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## JORDAN CIVIL SOCIETY PROGRAM

### Quarterly Program Report No. 1

5 October 2008 – 31 December 2008

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Submitted by:  
*Academy for Educational Development*  
CENTER FOR CIVIL SOCIETY & GOVERNANCE

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## I. Summary

This quarterly report covers the period of October 5, 2008-December 31, 2008, the first quarter of the four-year USAID/Jordan-funded Civil Society Program (CSP), implemented by the Academy for Educational Development (AED) under the Global Civil Society Strengthening (GCSS) Leader With Associates award.

The long-term vision of this program is to promote, in partnership with the Government of Jordan (GOJ), the development of a vibrant civil society that serves as an integral part of Jordan's political, social and economic systems. AED—working together with civil society, government, business, and media—will contribute to the strengthening and sustainability of Jordan's civil society through consultative research, small grants, training, strong public-private partnerships, and improved civil society-government communications. USAID/Jordan understands the sensitivities surrounding this program and has proven extremely supportive of AED's cautious approach to launching it.

The first quarter saw the establishment of the CSP office; engagement of staff; design of focus group research; and initial outreach to key civil society counterparts, donors and the Government of Jordan.

Activities conducted during this first quarter include:

### *Administration*

- Awarding of the grant on October 5, 2008 to AED by USAID/Jordan.
- Start-up visit mid-October by the Chief of Party to facilitate establishment of the project and manage the handover between AED's closing Education Support Program (ESP) and CSP. Official start-up of CSP on November 1, 2008.
- Staffing and recruitment of program and administrative personnel.
- Identification of office space.
- Revising the Performance Monitoring Plan in conjunction with M&E consultant Lance Lawrence.
- Kick-off meeting with USAID CTO and Contracting Officers.

### *Research*

- Contracting of the Focus Group Research Center (FGRC) of the Lebanese Center for Policy Studies
- Engagement of the organization Al Mashreq Al Jadid for Studies to conduct focus group research among ordinary citizens and NGOs.
- Brainstorming sessions with key civil society activists on focus group research.
- Design of NGO stakeholder feedback project with FGRC.

*Civil Society Support*

- Design of an “After Action Review” session and research project to assess the efforts made to reform the NGO law from 2003-2008.
- Reaching out to key civil society activists, non-governmental organizations, government entities and donors.
- Reception for CSP held by USAID for civil society representatives.

*Improving Enabling Environment*

- Exploring cooperation with H.E. Hala Lattouf, the current Minister of Social Development to work in the areas of automating the NGO registration system, strategic communications and key issues related to implementation of the new NGO law.
- Launching a communications needs assessment of the Ministry of Social Development by strategic communications consultants Nebojsa Radic and Nermeen Obeidat.
- Exploring possible cooperation with the International Center for Not-for-Profit Law and the Arab Center for Non-Profit Law for technical assistance on the Fund for Societies and related legal issues.
- Introduction by USAID to the Higher Council for Persons with Disabilities due to possible funding from USAID for work with the Council.

*Media and Civil Society*

- Participating in the regional Arab Rule of Law conference and assist in the conceptualization of a video clip on youth views towards civil society in the MENA region.
- Organization of a documentary film workshop in conjunction with the Royal Film Commission as well as recruitment, interviewing and selection of filmmakers.

**II. Start-up**

Upon signature of the award in October, CSP’s Chief of Party began working remotely from Lebanon and relocated officially to Amman on November 1st, with the majority of team members joining in mid-November. Some activities took place in October, including the development of a transition plan to coordinate the close-out of AED’s Education Support Program (ESP) with the start-up of CSP, and a visit by the COP from October 7-17<sup>th</sup>.

Once CSP was legally incorporated into the AED company registration in Jordan, CSP was able to hire staff, set up its bank account and operate within the framework of the US-Jordan bilateral agreement. In addition, commercial office space has been secured for the long-term residence of CSP starting in mid-January.

CSP Jordan staff currently includes (in alphabetical order):

1. Frances Abouzeid, Chief of Party
2. Amani Al Khatib, Finance & Grants Manager
3. Bashar Baghdadi, Program Coordinator

4. Hiba Dajani, Team Leader for Capacity Development
5. Ali Ensour, Driver
6. Sawsan Gharaibeh, Senior Legal Advisor
7. Randa Marji, Office Administrator
8. Randa Naffa, Team Leader for Advocacy & Outreach
9. Reem Omar, Program Assistant
10. Bara Zeidan, ICT Advisor

In addition, two international consultants supported AED's work during this quarter: Nebojsa Radic on strategic communications and Lance Lawrence on monitoring and evaluation. See section III for a summary of Mr. Radic's work. Mr. Lawrence's work focused on revising the Performance Monitoring Plan (PMP) in conjunction with CSP team members. See Appendix A for an updated draft of the PMP.

In the next quarter, CSP will hire program officers to manage the advocacy component and the capacity development component, as well as a legal assistant to support the legal pillar.

### **III. Achieving Program Objectives**

#### **Launch Phase: Obtain Stakeholder Buy-in and Assess the Sector**

In November and December, CSP team leaders began to meet key civil society stakeholders in an effort to define our focus group research and programmatic plans. Meetings were held with the directors of the Jordanian Women's Union, Partners Jordan, Community Centers Association, Al Urdun Al Jadid Center, and the Center for Strategic Studies, among others. In addition, key activists and NGO leaders from ZENID, Jordan River Foundation, MIZAN, Sisterhood is Global, Community Development Centers and others were included in brainstorming sessions related to the focus group research described below.

##### *i. Focus Groups*

AED engaged the Focus Group Research Center (FGRC) of the Lebanese Center for Policy Studies to work with the Jordan-based not-for-profit research organization Al Mashreq Al Jadid (AMAJ) to conduct qualitative research on the status of civil society in Jordan. During the first week in December, FGRC's Director Zeina El Helou and Executive Assistant Pamela Cortbawi visited Jordan to participate in conducting a needs assessment of AMAJ, evaluating their existing management and research structures and developing a plan of action for capacity-building support. AMAJ and FGRC participated in AED program staff strategy sessions, as well as external interviews and consultations in order to set research priorities. Together they defined the research design and presented it to AED and USAID for discussion and revision.

The key objectives of the research are as follows:

- Understand the perceptions, expectations and understanding of Jordanians about civil society.

- Understand the citizens' opinions on the performance of civil society through the evaluation of its impact on their lives.
- Understand the motivations that push citizens to participate and engage in civil society and the levels of interaction between them.
- Understand how CSOs define priority for interventions.
- Understand the obstacles and opportunities (financial, legal, social) that influence the work of CSOs.
- Assess and measure levels and forms of cooperation among CSOs, as well as between CSOs and government, private sector, and media.
- Understand the criteria that CSOs use to classify themselves.
- Understand factors that would encourage CSOs to undertake advocacy and lobbying efforts.

The initial design includes a total of 18 focus groups: nine with citizens not working in the CSO sector ("ordinary citizens") and nine with employees of civil society organizations. The breakdown of the ordinary citizen groups ensures representation across gender, rural/urban areas, and age. The profile of the CSO groups tests USAID's classification of NGO Tiers; it also takes into account the number of years a person has been employed in an NGO as well as whether the NGO is advocacy or development driven.

Ordinary Citizens Focus Groups - 9 Total			
<b>North</b>	Mixed Gender Rural 18-25 Years Age	Male Urban 26-40 Years Age	Female Rural 40+ Years Age
<b>Middle</b>	Mixed Gender Urban 18-25 Years Age	Male Urban 40+	Female Urban 26-40 Years Age
<b>South</b>	South Gender Urban 18-25 Years Age	Male Rural 40+ Years Age	Female Rural 26-40 Years Age

CSO Focus Groups - 9 Total			
<b>USAID Tier 1</b>	Amman + vicinity 2-8 Years Exp Advocacy Mission CSO	Amman + vicinity 9-15 Years Exp Development Mission CSO	Amman + vicinity 16+ Years Exp Mixed Mission CSO
<b>USAID Tier 2</b>	North 2-8 Years Exp Mixed Mission CSO	Amman + vicinity 16+ Years Exp Mixed Mission CSO	
<b>USAID Tier 3</b>		Amman + vicinity 9-15 Years Exp Advocacy Mission CSO	South 2-8 Years Exp Advocacy Mission CSO
<b>USAID Tier 4</b>	North 2-8 Years Exp Development Mission CSO		South 9-15 Years Exp Development Mission CSO

During the latter half of December, AED worked with AMAJ to refine the proposal, focus group design, recruitment strategy, and budget in preparation for the awarding of a fixed obligation grant to implement the research. It is anticipated that the grant will be awarded in January with the project to be completed by mid-March 2009.

### ***Challenges and Opportunities***

AED involved FGRC in the development of the AMAJ proposal, budget and contract; but AMAJ resisted direct engagement despite a previous verbal commitment to AED that such technical assistance for the center was welcomed. Originally AED envisioned that FGRC would play a more direct role in providing technical assistance (such as developing new management systems within the organization), but after its initial assessment visit all parties agreed that an indirect approach would prove more effective. This will be done by having FGRC shadow and mentor AMAJ throughout the focus group research process and working with them to finalize the research analysis and reports.

### ***Next Quarter***

The external interviews with key NGO representatives during the phase of designing the focus groups raised the idea of building the capacities of NGOs to conduct their own research among their beneficiaries. Most NGOs have simple monitoring and evaluation tools in place (i.e. questionnaires after a workshop) but few have directly engaged their beneficiaries in providing direct feedback on services received, and even fewer have utilized such feedback in the design of future programming.

Therefore, parallel to the AMAJ focus group work to take place next quarter, AED hopes to launch the “NGO Stakeholder Feedback Project,” whereby it will engage graduate-level research students from the University of Jordan to pair up with NGOs to conduct stakeholder feedback sessions. AED envisions facilitating hands-on training and mentoring from FGRC on how to conduct such a study and observation of the sessions that the NGOs and researchers conduct. The findings of these sessions would then be presented in a workshop with AMAJ, where results of both sets of research would be presented and discussed. This initiative would serve two purposes: to build the capacity of NGOs to conduct and utilize research in their programming strategies, as well as to engage young researchers in the work of civil society.

#### *ii. Survey on Donor Coordination and Grantee Performance (November 2008-January 2009)*

With the arrival on December 1<sup>st</sup> of Hiba Dajani, AED’s Team Leader for the Civil Society Strengthening component (and who led previous donor coordination initiatives for the UN Resident Coordinator’s office), AED began its initial outreach to donors. However, due to the holidays (Eid, Christmas, and New Year’s) many donors postponed until January. Discussions held so far with the European Commission and Mercy Corps proved very promising: there appeared to be plenty of room for coordination, especially on the NGO law with the European Commission and on capacity building with Mercy Corps.

### ***Next Quarter***

CSP will continue its outreach to international and local donors, introducing its mission and projected activities as well as conducting its survey of donor initiatives. This will lead to the design of a coordination mechanism for civil society programming.

**Result One: Civil society actively engaged as a key player in the overall reform process***i. Milestone 1.1: Civic Action Mobilized*

This component includes three main areas of activity:

- Activity One: Small Grants Advocacy Program (September 2009-onward)
- Activity Two: New Media Publicity (March-September 2009)
- Activity Three: Advocacy-focused documentary shorts (January 2009-March 2009)

Progress this quarter focused on Activity Three: the development of the documentary film workshop to be held in January in conjunction with the Royal Film Commission (RFC) and award-winning documentary filmmaker and former CNN producer Yasir Khan. Mr. Khan will volunteer his time with CSP during the January winter break from the American University in Cairo, where he is teaching documentary filmmaking. RFC will contribute to the program all costs related to the use of camera and editing equipment as well as a co-trainer and its venue.

Led by Randa Naffa, Team Leader for Advocacy and Outreach, CSP designed the program and developed a memorandum of understanding with the RFC for the training of participants, as well as production and dissemination of these films. In early December, an open competition was held with a joint call for applications published in Al Rai daily newspaper and distributed to the RFC mailing lists and Facebook pages, eliciting a total of 27 applications. AED and RFC conducted joint interviews with all applicants and together chose the final twelve participants from all parts of Jordan.

***Challenges and Opportunities***

Partnering with RFC brings enormous opportunities for CSP, particularly as CSP seeks to engage media, film and the creative arts in raising awareness of the work of civil society and in tackling key issues related to democratic reform.

However, the RFC raised concerns about USAID funding and the perception that content would be controlled by an international donor. AED has made clear that neither it nor USAID has any desire to control the content of the films and respects the concerns of the RFC. Indeed, USAID's acceptance of CSP's branding plan – with waivers for media content – demonstrates its understanding of the sensitivities related to USG funding for media programming. Regardless, CSP's open competition stated that the program is USAID-funded and verbal acknowledgement will be given at the workshop as required.

### *Next Quarter*

During his two-week visit in January, Mr. Khan will work with the CSP team to conduct a master-class seminar for documentary filmmakers, matching them with NGOs that represent the various tiers of civil society development in Jordan. Prior to the master-class, the RFC will conduct a two-day technical workshop focusing on honing skills in editing, sound, and camera work for all participants.

#### *ii. Milestone 1.2: Public Awareness of Civil Society Increased*

Activities in this area will begin in January 2009.

- Activity 1: Building Relationships between Media & CSOs (January 2009-onward)
- Activity 2: Reality TV Meets Civil Society (Year 2)

#### *iii. Milestone 1.3: Citizen Voices Heard*

As stated in AED's proposal, CSP will explore how best to provide technical assistance to CSOs and GOJ to improve communication between government and civil society. This may include supporting the mechanisms by which ministries communicate with and solicit feedback from the general population on issues related to the third sector.

- Activity One: Consultation with NGOs about the regulations stemming from the Law on Societies (November 2008-onward)

AED began discussions with Partners Jordan to launch a joint initiative to develop a comprehensive case study of the NGO law reform process since 2005, mapping out the key actors, milestones, interventions, and developments as well as advocacy strategies. The purpose would be to define lessons learned and best practices for future work in this area. Partners preferred to launch this activity cautiously. CSP will continue to explore the viability of this "After Action Review", and if it does take place will use the lessons learned to inform a better strategy for CSOs to advocate for fair bylaws to the new NGO law, and for ongoing NGO law reform initiatives.

- Activity Two: Strategic Communications (December 2008-onward)

During the third week in December, AED engaged the services of international communications consultant Nebojsa Radic and former director of communications for the Jordanian Ministry of Justice Nermeen Obeidat, to conduct a pre-assessment of the existing communications functions of the Ministry of Social Development.

This laid the groundwork for developing a customized technical assistance program providing training and mentoring to those Ministry teams that work with media and CSOs, on how to effectively communicate the government's message and on listening and responding to stakeholders.

Initial findings of this first assessment revealed that there is no strategic approach or clear communications policy. A lack of coordination among different communications points

within the Ministry contributes to confusion. Media relations are sporadic, unorganized, ad-hoc, and mainly dependent upon the personal contacts between the media and ministry staff. In addition, few channels exist for citizens' feedback or access to information on the work or policies of the Ministry. (See Appendix C for outline of proposed action plan and terms of references for communications staff.)

These factors impairs the Ministry's work with non-governmental organizations, particularly with regard to the development of regulations and policies related to the new NGO law.

### *Next Quarter*

Mr. Radic will return to Jordan to conduct a full needs assessment, including interviews with key stakeholders in the media, academia, CSOs, the private sector, other government ministries, the PM office, and the offices of international donors. This will form the basis of a detailed action plan for technical assistance as well as a proposed Communications Strategy for MoSD, an annual work plan, a design for a communications office and budget. The Communications Strategy will aid the Ministry to inform NGOs of the regulations, procedures and policies required by ratification of the new law and the regulations governing it. The strategy may improve the existing channels for communications and open new ones (such as publications, policy briefs, status reports, Q&A sheets, website news, media briefings, and committees of friends of social development).

In addition, CSP will facilitate consultation sessions with NGOs and MoSD during the design phase of the automation system (see Result Three, Activity One, below), thereby providing a mechanism by which NGOs can provide feedback to MoSD on the registration process. This initiative and the communications strategy are mutually reinforcing and will serve as a foundation for better communications going forward.

The communications office will acquire some new staff, and some current staff will be relocated from the existing directorates. Mr. Radic will also provide media relations training to field office staff of MoSD who are currently charged with communications outreach on a local level as well as those responsible for dealing with NGOs.

In January, AED will submit a proposal and budget outlining these needs and requesting a waiver from USAID/Jordan to work with the MoSD in this capacity. This technical assistance in the area of strategic communications, coupled with the NGO automation system, is inherently tied to CSP's goals of facilitating a dialogue between the government and civil society.

### **Result Two: CSOs at all levels more professional, capable, strategic, collaborative, and sustainable**

USAID/Jordan has challenged the CSP team to broaden its scope of assistance beyond supporting CSOs whose work falls within the democracy and governance portfolio to organizations focused on other areas of USG support, including education, environment, health, and the rights of the disabled. Regardless of the issue these CSOs work on or the Tier to which they belong, all share a common need: improved systems to ensure longer-term sustainability and better governance. AED will endeavor to create customized

assistance packages, opportunities for mentoring, and enhancement of training capacities across the country that lead to the improved institutional strength of CSOs working in diverse fields.

- i. *Milestone 2.1: Organizational Capacity of CSOs Improved*
  - Activity One: Institutional Development Assessment & Customized Capacity-Building (March 2009-onward)
  - Activity Two: Regional Visits (Year 2)
  - Activity Three: CSO Internships (January 2009-onward)
- ii. *Milestone 2.2: Quality Training Resources Available and Accessible*
  - Activity One: Trainer Certification Program (December 2008-onward)

AED's team began initial research to understand the status of training in Jordan, mapping out a list of trainers and NGOs who provide training as part of their core mandate, as well as creating a list of organizations who provide training to NGOs (both for-profit and non-profit).

#### *Next Quarter*

In early February, AED will conduct a facilitated session among trainers and training organizations to evaluate the current status of training in Jordan. This will serve as the basis for CSP to develop its training strategy, including the recruitment of a corps of training consultants that will serve its constituencies. They will participate in the first round of training of trainers and then work with CSP to adapt and upgrade AED's institutional development toolkit and customize materials as appropriate.

- Activity Two: Clusters of Cooperation (April 2009-onward)
- iii. *Milestone 2.3: Networking and Collaboration Among CSOs Become the Norm*

As referenced above, CSP proposed an initiative to conduct an After Action Review in order to identify key lessons learned and advocacy strategies for the coalition that was formed to change the NGO law. The idea has been met with hesitation by some members of the coalition, who question why a USAID-funded program would take interest in this and assume a "hidden agenda" exists. The result is that some members of the coalition feel this should be an internal initiative of the coalition. CSP will continue to explore the viability of this as well as consider initiating its own research project on this subject as part of developing a new approach to advocacy in Jordan.

- Activity One: Collaborative Action Grants (May 2009-onward)
- Activity Two: Online CSO Portal (December 2008-onward) - CSP has postponed the start of this activity until the next quarter.
- Activity Three: Jordan's Chronicle of Philanthropy (February 2009-onward)

- **Activity Four: Organizations working with persons with disabilities – new initiative**

USAID/Jordan approached CSP in December to discuss the potential of CSP implementing programming that supports the capacity building and advocacy efforts of three organizations working with persons with disabilities. The first grantee is the Higher Council for the Affairs of Persons with Disabilities, an umbrella group charged by the Government of Jordan with coordinating implementation of the National Disability Strategy, developing service standards, and monitoring implementation of all disability programs in Jordan. The second is a small urban CBO that provides vocational and life skills training and employment opportunities to girls and young women with both physical and mental disabilities. The third is a small rural association that works to promote understanding of the needs of persons with disabilities and to also provide services.

#### *Next Quarter*

A preliminary meeting was organized by USAID for AED and the directors of the Higher Council, during which AED agreed to conduct an assessment of its abilities to implement a networking, coalition and advocacy program with non-governmental organizations as well as strategic communications. The assessment will take place in January.

AED will then submit a proposal to USAID for this existing funding and will propose a strategic plan for legal advocacy, coalitions and networking as well as an advocacy grants program for NGOs working on disabilities issues.

### **Result Three: Jordan provides a more enabling environment for civil society to work throughout the Kingdom**

#### *i. Milestone 3.1: Sound Legal and Regulatory Framework*

The Ministry of Social Development welcomed CSP in providing technical assistance to ensure effective implementation of the legal framework concerning non-governmental organizations. Two specific activities were initiated during the quarter:

- Activity One: Setting up the Automated Registrar System (November 2008-onward)

Senior Legal Advisor Sawsan Gharaibeh and Bara Zeidan, Senior ICT Advisor launched a comprehensive assessment of MoSD's existing NGO registration process, including meetings with the MoSD staff responsible for NGOs, NGO registration, technology, and directorates.

CSP held three preliminary meetings with the MoSD to analyze and discuss the current system and, specifically, how it functions in relation to NGOs. CSP staff also spent three days at the NGO directorate to observe the ordinary workflow and correspondence with NGO representatives. As a result of this assessment, CSP produced a draft work plan and identified specific project milestones to develop a modern, automated and more effective NGO registration system.

On December 18, CSP's Senior Legal Advisor and Senior ICT Advisor presented the draft project work plan and set out the key project milestones to the MoSD. The proposed plan was consequently approved by the Minister, who created a committee consisting of Mr. Ibrahim Tamimi, the Director of NGOs at the MoSD, Dr. Ammar Huneiti, MoSD ICT Advisor, CSP's Senior Legal Advisor and CSP's ICT Advisor to work on the project.

The CSP team has to date interviewed implementers of various automation systems currently operated by different Government departments, such as: H.E. Salem Khazaleh, the person in charge of the Ministry of Industry and Trade's company registrar; H.E. Saleh Kilani, who created the automation of enterprise registration at the Aqaba Special Economic Zone Authority; and the MASAQ team that managed the court automation program.

This review, together with an analysis of the new NGO law of 2008, led to the development of an action plan for automation. The action plan includes nine phases, and each phase includes between two seven and seven tasks. So far, CSP has completed phase one, and completed the first task of phase two. The action plan is summarized below.

### **Year One:**

- *Scope:* Identifying key milestones and developing the detailed project plan and budget. This phase also includes establishing the committee that will carry out the rest of the phases. (Completed as of 12/31/08)
- *Analysis and Software Requirement:* Designing the work flow according to the new NGO law and identifying the software requirements and data dictionary.
- *Design:* The most important phase before building the system, which includes designing and approving various reporting formats, creation of standardized statistical and data collection methods and forms.
- *Needs Assessment and Procurement:* Including assessing the training and IT needs of the MoSD and the directorates, this phase also prepares for procurement and acquiring the licenses.
- *Development and Building the Automation:* Year One concludes with having an operational and functioning automated NGO registration system.

### **Year Two:**

- *Data Collection and Migration:* Collecting and uploading NGO data onto the system.
- *Training:* Designing training material for NGOs and MoSD staff, in addition to developing an online tutorial for the functions of the system.
- *Implementation and testing of the system in the directorates of Jordan.* This phase also involves the fine tuning of the system through testing and modification.

### **Year Three:**

- *Creation of NGO registration portal:* Expanding the automation NGO registrar to enable NGOs to update own their information online.
- *Inter-Governmental Connection:* Final step that includes linking other governmental entities into the portal.

### ***Challenges and Opportunities***

The automation of the NGO registrar provides a unique opportunity to ensure that the NGO law and its subsequent regulations are implemented in a transparent and timely manner. The successes of previous automation projects in Jordan, especially the company registrar (which regulates more than 80,000 companies in Jordan) and court automation (which links more than 4,000 courts) have provided a foundation of knowledge of the core business functionality required and have facilitated the work of companies and litigants.

While the design and implementation of new technologies carry inherent risks and inevitable teething problems, the objective of a modernized and automated system to facilitate NGO registration will reach its full potential if CSP is successful in securing the cooperation of the various stakeholders, including the NGOs themselves and the government.

### **Next Quarter**

AED will submit a revised proposal and budget for additional funding to support this expanded three-year program for automation and NGO registration. See Appendix B for a proposed development plan for the automation of the NGO registrar.

- Activity Two: Fund for Support of Societies project (December 2008-April 2009)

During the quarter, initial discussions were held with the Minister of Social Development, H.E. Hala Lattouf, to determine how CSP can best assist the Government in developing the Fund for Societies. She expressed interest in CSP providing technical assistance from the International Center for Not-for-Profit Law (ICNL) in the form of (1) a white paper on models of similar funds created and managed in transitional democracies; and (2) a program of study visits to selected countries and visits to Jordan by those implementing similar funds, to exchange lessons learned. However, she requested that this assistance be delayed until the Fund's director is appointed, so that the technical assistance can be given to the team that will manage the fund.

### ***Challenges and Opportunities***

A number of initiatives outlined above depend on the commitment of the Minister. If she leaves the cabinet during the next change of Government, AED will need to develop a relationship with the new Minister and confirm his/her support for this work. Work on the NGO automation system should not be affected, but the technical assistance in the area of strategic communications and the Fund for Societies may be, as both of these require a personal commitment from the Minister. Therefore, AED and ICNL have agreed to postpone any further development of a sub-grant to ICNL until that organization's next visit in early February, by which time cabinet changes should be

known. At that time a meeting with the Minister will be organized and next steps will be determined.

### *Next Quarter*

AED proposed to the Minister that ICNL conduct an initial assessment visit in early 2009, which will form the basis of a specific scope of work and sub-grant for ICNL. Notwithstanding any significant surprises in the forthcoming cabinet change, AED expects that this component will be implemented during the first half of 2009.

#### *ii. Milestone 3.2: Strengthened Civil Society-Private Sector Relationships*

- Activity One: CSR Inventory and Curricula Development (February 2009-onward)
- Activity Two: Improving Private/Non-profit Understanding (May 2009-onward)
- Activity Three: Matchmaking (June 2009-onward)
- Activity Four: CSR Awards (Year 2)

## **IV. Summary of Activities for Next Quarter**

During the next quarter, CSP will conduct the following activities in support of the desired program results:

### **A. Launch Phase: Obtain Stakeholder Buy-in and Assess the Sector**

- Al Mashreq Al Jadid conducts 18 focus groups with (a) ordinary citizens; (b) civil society organizations; (c) individual interviews with key decision-makers, opinion makers, and media; all with support from the Focus Group Research Center.
- AMAJ conducts three presentations of the focus group results: (1) for CSP staff; and (2) for USAID and its D&G implementers (to be determined by USAID and CSP); (3) for CSO representatives, GOJ, and the general public.
- CSP finalizes the parameters of the “NGO Stakeholder Feedback Project”, including engagement of university graduate-level researchers and open competition among NGOs. FGRC provides training and mentoring during this one-month research initiative. NGOs and AMAJ come together during a joint analysis workshop to present results of their respective research.
- CSP staff continues donor consultations on civil society performance.

### **B. Result One: Civil society actively engaged as a key player in the overall reform process**

- After Action Review continues, either as a research project initiated by AED itself or in conjunction with NGO coalition, as appropriate.
- Documentary film master-class takes place in conjunction with Royal Film Commission. Films are produced and broadcast on local television and disseminated more widely via the web and DVDs.

- NGO mapping continues and outreach/consultations are held with various NGOs across the country.
- With expanded USAID support, CSP conducts an assessment of the Higher Council for Persons with Disabilities in order to develop a program of technical assistance, networking and advocacy for NGOs working in disabilities rights protection and advocacy/monitoring of Jordan's compliance with the UN convention. AED submits proposal and budget for additional funding to USAID.
- CSP visits those NGOs that provide media relations training for other NGOs and analyze existing relationships between the media and civil society.

**Result Two: CSOs at all levels more professional, capable, strategic, collaborative, and sustainable**

- CSP designs its institutional development assessment and customized capacity-building component.
- Development of CSO internship program for university youth, including outreach to Jordanian private/public universities and NGOs.
- CSP continues to develop its training/trainer mapping exercise and conducts facilitated sessions with organizations and individuals that provide training. Subsequently the first round of training of trainers with Micheline Housseini will be held in mid-March.
- Analysis of existing online initiatives for NGOs and design of Online CSO Portal.
- Initial outline and design of Jordan's Chronicle of Philanthropy; recruitment of journalist team and design of portal.

**Result Three: Jordan provides a more enabling environment for civil society to work throughout the Kingdom**

- Awarding of ICNL sub-grant to provide support to the Ministry of Social Development on the Fund for Support of Societies.
- Follow-up visit and technical assistance in the area of strategic communications to the Ministry of Social Development.
- Implementation of the first phase of the NGO automated registration system. Revised work plan and budget for MoSD to be submitted to USAID for approval.
- CSP begins its CSR Inventory and strategic plan for capacity building in this area.

## Appendix A: Revised CSP Performance Monitoring Plan

<b>Result 1: Civil society actively engaged as a key player in the overall reform process.</b>				
<b>Milestone 1.1 Civic Action Mobilized</b>				
<b>Performance Indicator</b>		<b>Indicator Definition</b>	<b>Data Collection</b>	<b>Baseline</b>
1.1.1	Participating CSOs engaged in advocacy activities	CSOs involved in any aspect of the CSP which are engaged in lobbying, information campaigns or other coordinated actions to effect social change, driven by locally expressed needs.	Annual count based on participant lists from CSP activities. Disaggregated by region and tiers.	Initial survey through focus groups and donor coordination survey.
1.1.2	Advocacy projects implemented by CSP grantees.	Implementation is obtained when all major project activities are completed and the project is within close-out phase.	Grantees' report of milestones completion. Annual collection and reporting after the grant completion. Disaggregated by tier and region.	Initial survey of grantees past advocacy projects during the prior 12 months during proposal submission.
1.1.3	Trainers trained on new media tools for advocacy.	Participants who complete the new media tools skill training.	AED quarterly reports. Disaggregated by male and female. Quarterly collection and reporting.	1 <sup>st</sup> year results will become baseline for following years.
1.1.4	CSOs trained on new media tools for advocacy.	CSP grantees and other participating CSOs that received training from CSP trainers or SMEX personnel on new media tools utilization.	AED quarterly reports.	1 <sup>st</sup> year results will become baseline for following years.
1.1.5	Participating CSOs utilizing new media tools for advocacy.	CSOs that receive training or technical assistance and have completed or are in process with projects involving new media tools for advocacy.	Grantees' quarterly review of milestones completion or participating CSOs bi-annual survey results. Bi-annual count and reporting.	Focus group results, donor coordination surveys, grantees' application process, technical assistance application.
<b>Milestone 1.2 Public Awareness of Civil Society Increased</b>				
1.2.1	Media professionals receiving training on reporting CSO activities.	The number of participates that complete the training program for new media tools and are designated as CSP trainers.	AED quarterly reports. Disaggregated by male, female and types of media.	1 <sup>st</sup> year results will become baseline for following year.
1.2.2	Civil society issues reported by media professionals who participated in the CSO training.	The number of stories reported by the participating media professionals throughout various media channels.	Total number of civil society stories reported. Disaggregated by media professional and media	1 <sup>st</sup> year results will be the baseline for following years.

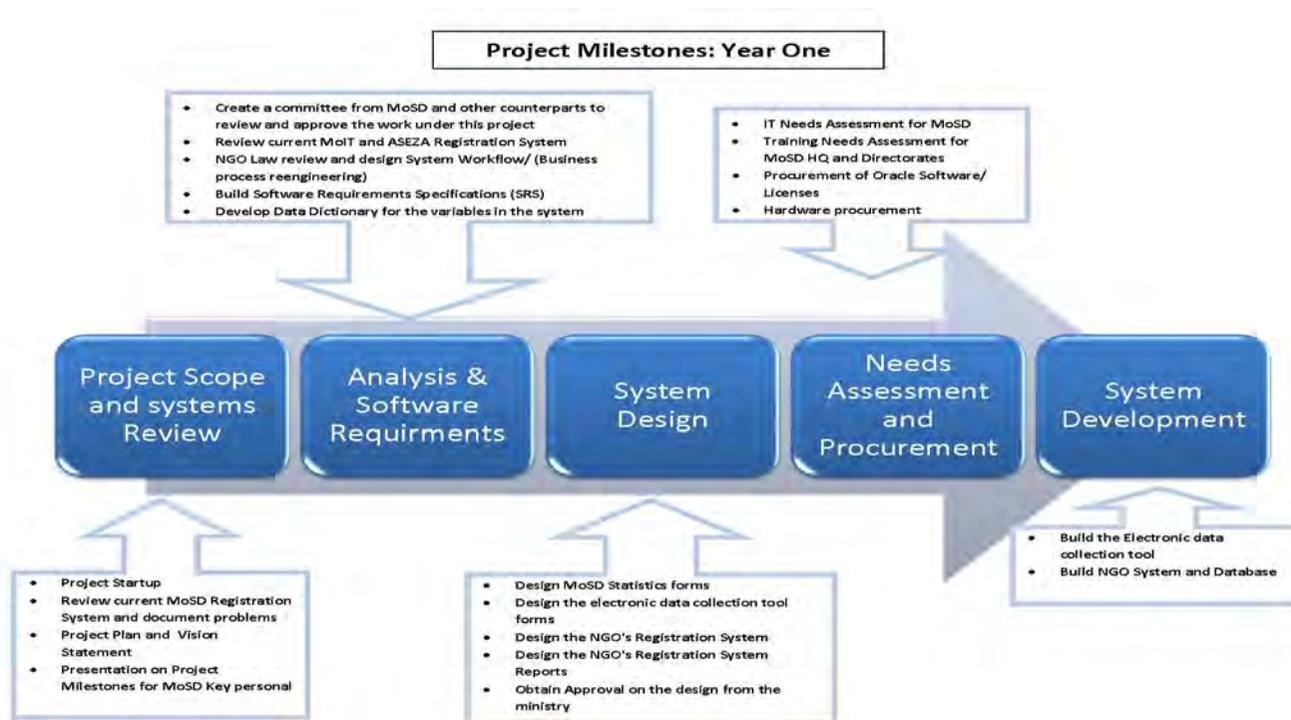
			channel.	
<b>Milestone 1.3 Citizen Voices Heard</b>				
1.3.1	Enhanced communications between the MoSD and civil society stakeholders.	Measure key areas of development in the MoSD's communication capability and strategy. The key areas will be determined after the initial communications audit and consultations between CSOs and Ministry officials are conducted. These key areas will be tracked in a communications scorecard format to display performance results.	The communications audit will be the basis for determining the key areas. A performance rating system will be designed to display performance reporting for each key area. The performance progress and rating data will be collected quarterly but analyzed on an annual basis.	The baseline will be the results of the initial communications audit.
<b>Result 2: CSOs at all levels more professional, capable, strategic, collaborative and sustainable.</b>				
<b>Milestone 2.1 Organizational Development of CSOs Improved</b>				
	<b>Performance Indicator</b>	<b>Indicator Definition</b>	<b>Data Collection</b>	<b>Baseline</b>
2.1.1	CSOs that improve their technical program skills through training or technical assistance.	CSOs – grantees, receivers of training or mentoring. Program skills refer to program management principles and sound advocacy action plans.	Initial after training or mentoring surveys and subsequent yearly assessment surveys. Annual collection and reporting.	Pre-training or mentoring surveys/assessments. 1 <sup>st</sup> year will become baseline for remaining years.
2.1.2	CSOs that improve their internal or administrative management through training or technical assistance.	CSOs – grantees, receivers of training or mentoring. Internal or administrative management refers to one or more administrative competencies.	Initial after training or mentoring surveys and subsequent yearly assessment surveys. Annual collection and reporting.	Pre-training or mentoring surveys/assessments. 1 <sup>st</sup> year will become baseline for remaining years.
2.1.3	CSOs participating in the CSO internship program.	CSOs which provide internship opportunities for university students.	AED quarterly reports. Disaggregate by region.	1 <sup>st</sup> year will become baseline for remaining years.
2.1.4	Students participating in the CSO internship program.	University students participating in the CSO internships.	AED quarterly reports. Disaggregated by male, female, public and private university students and region of internship.	# of students in the summer of 2009 participating in CSO internship programs.
2.1.5	Jordan universities offering internship	Total number of Jordan universities (public and	AED quarterly reports.	# of participating

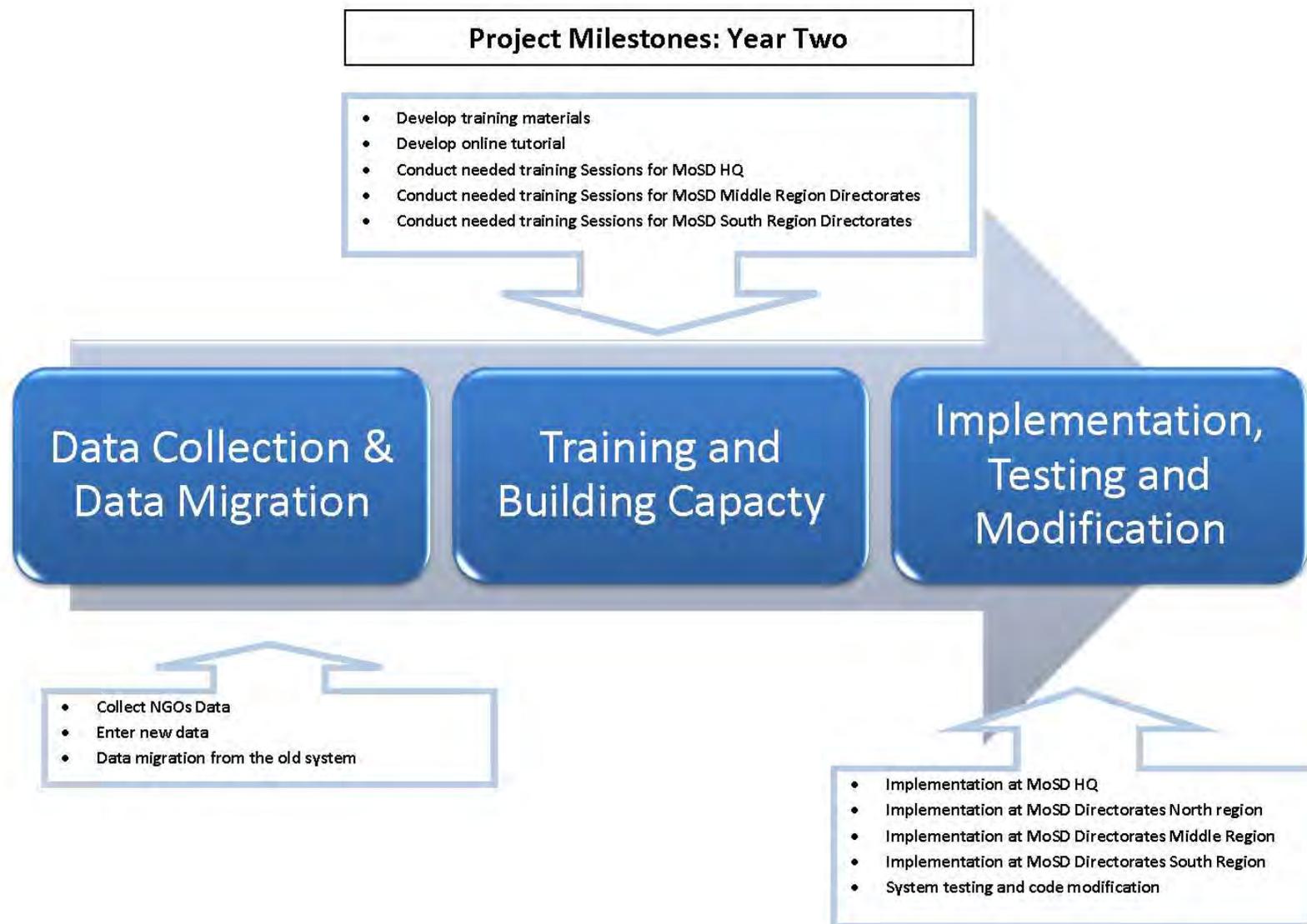
	service programs.	private) that provide internship service programs.	Disaggregated by region.	universities within the 1 <sup>st</sup> year.
<b>Milestone 2.2 Quality Training Resources Available and Accessible</b>				
	<b>Performance Indicator</b>	<b>Indicator Definition</b>	<b>Data Collection</b>	<b>Baseline</b>
2.2.1	Graduates of CSP's trainer certification initiative.	Graduates are those receiving certificates as master trainers.	AED quarterly reports. Disaggregated by male and female.	1 <sup>st</sup> year results will be baseline for following years.
2.2.2	CSOs utilizing the CSP training resources.	"CSOs utilizing" refers to initiating new measures, restructuring old systems or combining CSP training resources into on-going activities. The training resources encompass trainers or any curriculum produced by CSP.	Follow-up questionnaires or telephone interviews resulting from Portal downloads, trainer technical assistance sessions or mentoring activities.	1 <sup>st</sup> year results will be baseline for following years.
<b>Milestone 2.3 CSO Networking and Collaboration Among CSOs Become the Norm</b>				
2.3.1	CSP-funded coalitions that complete a collaborative activity.	A coalition is defined two or more organizations (CSO, private organization, media or governmental organization), at least one is a CSO, working together for a common goal in either the long or short-term. "Complete" is defined as the carrying out of tasks in the work plan.	AED quarterly reports. Disaggregated by region and tier. Collected and reported quarterly.	# of collaborative coalitions participated in during the past 24 months. Obtain information during grantees' application process. If none were undertaken then 1 <sup>st</sup> year's data is baseline.
2.3.2	CSOs uploading information onto the Portal	Uploads refer to all materials added to the Portal from CSOs.	AED quarterly reports. Disaggregated by region. Collected and reported on a quarterly basis.	2 <sup>nd</sup> year's data will be the baseline for following years.
2.3.3	Number of second and third pages opened within the Portal	Recording the number of hits on second and third level pages within the portal.	AED quarterly reports. Disaggregated by second and third level pages. Collected and reported quarterly.	2 <sup>nd</sup> year's data will be the baseline.
2.3.4	Feedback received as a result of the Jordan Chronicle of Philanthropy.	TBD by the editor and staff regarding appropriate feedback channels.	Recorded by Chronicle staff and reported to AED monthly. AED quarterly	2 <sup>nd</sup> year's data will be the baseline for following years.

			reports. Total number of feedback from various channels. Disaggregation will be done as determined by editor.	
2.3.5	CSOs contributing stories to the Chronicle	Direct recording of CSO name from which submitted original articles.	Recorded by Chronicle staff and reported to AED monthly. AED quarterly reports. Disaggregated by tier.	2 <sup>nd</sup> year's data will be baseline for the following years.
<b>Result 3: Jordan provides a more enabling environment for civil society to work throughout the Kingdom.</b>				
<b>Milestone 3.1 Sound Legal and Regulatory Framework</b>				
<b>Performance Indicator</b>		<b>Indicator Definition</b>	<b>Data Collection</b>	<b>Baseline</b>
3.1.1	Installation of automated registration and notification system at MoSD headquarters.	Installation is defined as the completion of all design, coding, hardware installation, system installation and testing at the MoSD headquarters.	AED quarterly reports. Collected and reported quarterly.	N/A – either installed or not.
3.1.2	Installation of automated registration and notification system in other directorates.	Installation is defined as the completion of all design, coding, hardware installation, system installation and testing at determined MoSD directorates.	AED quarterly reports. Collected and reported quarterly.	2 <sup>nd</sup> year's data will be the baseline for following years.
3.1.3	MoSD staff trained on using the new registration and notification system.	The number of MoSD staff (capital and directorates) trained on system usage and functionality.	AED quarterly reports. Disaggregated by region.	1 <sup>st</sup> year's data will be the baseline for following years.
3.1.4	CSO registrations inputted in the new registration and notification.	The number of unique CSO records inputted in the system. The records will include imported records from the old registrar system and new CSO registrations. Entering of CSO records will be measured from all MoSD locations.	AED quarterly reports. Disaggregated by region.	1 <sup>st</sup> year's data will be the baseline for the following years.
3.1.5	Post CSO registration updates and notifications handled at the MoSD headquarters.	Total number of post CSO registration updates and notifications completed by MoSD headquarters.	AED quarterly reports. Collected and reported quarterly.	1 <sup>st</sup> year's data will be the baseline for the following years.
3.1.6	Post CSO registration updates and notifications handled in other directorates.	Total number post CSO registration updates and notifications completed by other directorates than the MoSD headquarters.	AED quarterly reports. Collected and reported quarterly. Disaggregated by region.	2 <sup>nd</sup> year's data will be the baseline for following years.
3.1.7	Reports generated using the automated system.	Total number of reports generated using the automated system.	AED quarterly reports. Disaggregated by region.	2 <sup>nd</sup> year results will be baseline for following years.
3.1.8	Existence of Fund of Societies	Establish a score card of functions of the fund.	The score card functions	The baseline will be

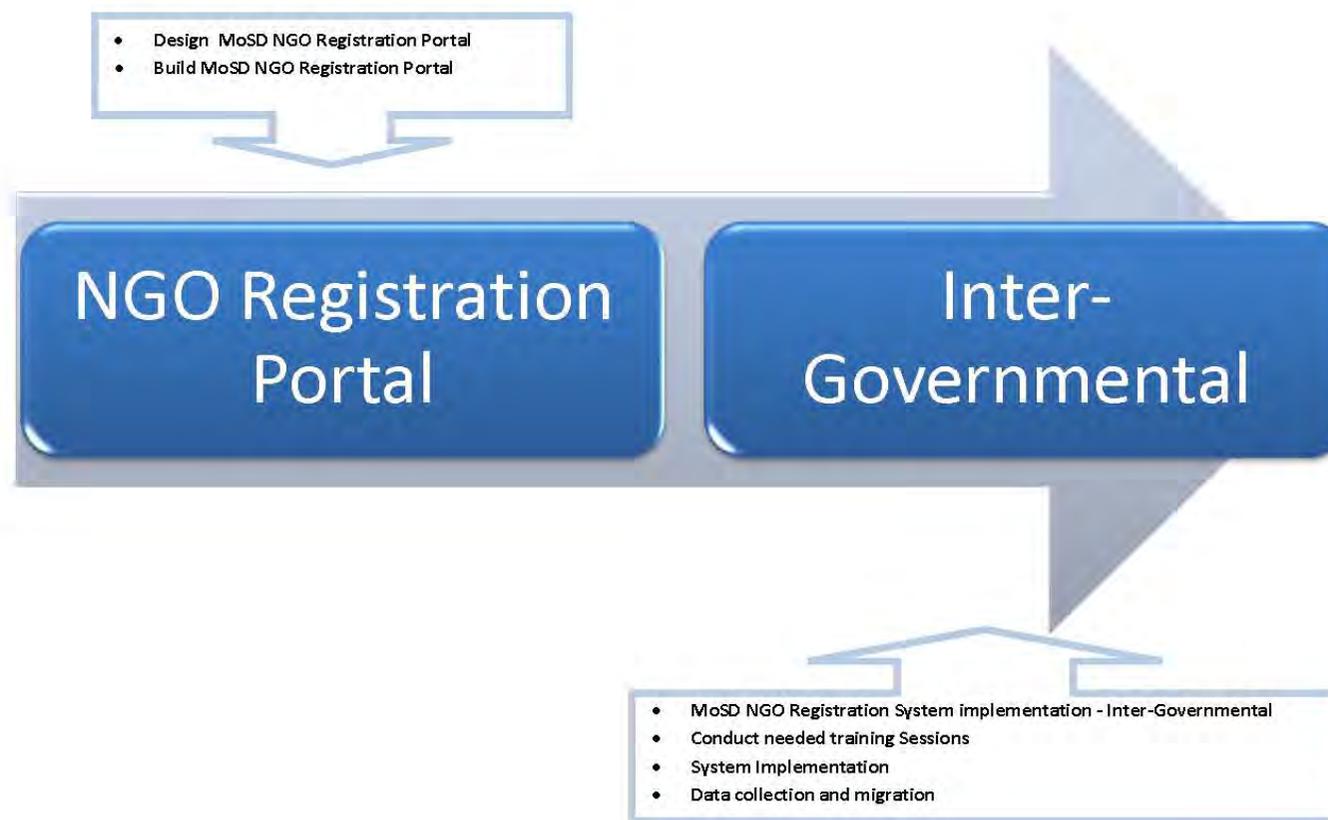
		The components of the score card will be established by ICNL's audit.	would be measured and reported on an annual basis. Updates of Fund development activities will be reported in AED quarter reports.	initial results of the ICNL audit.
3.1.9	CSOs' awareness of NGO law details and impact.	Increased CSOs' awareness of the new NGO law details and its impact.	Annual survey of select CSOs polling their administration's knowledge of the new law.	1 <sup>st</sup> year's survey results.
<b>Milestone 3.2 Strengthened Civil Society – Private Sector Relationships</b>				
3.2.1	CSO participants in Corporate Social Responsibility training program.	Total number of CSO participants completing all requirements of the CSR training program.	AED quarterly reports. Disaggregated by male, female, tier and region. Collected at the end of each training session and reported quarterly.	2 <sup>nd</sup> year's data will be baseline for the following years.
3.2.2	Private sector participants in Corporate Social Responsibility training program.	Total number of private sector participants completing all requirements of the CSR training program.	AED quarterly reports. Disaggregated by male and female. Collected at the end of each training session and reported quarterly.	2 <sup>nd</sup> year's data will be baseline for the following years.
3.2.3	CSR collaborative agreements as a result of CSP matchmaking	Collaborative agreements is defined as joint activities between at least one CSO and private sector organization or signed MOUs between a CSO and private sector organization detailing future cooperation. Matchmaking refers to CSP training, information fairs, workshops or individual attempts to match organizations.	AED quarterly reports. Collected by CSP staff monthly and reported quarterly. Disaggregate by CSOs, private sector organizations and CSO tiers.	2 <sup>nd</sup> year's data will be baseline for the following years.

## Appendix B: MoSD Automation System Work Flow Diagram





**Project Milestones: Year Three**



## **Appendix C: Outline of Proposed Strategic Communications Support Plan for MoSD**

### **Author: Nebojsa Radic, CSP Consultant**

Recommendations: MoSD should undertake a comprehensive communications needs assessment by taking into account and interviewing all key constituencies that it works with, including: media, academia, CSOs, private sector, other government ministries, PM office, agencies, international donors, intergovernmental organizations and other institutions involved in social development. The needs assessment will outline communications issues and gaps that could be closed by more effective communications planning and delivery.

Further discussions are then needed with the Minister, Human Resources Consultant, Secretary General and other stakeholders, on the best ways to design and organizationally position a coordinated communications system. Through this system, the ministry would be capable of coordinating and delivering communications services for effective internal and external communications by improving the existing channels and opening new ones (such as publications, policy briefs, status reports, Q&A sheets, website news, media briefings, committees of friends of social development, etc).

The needs assessment and in-ministry consultation will result in a Communications Strategy that will include an annual Work Plan and a communications office design with staff needs and budget. A communications office can be set up within MoSD to coordinate the Strategy and Work Plan implementation. The office will have some new staff, while some existing staff will have their scopes of work revised and would be relocated among the existing directorates.

In the first year the office will initiate an inclusive process to develop a Communications Policy, which will outline clearly the mandate and responsibilities of various communications points in the ministry and the ways to coordinate message and communications activities.

It is strongly recommended that key staff who will be responsible for the implementation of the Strategy and Plan participate in the planning phase. This will assure that understanding and ownership of the strategy are developed and that the implementer is empowered by participating in the strategic development phase. The implementer will also be able to provide realistic information about the challenges and strategies of realization of the plan.

The minister, Secretary General and the writer of this report all agree that MoSD currently does not have a staff member that would be able to undertake this role. Therefore, one key staff (Communications Consultant) needs to be hired to participate in the needs assessment and strategy planning phase and later to lead the efforts for its implementation.

The assessment will identify further staff needs, but it is already clear that MoSD does not have a Copywriter on staff, and that only content currently developed for the press releases that are published on the website come from the freelance Media Consultant. The ministry needs a Copywriter who would produce additional materials for the website and other written materials (newsletters, Q&A sheets, press releases) as identified by the Strategy and Work Plan. In order to speed up the communications consolidation process, a Copywriter could be

hired at the same time or before the Communications Consultant. Specialized training for the Copywriter would be developed parallel to strategy development.

As explained by the minister, the ministry currently has funds—approximately 700 JD per month—for one new communications position. This could be used for the Copywriter, while the Communications Consultant would need to be funded in the first one-two years by a donor. Once the ministry recognizes the benefits of the skilled communications staff, and the office works smoothly and produces results, the donor will be able to exit and the ministry would budget for the future staff and technical needs of the office.

The process of creating the Office of Communications (working title) should be coordinated and synchronized with the ongoing reorganization of directorates undertaken by the HR Consultant. The planning also should be reviewed vis-à-vis the annual governmental budget. The existing budget available for communications activities should be reviewed, and the donor should consider supporting – if technically possible – the outstanding needs in the fraction of the first year that falls between the gaps of annual budget cycle. Once the communications office is created by hiring new and relocating the existing staff, comprehensive training should be organized.

### **Proposed Communications Mentoring and Capacity Building Action Plan (To be confirmed in conjunction with the MoSD and CSP)**

<b>Time</b>	<b>Activity</b>
January	Finalize proposal, budget modification and internal arrangements necessary to hire Communications Consultant to second to MoSD
February-March:	Positions advertising and hiring Copywriter and Communications Consultant (see Terms of Reference, attached)
February-March-April:	<p>Communications needs assessment, Strategy and Work Plan development</p> <ul style="list-style-type: none"> <li>▪ Communications audit outlining current situation</li> <li>▪ Organizational objectives for communications</li> <li>▪ Target audiences aligned with objectives and goals</li> <li>▪ Strategy/approach to publicize information, products, or services</li> <li>▪ Staff needs for communications strategy implementation</li> <li>▪ Communication tools that promote better and more effective internal and external communications (i.e. website, newsletters, brochures, briefings, press conferences, conferences, etc)</li> <li>▪ Strategy implementation guidelines and work-plan</li> <li>▪ Budget</li> <li>▪ Training needs</li> </ul> <p>Training for the Copywriter, 39 Field Offices' communications contact persons and heads of Directorates and agencies – i.e.: how to identify success stories and write or edit promotional materials, organize events, etc.</p>
May:	<p>Inception of the “Office of Communications”</p> <p>Training for the MoSD Communications Consultant</p>
May-June	Customized training for the Copywriter and Field Offices' communications contact persons
June-July	Explore possibility of implementation of communications campaign on civil society

## **DRAFT Communications Consultant TOR for MoSD**

- Develop organizational Communications Strategy and Work Plan in collaboration with an international communications consultant;
- Implement Communications Strategy and Plan: lead and manage the communications office, ensuring it meets agreed performance targets within its allocated budget;
- Manage communications staff;
- Manage internal and external communications activities;
- Work closely with organizational leadership, provide them with communications counsel and support; attend media interviews; take notes and check on the accuracy in the reporting;
- Coordinate communications activities of the various departments, conduct monthly meetings with staff;
- Manage the development of the website;
- Manage the development and dissemination of communications materials such as news releases, publications, newsletters, and high-level briefings;
- Manage the development and implementation of public campaigns;
- Ensure the smooth communications with main constituencies, including policymakers, media, opinion leaders, businesses, general public, and civil society;
- Develop good working relationships with key media editors and journalists by organizing briefings, press breakfasts and press conferences;
- Manage the dissemination of media materials, including press releases, fact sheets and media invitations;
- Develop communications policy, promote and ensure its use.

### **Qualifications**

- BA in journalism, communications, public relations, sociology or social development. Masters is a plus;
- 5-10 years experience in the field of communications, media and public relations working with NGOs and or the public sector. Experience working with USAID and/or other international donor agencies is a plus;
- Experience in developing public awareness campaigns, press releases, report writing'
- Native Arabic and native English language level writing ability
- Strong personal management experience and communications skills;
- Knowledge of MS office application;
- Ability to work under pressure, and conducting field visits outside the capital Amman when required.

**DRAFT Communications Officer/Copywriter TOR for MoSD**

- Assist Communications Advisor in implementing communications strategy;
- In collaboration with Communications Advisor, develop and promote the use of editorial standards (styles, guidelines, uniform fonts, icons, page format, document organization, etc) in all organizational materials (brochures, leaflets, newsletters, web page, Q&A sheets, etc);
- Act as an in-house journalist: research, collect data and stories about organizational achievements and develop content to be used in newsletters, website and brochures as well as in press releases and media briefings;
- Transfer skills to staff related to content identification and content preparation;
- Coordinate with field offices on communications products, activities, and media events.
- Edit content received from the staff to ensure it meets quality and editorial standards;
- Develop and edit internal and external newsletters, website, background pamphlets, and one-time publications relevant to the ongoing projects, achievements, and future plans, as specified in the Communications Strategy and Plan;
- Serve as the website editor, researching, writing and editing information;
- Develop press releases ready for publishing;
- Draft answers to questions asked by visitors to the website and coordinate responses with relevant Directorates/agencies.

**Qualifications**

- Excellent spoken and written Arabic, good command of English;
- BA in journalism, philology, communications or similar;
- 2-5 years experience in the field of content writing and public relations/communications in NGOs and/or public sector;
- Experience in developing public awareness campaigns, press releases, website content management, strong communications skills, and knowledge of MS office application.