assumed point of departure, to be contrasted with external assessment.

Fourteen self-assessment questionnaires were handed out to CSOs' staff and management and twelve were returned. Most questionnaires were answered right after the semi-structured interview and returned on the same day, with very few exceptions that were sent later by fax or email.

³ See Annex III and IV

3. Key findings

Following analysis of the data gathered DCAF drew several conclusions which can be summarised as follows:

- A majority of the participating organisations rely heavily on personal access to local networks and knowledge --a potential resource for growth--, but present a top-down managerial and planning style, which may slow down change.
- The CSOs show some scepticism to the advantages of introducing planning and strategic management tools.
- All the CSOs have established mechanisms for the assessment and quality control of their work. However, they lack systematic ways of collecting data and conducting further impact analysis of their work.

To reach these conclusions, DCAF's assessment examined the following five areas:

3.1 Governance structure and practices

These findings concern the role of the Board of Directors for each CSO, and the influence they have in issues such as planning project, approving budgets, and overseeing financial reporting.

- SHAMS, PCSSS and WATTAN TV have established a governance structure in form of a Board of Directors/Trustees. These CSOs have a clear administrative organisational structure.
 - Although SHAMS has a Board of Directors, all the functions of the Board of Directors (drafting and approving policies, monitoring budgets and reports, settling payments) are performed by the director, with the exception of the approval of payments.
 - The Board of Directors from PCSSS, an associated centre of Al-Istiqlal University in Jericho, drafts internal policies for the centre, monitors the implementation

of the activities and provides technical advisory to the centre's director when required.

- WATTAN TV has a strong Board of Directors which fulfils the role of developing policies for the organisation, providing programmatic guidance to the organisation and monitoring its activities and finances.
 - PCSSR has formed an Advisory Body with the main role to determine internal policies for the organisation. The Advisory Board mainly contributes to drawing policies and providing guidance in the selection of projects.
 - MEDAD has neither a Board of Directors nor an advisory body. The CSO is represented solely by its director.

3.2 Strategic planning

These findings concern whether CSOs have developed policy documents such as strategic or business plans and, if existent, whether these documents regulate the work of the CSOs.

- SHAMS, PCSSS and WATTAN TV have strategic or business plans for their organisational development. They are, however, struggling to implement them or to use them as systematic planning tools.
- MEDAD and PCSSR do not have established planning processes. MEDAD has developed a business plan for a specific project to establish a Policy Analysis Unit.

3.3 Results-based monitoring and evaluation schemes

These findings concern whether the CSOs have measurement mechanisms in place to monitor and evaluate their projects, and whether CSOs analyse and use the results of the monitoring and evaluation to inform future planning.

- WATTAN TV regularly monitors the visitors of its website and TV channel viewers.

- SHAMS monitors the news in the media about its activities and projects.
- PCSSR, PCSSS and MEDAD lack internal procedures to ensure the quality of their activities; they rely on the monitoring done by external partners or donor organisations.

3.4 Budgeting and income generation

The assessment also looked at the main financial resources of the CSOs to implement their SSR/SSG projects. It analyses whether the CSOs have established financial departments and skilled finance officers to follow up financial matters, such as financial reporting, and monitoring the implementation of financial obligations towards partner organisations and other third parties.

- PCSSR, MEDAD and PCSSS rely mainly on financial contributions from DCAF to implement their SSR projects.
 - Other sources of income to cover administrative costs of MEDAD and PCSSR come from their organisation of training activities for security forces and university students on SSR/SSG topics.
 - PCSSS covers its running costs with funding from the university and all the financial matters are centralized at the finance team from the university.
 - PCSSR has an external auditor who monitors the expenses and produces regular financial reports.
 - MEDAD does not have a financial department or officer that follows-up financial matters.
- SHAMS received financial assistance to implement its projects from various international organisations, such as the Foundation for the Future, UNDP, the National Endowment for Democracy, the Danish Representative Office and the Australian Agency for International Development. Since 2009, the financial contributions of DCAF to SHAMS have not exceeded the 25% of its total budget for SSR/SSG projects. SHAMS has a part-time financial and administrative manager who drafts project budgets, prepares financial reports, monitors the

expenses with programme coordinators and manages cash flows.

- WATTAN TV has diversified its sources of income and relies mainly on two sources:
 - advertisement and media production;
 - grants received from international organisations, such as Open Society Foundations, UNESCO, Internews and MEPI. The cooperation with DCAF on joint projects also falls under this category.
- WATTAN TV has a finance team which drafts project budgets, prepares financial reports, monitors the expenses with programme coordinators and manages cash flows.

3.5 Outreach, external relations and networking

Finally, the assessment asked whether the CSOs have written outreach policies to inform the public about their activities and achievements, and whether CSOs have strategies to enlarge their networks within and outside the community.

- All organisations possess strong and professional relationships with their target audiences (grassroots organisations, official institutions and security agencies) based on mutual trust and personal connections.

3.6 Summary of assessed needs

Following these conclusions, DCAF then developed a list of needs that the CSOs have that, if met, will help them improve their capacities to conduct informal oversight in the security sector.

Strategic planning needs:

Acquiring strategic management skills that enable CSOs to

- understand the value that donors place on strategic management skills;
- apply these skills in programming, planning, budgeting, and in the funding applications they submit to potential donors;

- develop a clear vision, and strategic plans that reflect their goals and capacities. By doing so, CSOs will be able to assess whether their activities are contributing to the achievement of their objectives;
 - improve technical skills in project formulation and planning in order to develop logical and concise projects which address the needs of society or their respective constituencies, and contribute to concrete problem solving;
 - develop organisational strategies that cater for specific needs, match stakeholders' interests, and are aligned to the CSOs' capabilities.
- increasing the size, type, reach and impact of networks;
 - make better use of relationships and networks;
 - develop an outreach strategy which communicates the CSO's activities to the public.

Results-based monitoring and evaluation needs

Developing systems and methods that allow the CSOs to:

- collect and analyse data on the relevance, effectiveness, efficiency, impact and sustainability of activities and projects;
- Define clear and measurable indicators for the expected results of these projects and activities.

Internal management and knowledge development needs

Attracting technical assistance to help CSOs

- create an archiving system for internal organisational documents, such as budgets, internal communications and project planning, in order to develop an institutional memory;
- strengthen knowledge on international standards in public oversight and on SSR and public oversight conducted in other countries.

Networking needs

Acquiring the skills that allow CSOs to:

- improve use of existing capacities in advocacy and knowledge transmission to turn them into effective tools for

4. Recommendations

Based on the above findings, DCAF has developed the following set of recommendations for CSOs, in the order in which they should be implemented:

1. Develop understanding of informal oversight in the security sector, and of its best international practices
2. Develop skills in strategic planning, and its application in programming, planning, budgeting and funding proposal
3. Further develop the project cycle management knowledge and skills of staff members in order to develop and implement effective projects related to informal oversight of security sector reform initiatives
4. Improve understanding of monitoring and evaluation principles, and how to apply them to oversight projects in the security sector
5. Increase the knowledge of local and international funding sources and their procedures that are relevant for supporting projects related to Palestinian security sector reform
6. Develop and review strategic or business plans to make them reflect the goals and capacities of the CSOs
7. Develop or amend, if applicable, fundraising plans in order to diversify and expand existing funding sources
8. Institutionalise communication channels and networks with grassroots organisations, official institutions, and security agencies by establishing an outreach strategy designed to communicate results, projects and activities
9. Further develop the function of an established Board of Directors/Trustees that contributes to transparent governing practices
10. Ensure that the Board of Directors/ Trustees strategically distributes roles and responsibilities among its members

DCAF plans to support the five CSOs involved in this assessment to implement these recommendations. It will start by cooperating with them on recommendations 1-4.

DCAF, with the support of international experts, will train 15 representatives of the five selected CSOs on best practices in public oversight of the security sector, and 10 representatives of the CSOs on strategic management, project-cycle management and M&E. These training courses should serve to enlarge the CSOs capacities on the areas identified during this report. At the end of the trainings, the CSOs will be asked to produce model evaluation reports of projects they have conducted concerning oversight in the security sector.

Annexes

- I. Self-assessment questionnaire
- II. Self-assessment results
- III. Questionnaire CSO employees
- IV. Questionnaire Board of Directors
- V. Questionnaire Stakeholders
- VI. List of respondents

Annex I Questionnaire CSO employees

Self-assessment questionnaire

This questionnaire has been developed for you to reflect on where is your organization now in terms of present capacity level, strengths, and weaknesses, on M&E, oversight of the security sector, project management and strategic management. Some questions are more subjective than others, but nevertheless it is important for you to think through and answer them truthfully, as this is a working document for your own use and it is part of your capacity development process.

Please give your answers for the question in the left column first, then the right column.

Oversight of the security sector and monitoring and evaluation (M&E)	In your opinion, how would you rate each of the activities listed as to their usefulness in supporting the goal of a better Palestinian security sector?	If your organization has ever worked on these, in your opinion, how well were the activities carried out?
	0: Not useful 1: Partially useful 2: Very useful 3: Essential ?: Don't know / unsure	n.a.: Does not apply, my CSO doesn't work on this 0: Poorly 1: Fairly well 2: Well 3: Very well ?: Don't know/unsure
Context-specific research and analysis	0 1 2 3 ?	n.a. 0 1 2 3 ?
Awareness raising, campaigns	0 1 2 3 ?	n.a. 0 1 2 3 ?
Advocacy, lobbying, policy recommendations	0 1 2 3 ?	n.a. 0 1 2 3 ?
Training of the security sector personnel	0 1 2 3 ?	n.a. 0 1 2 3 ?
Monitoring and evaluation (M&E)	0 1 2 3 ?	n.a. 0 1 2 3 ?
Budget analysis / audit	0 1 2 3 ?	n.a. 0 1 2 3 ?
Stakeholders and community dialogue and debate	0 1 2 3 ?	n.a. 0 1 2 3 ?
Studying experiences in other countries	0 1 2 3 ?	n.a. 0 1 2 3 ?
Knowledge about international standards	0 1 2 3 ?	n.a. 0 1 2 3 ?
Comments, suggestions about other relevant activities?:		Comments, examples?:

Project management

In your opinion, what is important for the success of a project?	According to you, what would be your organization's strength on these?
0: not important 1: somewhat important 2: fairly important 3: very important ?: don't know / unsure	n.a.: does not apply, my org. doesn't work on this 0: none 1: very weak 2: weak 3: good 4: strong 5: very strong ?: don't know/ unsure
Drafting a plan describing all activities in detail, and foreseeing every possible contingency	n.a. 0 1 2 3 4 5 ?
Creating a detailed budget and ensuring financial control	n.a. 0 1 2 3 4 5 ?
Consulting the community before writing a project proposal	n.a. 0 1 2 3 4 5 ?
Rethinking the project halfway through the implementation phase	n.a. 0 1 2 3 4 5 ?
A strong leadership	n.a. 0 1 2 3 4 5 ?
Sharing memos and notes, and having regular meetings of the implementing team	n.a. 0 1 2 3 4 5 ?
Flexibility for individual decision-making and unsupervised work by team members	n.a. 0 1 2 3 4 5 ?
Clear, measurable benchmarks / indicators to assess results	n.a. 0 1 2 3 4 5 ?
Sharing the results of implementation with the community and stakeholders	n.a. 0 1 2 3 4 5 ?
Comments, suggestions about other relevant aspects?:	Comments, examples?:

Long-term, strategic management

	In your opinion, how important are these for the long-term sustainability of your organization?	According to you, what would be your organization's strength on these?
	0: not important 1: somewhat important 2: fairly important 3: very important ?: don't know / unsure	n.a.: does not apply, my org. doesn't work on this 0: none 1: very weak 2: weak 3: good 4: strong 5: very strong ?: don't know / unsure
Specialization and expertise in one or two areas	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
Clearly establishing the organization's mission, vision, values, beliefs, and objectives	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
CSO members participate in the formulation of the mission, objectives, planning, budgeting, assessment...	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
Top-down decision-making mechanisms	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
Gender mainstreaming	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
Information gathering and sharing, knowledge management	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
Networking, partnership and coalition-building	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
A strong public communication strategy	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
Flexibility and adaptability to change	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
Having permanent, well-paid staff	0 1 2 3 ?	n.a. 0 1 2 3 4 5 ?
Comments, suggestions about other relevant aspects?:		Comments, examples?:

Annex II Self-assessment results

Respondents	Legend													
	CSO 1			CSO 2			CSO 3			CSO 4			CSO 5	
	1	2	3	4	5	6	7	8	9	10	11	12		
A1 In your opinion, how would you rate each of the activities listed as to their usefulness in supporting the goal of a better Palestinian security sector?													<ul style="list-style-type: none"> essential (3) very useful (2) partially useful (1) not useful (0) 	
A1.1 Context-specific research and analysis														
A1.2 Awareness raising, campaigns														
A1.3 Advocacy, lobbying, policy recommendations														
A1.4 Training of the security sector personnel														
A1.5 Monitoring and evaluation (M&E)														
A1.6 Budget analysis / audit														
A1.7 Stakeholders and community dialogue and debate														
A1.8 Studying experiences in other countries														
A1.9 Knowledge about international standards														
A2 If your organization ever worked on these, in your opinion how well were the activities carried out?													<ul style="list-style-type: none"> very well (3) fairly well (1), well (2) poorly NA not applicable, CSO does not work on this 	
A2.1 Context-specific research and analysis														
A2.2 Awareness raising, campaigns														
A2.3 Advocacy, lobbying, policy recommendations														
A2.4 Training of the security sector personnel														
A2.5 Monitoring and evaluation (M&E)														
A2.6 Budget analysis / audit														
A2.7 Stakeholders and community dialogue and debate														
A2.8 Studying experiences in other countries														
A2.9 Knowledge about international standards														
B1 What is important for the success of a project?													<ul style="list-style-type: none"> very important (3) somewhat/fairly important (1/2) not important (0) 	
B1.1 Drafting a plan describing all activities in detail, and foreseeing every possible contingency														
B1.2 Creating a detailed budget and ensuring financial control														
B1.3 Consulting the community before writing a project proposal														
B1.4 Rethinking the project halfway through the implementation phase														
B1.5 A strong leadership														
B1.6 Sharing memos and notes, and having regular meetings of the implementing team														
B1.7 Flexibility for individual decision-making and unsupervised work by team members														
B1.8 Clear, measurable benchmarks / indicators to assess results														
B1.9 Sharing the results of implementation with the community and stakeholders														
B2 If your organization relies on these, please rate your organization's strength in them?													<ul style="list-style-type: none"> good (3), strong (4), very strong (5) very weak (1), weak (2) none (0) NA not applicable, CSO does not work on this 	
B2.1 Drafting a plan describing all activities in detail, and foreseeing every possible contingency														
B2.2 Creating a detailed budget and ensuring financial control														
B2.3 Consulting the community before writing a project proposal														
B2.4 Rethinking the project halfway through the implementation phase														
B2.5 A strong leadership														
B2.6 Sharing memos and notes, and having regular meetings of the implementing team														
B2.7 Flexibility for individual decision-making and unsupervised work by team members														
B2.8 Clear, measurable benchmarks / indicators to assess results														
B2.9 Sharing the results of implementation with the community and stakeholders														

Respondents	Legend											
	CSO 1 1	CSO 1 2	CSO 1 3	CSO 2 4	CSO 2 5	CSO 3 6	CSO 3 7	CSO 4 8	CSO 4 9	CSO 5 10	CSO 5 11	CSO 5 12
C1	In your opinion, how important are these for the long-term sustainability of your organization?											
C1.1	Specialization and expertise in one or two areas											
C1.2	Clearly establishing the organization's mission, vision, values, beliefs, and objectives											
C1.3	CSO members participate in the formulation of the mission, objectives, planning, budgeting, assessment...											
C1.4	Top-down decision-making mechanisms											
C1.5	Gender mainstreaming											
C1.6	Information gathering and sharing, knowledge management											
C1.7	Networking, partnership and coalition-building											
C1.8	A strong public communication strategy											
C1.9	Flexibility and adaptability to change											
C1.10	Having permanent, well-paid staff											
C2	If your organization relies on these, please rate your organization's strength in them?											
C2.1	Specialization and expertise in one or two areas											
C2.2	Clearly establishing the organization's mission, vision, values, beliefs, and objectives											
C2.3	CSO members participate in the formulation of the mission, objectives, planning, budgeting, assessment...											
C2.4	Top-down decision-making mechanisms											
C2.5	Gender mainstreaming											
C2.6	Information gathering and sharing, knowledge management											
C2.7	Networking, partnership and coalition-building											
C2.8	A strong public communication strategy											
C2.9	Flexibility and adaptability to change											
C2.10	Having permanent, well-paid staff											

very important (3)
 somewhat/fairly important (1/2)
 not important (0)

good (3), strong (4), very strong (5)
 very weak (1), weak (2)
 none (0)
 NA not applicable, CSO does not work on this

Annex III Questionnaire CSO employees

Needs Assessment – Pilot Questions for Staff

Session date: ____ / ____ / 2013

Name of institution: _____

Names of staff members:

	Name	Position	Main Tasks
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____

Objectives:

- To identify knowledge of the staff in conceptual terminology
- To identify project implementation mechanisms among the staff
- To identify the staff's level of understanding of the organisation

Component 1: Conceptual terms

1. What do you understand by exercising public oversight in the security sector?
2. In what ways do you believe your organisation contributes to public oversight of the security sector?
3. What do you understand as the definitions of the following concepts:
 - a- security sector reform
 - b- rule of law
 - c- human rights
 - d- gender

Component 2: Planning and tools

1. Have you designed or managed projects related to the Palestinian security sector development? If yes, what activities did you perform exactly?
2. To what extent are staff involved in the planning phase of a programme and/or project? Do they contribute to any of the following: setting objectives, selecting target groups/participants for activities, developing a budget, designing activities, raising funds, others (please specify?)
3. What do you understand by monitoring and evaluation?
4. Do you know if your institution has a strategic plan, including a monitoring and evaluation plan? If so, has your institution provided you with a copy?

5. Does your institution use any of the following tools in the planning process:
 - a- SWOT analysis;
 - b- Scenario analysis;
 - c- Stakeholder analysis;
 - d- Meetings with stakeholders;
 - e- Needs assessments;
 - f- Objective tree analysis;
 - g- Problem tree analysis;
 - h- Other.

Component 3: Capacity

1. Do you have a job description for your position in the organisation?
2. Do you feel you have developed professionally since joining the organisation? Please describe how/ how not. Does your institution provide technical and topical training for its employees?
3. If so, have you benefited from such training? If yes, what training activities provided by your organisation have you participated in?
4. In which areas do you believe you should further develop your skills in order to improve your capacity for carrying out public oversight of the security sector?
 - a- Conceptual knowledge of the security sector and security sector oversight;
 - b- Strategic thinking, strategic management and strategic planning;
 - c- Managing, monitoring, reviewing and evaluating SSR programmes;
 - d- Human resource planning and management;
 - e- Financial management and budgeting;
 - f- Fundraising;
 - g- Proposal and report writing;
5. Which are the main challenges faced by your organisation in retaining staff?
6. What are the main problems you have faced while performing your duties?

Component 4: External relations

1. What are the most common activities carried out by your organisation?
 - a- Awareness and education;
 - b- Policy analysis;
 - c- Capacity building;
 - d- Legal drafting;
 - e- Media engagement.

2. In your opinion, what are the society's main needs to improve security sector governance?
3. In your opinion, does your organisation's security sector programmes address the needs of and issues faced by society?
4. How do you think your organisation could improve its work towards addressing the needs of society?

Annex IV Questionnaire Board of Directors

Needs Assessment – Pilot Questions for Boards of Directors

Session date: ____ / ____ / 2013

Name of institution: _____

Names of the institution representatives:

	Name	Position
1.	_____	_____
2.	_____	_____
3.	_____	_____

Component 1: Governance

Objectives:

- To identify and identify operational mechanisms and governance structures

	Component	Yes	No	Comments
Governance				
	Does the organisation have a board of directors or a similar independent steering body? What is the exact name of the steering body? How many members does the steering body have? Are the members of the steering body appointed? If so, by whom?			
	Does the organisation have written bylaws? Does the organisation have a membership structure? If so, do members have access to an established mechanism to present ideas to the steering body?			
	Does the board/steering body provide: <ul style="list-style-type: none"> Supervision and accountability; and Policy-making? If so, could you illustrate with an example where the board has issued a policy and where/how this policy was implemented?			
	Does the board/steering body keep up to date records? Are the records accessible to the supporters/ members/ public of the organisation?			

	Component	Yes	No	Comments
	Does the organisation have structures that allow for the participation of staff in decisions that affect the whole organisation?			

Component 2: Planning and Management

- To identify planning mechanisms and tools

	Component	Yes	No	Comments
Planning and Management				
	Does the organisation plan for their programmes and projects? Please give details			
	Are staff and any other right-holders (stakeholders and beneficiaries) involved in the planning process? And how?			
	Is the planning process informed by: <ul style="list-style-type: none"> • Previous plans; • Previous evaluations; • Public opinion; • Public needs • Needs assessments • Analysis of national situation; and/or • Donor's expectations? 			
	Does the organisation have a strategic plan? Does the strategic plan contain monitoring and evaluation mechanisms?			
	Does the organisation use any of the following tools in the planning process? <ul style="list-style-type: none"> • SWOT analysis; • Scenario analysis; • Stakeholder analysis; • Stakeholders meetings; • Objective tree analysis; • Problem tree analysis; • Other tools (please elaborate) 			
	Does the organisation develop written annual/quarterly implementation plans?			

	Component	Yes	No	Comments
	Are these plans modified on the basis of evaluation/monitoring results?			
	Does your organisation have a career development plan?			
	Does your organisation provide training for its employees?			
Information Management Systems				
	Does the organisation produce an Annual Report?			
	Does the organisation use Knowledge Management mechanisms such as documentation and procurement for registration, filing documents, and internal and external communications?			
	Does the organisation use available and relevant information and sources on how to conduct : <ul style="list-style-type: none"> • Planning; • Implementation; and • Monitoring and evaluation? 			
	Does the organisation develop monitoring and evaluation mechanisms in the planning phase of a new project?			
	What monitoring and evaluation mechanisms or tools does the organisation apply to its projects and activities?			
	In which of the following activities does the organisation use evaluation tools? <ul style="list-style-type: none"> • Workshops; • Training courses; • Conferences; • Focus groups; or • Publications. 			
	Do you have a dissemination plan for the organisation's publications?			

Component 3: Programme/Activity Implementation

Objectives:

- To identify activity implementation mechanisms
- To identify the organisation's monitoring and evaluation policy
- To identify the organisation's sustainability policy

	Component	Yes	No	Comments
Implementation				
	Does the organisation have written internal procedures, such as technical quality assurance regulations? Please give details			
	Does the organisation carry out a periodic needs assessment with its direct right-holders (stakeholders and beneficiaries)? Please describe these			
	Is gender mainstreaming a priority for the organisation? Please give details			
	Does the organisation adopt participation-based methods in the needs assessment exercise? Please describe these			
	In your opinion, what are the main concerns of society with regard to good/democratic security sector governance? Do the organisation's security sector programmes meet society's needs?			
	Does the organisation seek feedback from their public/constituency in the activity design phase?			
Monitoring and Evaluation				
	Does the organisation apply a written, established project management system? Please give details			
	Does the organisation collect information before projects/activities are implemented? If so, what kind of information does it collect?			

	Component	Yes	No	Comments
	Does the organisation set measurable objectives with a view to assess how successful activities are? Please give details			
	Does the organisation gauge the impact of implemented projects/activities using periodic monitoring and evaluation mechanisms?			
	Are staff informed of the results of monitoring and evaluation processes?			
Sustainability				
	What does the organisation do to ensure that its services are responsive to the needs of its target audience?			
	Does your organisation have problems with staff retention?			

Component 4: External Relations

Objectives:

- To identify mechanisms of building working relationships with stakeholders
- To identify policies of building working relationships with official bodies
- To identify working relations with donor agencies

	Component	Yes	No	Comments
Working Relationship with the Society and Target Audience				
	Describe the target group/target audience of your organisation's work.			
	Are there proper, feasible channels that enable the society and target audience to access the organisation and relevant services? What are these channels?			
	What are the most common activities carried out by the organisation? <ul style="list-style-type: none"> • Awareness and education; • Policy analysis; • Capacity building; • Legal drafting; or • Media activities. 			

	Component	Yes	No	Comments
	Does your organisation participate in any sort of consortium with other CSOs on topics related to the security sector? Please give details			
Working Relationship with the Government				
	Does the government cooperate with and/or respond to the organisation's activities? Please describe			
	Have you influenced in a way the government with the results of the activities? taken the results of your activities as a guide for their Does the government articulate content with these activities?			
	Is your organisation interested in involving the government in its activities?			
	Is there coordination or are there joint programmes implemented with the government? What are these?			
	Is the organisation registered with the authorities? If so, under which law/ in which legal form?			
	Does the organisation have legal operational requirements, including regulations and records?			
	Are your organisation's finances subject to an audit carried out by an independent and certified auditor?			
Relations with the Donors				
	Does your organisation have a communication strategy towards donor agencies related to the security sector?			
	Do you attend any coordination meetings/ task forces with donor agencies related to the security sector?			
	How often do you submit concept notes or project proposals related to the security sector to donor agencies?			

Annex V Questionnaire Stakeholders

Needs Assessment – Pilot Questions for Stakeholders

Session date: ____ / ____ / 2013

Name of institution: _____

Names of participants and their institutions:

	Name	Position	Institution
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____

Objectives of the meeting/workshop:

- To identify the level of knowledge of participants on the organisation's activities;
 - To identify the perceived strengths and weaknesses of the organization;
 - To identify, from the stakeholders' perspective, how the organisation could develop, improve its capacities, and become more effective .
1. Does the organisation provide proper, feasible channels that enable its target audience to access the institution and its services?
Do you believe these channels are known to the wider public?
 2. What are the most common activities carried out by the institution?
 - Awareness and education;
 - Policy analysis;
 - Capacity building;
 - Legal drafting; or
 - Media engagement.
 3. What do you understand by the term security sector reform?
 4. In your opinion, what are the needs of the society for projects/activities on questions related to democratic security sector governance?
 5. Do you think the organisation's security sector programmes meet the needs of society? Why?
 6. Are you or the institution you are affiliated to interested in the organisation's activities?
Which activities are you interested in?
 7. What in your opinion are the main strengths of the organisation?
 8. What, in your opinion, are its weaknesses?

9. How do you think the work of the organisation could be improved in terms of results and improvements? Please describe how
10. In your opinion, are the activities carried out by the organisation relevant to meeting the security sector reform needs of society?
In what way?
11. Are the activities effective in achieving their aims?
12. Do you think the organisation could improve its public image? If yes, what would you recommend?
13. Please add any comments that you believe are relevant to enhance the capacities of the organisation.

Annex VI List of respondents

CSO	Title	Category
MEDAD	Executive Director	Staff member
	Director, Policy Analysis Unit	Staff member
	Research Assistant, Policy Analysis Unit	Staff member
	Journalist, Asdaa Press	Stakeholder
	Field Coordinator, PSR	Stakeholder
	Representative of Youth Centre	Stakeholder
	Employee, Jawwal	Stakeholder
	University student	Stakeholder
	Member of the President Office, Ramallah	Stakeholder
	Parliamentarian, Palestinian Legislative Council	Stakeholder
PCSSR	Executive Director	Staff member
	Executive Assistant	Staff member
	Administrative and Financial Manager	Staff member
	Major General, General Intelligence	Stakeholder
	Major General (Ret.), National Security Forces	Stakeholder
	Political Advisor, National Security Forces	Stakeholder
	Lecturer, Abu-Dis Quds University and Al-Quds Open University	Stakeholder
	Legal Advisor, National Security Forces	Stakeholder
	Former Minister of Justice	Board of Directors
	Deputy Minister of Justice and Legal Affairs (Intelligence)	Board of Directors
	Dean, School of Law, Al Quds University	Board of Directors
SHAMS	Executive Director	Staff member
	Financial Manager	Staff member
	Head of Psychological Counselling, Ministry of Education	Stakeholder
	Director, Department of Gender	Stakeholder
	Director, Nagda Association	Stakeholder
	Director of Public Relations, Preventive Security Service	Stakeholder
	Civil Peace Adviser, Hebron Governorate	Stakeholder
	Legal Advisor, Nablus Governorate	Stakeholder
	Legal Advisor, Nablus Governorate	Stakeholder
	Consultant, Ministry of Finances	Board of Directors

CSO	Title	Category
Wattan TV	General Director	Staff member
	Executive Director	Staff member
	Director of Media Projects	Staff member
	Development and Projects Manager	Staff member
	Director, Popular Art Centre	Stakeholder
	Official media, Voice of Palestine	Stakeholder
	Projects Manager, Tawon For Resolution Institute	Stakeholder
	Director of Research Unit, Mauan Institution	Stakeholder
	Director, Freedoms Institution	Stakeholder
	Water Engineer	Board of Directors
PCSSS	Executive Director	Staff member
	Coordinator of Activities and Head of Gender Unit	Staff member
	Programs and Financial Director	Staff member
	Manager of Consulting, Legal Unit, Office of the President	Stakeholder
	1st. Lieutenant, Head of Engineering Projects, Directorate of Civil Defence	Stakeholder
	General Director, Addarb for Consultancy and Training	Stakeholder
	Director, Department of Planning, Ministry of Women's Affairs	Stakeholder
	Director of the Department of Gender, National Security	Stakeholder
	Special Operations, National Security	Stakeholder
	Department of Planning, Military Intelligence	Stakeholder
	Training Unit, General Intelligence	Stakeholder
	Director of Training and Planning, General Intelligence	Board of Directors
	Lecturer, University of Independence	Board of Directors

