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JORDAN CIVIL SOCIETY PROGRAM

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I. Summary

This quarterly report covers the period of January 1, 2009-March 31, 2009, the second 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. The program began October 5, 2008.

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 second quarter was marked by an increase of the total program amount by \$2,125,768. Program activities funded by this increase include expanded support to the Ministry of Social Development for its automated registration system and NGO Law Information Campaign; advocacy and grants initiatives in the area of disability rights, including support to the Higher Council for Affairs of Persons with Disabilities; and improving CSO-local government relations through support to the Second Annual US-Arab Mayor's Conference.

During the quarter, CSP's sub-contractors conducted focus group research to guide program activities while the CSP team continued its outreach to key civil society counterparts, donors and the Government of Jordan, and launched initial programmatic activities in the area of training, capacity building and media. Activities conducted during this quarter include:

Administration

- Design and submission of the expansion proposal (approval received on April 2, 2009).
- Recruitment of additional program personnel as well as relocation to permanent office space.
- Capacity-building of CSP staff in AED rules and regulations by a visit from AED Senior Finance Manager to Jordan.

Research

- Contracting of the Al Mashreq Al Jadid for Studies (AMAJ) center to conduct focus group research among ordinary citizens and NGOs.
- Strategic planning and capacity development of AMAJ by CSP and the Focus Group Research Center of the Lebanese Center for Policy Studies (FGRC).
- Completion of 18 focus groups with citizens and civil society organizations, as well as individual interviews with key decision-makers, with support from the Focus Group Research Center.
- Design and implementation of new program component "NGO Stakeholder Feedback Project" with FGRC, whereby eight NGOs and four researchers were trained by FGRC and then joined forces to conduct focus groups of the NGOs' own development projects.

Government-related

- Design of automated NGO registration system, as well as technical assistance aimed at building the strategic communications capacities of the Ministry and in key issues related to implementation of the NGO law information campaign.
- Design of a communications strategy for the Government of Jordan to support the passage of NGO Law amendments in Parliament.
- Continued exploration with the International Center for Non-Profit Law (ICNL) and the Arab Center for Non-Profit Law (ACNL) for technical assistance on the Fund for Societies and related NGO law issues.
- Design of CSP technical assistance to the Higher Council for Affairs of Persons with Disabilities in the areas of strategic planning and communications.
- Initial design of a capacity building and NGO networking program on shadow reporting on disability rights.

Media

- Implementation of a documentary film workshop in conjunction with the Royal Film Commission for young filmmakers to produce short films on NGO work.

NGO-related

- Reaching out to key civil society activists, non-governmental organizations, government entities and donors as part of CSP's ongoing consultative and participatory start-up phase.
- Specialized focus group discussions on training management needs among key NGOs freelance trainers and service providers, and subsequent design of CSP's training management systems manual.
- Consultations and focus groups contributing to the development of CSP training strategy.
- Initial analysis of the quality of advocacy training and advocacy programs of NGOs as well as donor strategies.

II. Administration

CSP moved to its permanent project offices and hired additional program staff, while Team Leader/Advocacy Randa Naffa left on maternity leave in early March for ten weeks. The Senior Finance Manager from the AED home office paid a two-week visit to Jordan during which she trained the CSP team on procurement, grants and finance, and worked with them to finalize the submission of the \$2,125,768 program expansion to USAID on March 27, 2009.

III. Achieving Program Objectives

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

- i. Meetings with relevant civil society stakeholders

In January, the CSP team met with a range of civil society stakeholders, as well as relevant donors and consultancy firms, in an effort to identify opportunities for collaboration. Meetings were held with

directors and staff at the Jordan Hashemite Fund for Human Development, Queen Zein El Sharaf Institute for Development, Jordanian Women's Union, the Community Centers Association, The Jordan River Foundation, the Noor Al Hussein Foundation, Tatawour, Tkiyat Um Ali, the Center for Defending the Freedom of Journalists, Community Development Center/Sweileh, and Mahara for Consultancies, among others.

The overall goal of this outreach was to learn from previous efforts and build on current successful initiatives. In addition, there is a general consensus among the visited NGOs on the importance of the CSP project and the need to plan collectively for the benefit of the CSO sector in Jordan. All encouraged CSP to continue this participatory and consultative approach in order to avoid duplication of effort and take advantage of lessons learned when designing program interventions.

ii. Focus Groups (January 2009-May 2009)

In January, the sub-contract with Al Mashreq Al Jadid Center was issued and focus group research work began in earnest, with the support of the senior research team from the Focus Group Research Center of the Lebanese Center for Policy Studies. As mentioned in the previous quarterly report, AMAJ proved resistant to direct capacity building so CSP repositioned its support as partnership in the implementation of the focus group research, with FGRC shadowing and mentoring AMAJ throughout the process and working with them to finalize the analysis and reports. (*See Appendix A for discussion guides for citizens and Appendix B for CSOs.*)

Through a series of four trips this quarter, the FGRC team assisted AMAJ in finalizing the discussion guides and recruitment profiles and plan, and observed the nine focus groups with ordinary citizens and the nine focus groups with CSOs activists together with CSP staff. In addition, FGRC staff provided technical assistance for moderation techniques, and de-briefed with AMAJ and CSP teams on research findings after each session. Draft reports of both sets of focus groups are currently being reviewed and revised with planned dissemination in the next quarter.

Next Quarter

CSP will ask FGRC to continue their technical assistance to AMAJ in finalizing the reports and presentations of the results to external audiences. Presentations will then be made to (1) CSP staff; and (2) USAID and its D&G implementers (to be determined by USAID and CSP); and (3) CSO representatives, Government of Jordan, and the general public. The specific format of the latter presentation will be defined in conjunction with USAID, particularly as the release of the results coincides with the upcoming Parliamentary debate on NGO law amendments.

iii. The NGO Stakeholder Feedback Project (January-April 2009)

Most NGOs in Jordan have simple monitoring and evaluation tools in place 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. Parallel to the AMAJ focus group research, CSP then launched the "NGO Stakeholder Feedback Project," in which graduate-level researchers would pair up with NGOs to conduct stakeholder feedback sessions. This initiative aims to (1) enhance the capacities of non-governmental organizations to conduct focus group research with their beneficiaries and create opportunities for stakeholder dialogue; and (2) enhance the capacities of young

researchers to conduct focus group research and engage them to join forces with NGOs in order to better understand the impact and public perception of such work.

CSP identified approximately 20 NGOs with the required resources to conduct such research and invited them to an orientation session, announcing the competitive application process through which eight NGOs were selected. Through outreach to university professors and think tanks, a similar process was held for researchers, and resulted in the selection of four from among the applicants. Those selected then made up three teams of four to conduct research on one of the originally proposed NGO projects. FGRC then conducted a series of five workshops where all participants learned how to conduct focus groups, followed by mentoring and hands-on training support from CSP and FGRC as the teams implemented their joint research projects. The results of these NGO sessions will be presented as reports in a public workshop to all participants and their respective NGO directors.

The first training workshop was held on February 23rd and focused on research methodology and selection of projects and teams. From March 3-5th, the second focused on developing a research purpose, key objectives and key questions for each of the three groups. Between this workshop and the next one, groups worked on recruiting participants. The next workshop, held March 22-25, centered on the implementation of focus groups. Participants were also trained on moderation and dual moderation skills, analytical observation and post focus group debrief as well as analysis and presentation of focus group findings.

The nature of this training, which encourages team work among the different NGOs, has proven very successful as NGOs rarely have this opportunity to work together on joint projects. CSP has also noticed that when training is coupled with the practical application of these skills in the form of a project, it becomes more relevant and more effective. Participants commented on the usefulness of this unique approach that CSP and FGRC developed.

Next Quarter

In the final training workshop on April 15 participants will present their research findings to their peers and NGO directors, demonstrating how to utilize research findings and formulate recommendations. AED is already planning to replicate this process in late fall of 2009 to give other NGOs and researchers an opportunity to learn how to utilize this tool.

iv. Survey on Donor Coordination and Grantee Performance (Nov 2008-Jan 2009)

Individual consultations were held with a variety of donors and implementers, including the EU, Dutch, Canadian International Development Agency (CIDA), Handicap International, the British Council, and USAID implementers Mercy Corps, ACED, IREX and ARD. These meetings were held in order to exchange experiences, to define potential programmatic plans, to explore whether to continue activities already supported and to help create and/or build on mechanism(s) for future donor co-ordination.

These consultations will be ongoing, but CSP's preliminary findings are that most donors and implementers share the same frustrations with regard to NGO performance—ranging from financial management issues to weak programmatic follow up or minimal M&E, lack of good governance, and limited investment in staff. However, it became evident that few donors acknowledge their role in contributing to the challenges facing civil society because of the atmosphere of donor dependency. CSP hopes to address this in the focus group presentations and discuss how to develop donor strategies that

respond to needs of civil society.

Next Quarter

Such meetings will continue in order to develop an outreach plan and an assessment tool to gauge recent, current, and planned civil society strengthening activities implemented by international actors and by the Government of Jordan. This will garner lessons learned from the grants programming of international NGOs and will assess the capacity of Jordanian CSOs to fulfill their financial and programmatic grant obligations to donors.

In addition, CSP is planning coordination initiatives for international and local donors during this upcoming quarter: (1) launch of the focus group research results; (2) briefings on the NGO law and its amendments; and (3) a specialized focus group on advocacy training and grant-making. This will provide a new approach to donor cooperation based on thematic and issue-orientated discussions that may lead to coordinated programming.

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

i. Milestone 1.1: Civic Action Mobilized

• Activity One: Small Grants Advocacy Program (September 2009-onward)

In March, during the maternity leave of Randa Naffa, Team Leader/Advocacy, Martha Sara (former deputy director of the Konrad Adenauer Foundation) was brought on as a short term consultant to work with the CSP team on mapping out advocacy initiatives and assessing the quality of existing advocacy training and programming. In addition, CSP's advocacy trainer Lina Alameddine, director of the Partnership Center for Democracy in Beirut, will contribute to the design of focus groups on advocacy training and impact.

Ms. Sara conducted desktop research, individual interviews, and visits to selected NGOs and coalitions to assess windows of opportunity to both strengthen existing local initiatives and create new ones. Through this effort, CSP hopes to identify new partners who could become mentors and trainers, thereby expanding the pool of skilled advocacy trainers to include those who have actually achieved change on a local level.

Numerous advocacy training opportunities have been offered to Jordanian NGOs, yet the impact of advocacy efforts is minimal, particularly on national-level reform issues. CSP strives to better understand the root cause of this lack of movement and the contribution that existing advocacy training has on local advocacy initiatives. To that end, CSP prepared the ground for three sets of focus group discussions which will take place in April as follows: (1) NGOs, freelancers and training companies who offer advocacy training; (2) NGOs who have received advocacy training and have then implemented advocacy programs; and (3) international donors who provide advocacy training and grant support for advocacy campaigns.

By assessing the content and volume of existing advocacy training and determining the correlation between training and the resulting programming, CSP will then define its own strategy to advocacy

training and grant support. CSP hopes to create a unique intervention and contribution to advocacy taking place at both a national and community level.

Next Quarter

CSP will undertake the advocacy focus groups as well as launch a call for concept papers highlighting successes in Jordanian advocacy efforts. These coupled with the results of Ms. Sara's assessment will contribute to the design CSP's overall advocacy support strategy, including training and grants. CSP anticipates that a grants program will be launched in the fourth quarter of Year I with grants being awarded at the start of Year II.

- **Activity Two: New Media Publicity (March-September 2009)**

Desktop research is currently being carried out to assess the status of social media internet websites in Jordan; Jordanian media on the Internet; websites that contain active links to Jordanian NGO's; Jordanian NGO Websites that are active; and some of the main regional NGO websites. This will help shape CSP's priority interventions in this area and support the identification of those who can serve as mentors for future programming in this area. In addition, CSP is preparing for its collaboration with the Social Media Exchange (SMEX) in Lebanon to replicate its current training opportunity in citizen media and how to use it effectively for social change and youth activism.

Next Quarter

CSP will work with SMEX to replicate its online course with some offline/in person meetings for participants who will then become facilitator/consultants on project proposals that seek to incorporate digital and social media into projects or ongoing programs.

- **Activity Three: Advocacy-focused documentary shorts (Jan 2009-Mar 2009)**

Organized in coordination with the Royal Film Commission (RFC), CSP sponsored a ten day workshop with twelve young Jordanian filmmakers to produce joint films of five minutes each, highlighting the work of NGOs. The workshop, conducted by documentary film professor Yasir Khan, focused on story development and production skills, complemented with filming in the field, editing and compilation of final films. Each of the four films produced focused on a social issue and how an NGO was addressing it. (See appendix D for summary of films)

Almost all the participants agreed that they gained a great deal from the workshop and commented on the effectiveness of Yasir Khan as a trainer. The only complaint was the lack of time for preparation and research.

Next Quarter

After filmmakers perform a final edit of the films with the help of the RFC in-house editor, CSP will explore working with Jordan Television to integrate a special program about the workshop and the films in the Youth TV Show "Al Haki Ilna" and create a Youtube page to feature the films.

CSP will pursue a partnership with the RFC to on the need to provide more technical and practical training to the selected filmmakers. CSP believes that RFC's film clubs can become a focal point for

communities, filmmakers, NGOs and media to debate issues of local concern, and provide a platform through the creative arts for raising awareness and engaging citizen participation. To that end, CSP suggests an action plan to build the capacities of the film clubs and link them to the work of civil society organizations in their specific locales. Cooperation between CSP and RFC could be structured as follows:

Phase One: RFC is currently developing a strategic plan that includes capacity building for the film clubs and technical skills building for the young filmmakers. CSP would support RFC by bringing in Yasir Khan to conduct intensive training with the filmmakers on specific skills (such as interviewing, editing, story development, and use of the web.).

Phase Two: Building on the lessons learned from the original filmmaking workshop and follow up sessions from RFC and Professor Khan, the filmmakers would then conduct filmmaking workshops in their own communities replicating the original CSP concept to focus on social issues and matchmaking the filmmakers with NGOs.

Phase Three: Following the selection, training and production of the films across Jordan on NGOs and social issues, RFC and CSP will put forth a plan for competitions, awards, prizes, websites, and screenings for the best produced films. CSP could work on identifying NGOs who want to produce films and match them with filmmakers.

ii. Milestone 1.2: Public Awareness of Civil Society Increased

CSP has been performing research and talking to stakeholders in media and in CSOs to explore options for this component. This quarter, CSP met with local organizations to assess their level of media outreach activities and spoke to USAID's media development program implemented by IREX to explore possibilities of cooperation. CSP also attended the presentation of the IREX-funded Jordan Media Survey, which looks at current trends on viewership, listenership and readership behavior and assess the general media scene, including new media.

• **Activity 1: Building Relationships between Media & CSOs (April 2009-onward)**

This component will be the focus of next quarter and will include a review of AED PR training toolkit for NGOs; developing an upgrading of skills program for media relations trainers; and the integration of a media relations trainer into CSP's team of trainers. In addition, the role of media has emerged as a major issue in the focus group research and this will serve as a basis for creating innovative programming with both NGOs and media.

iii. Milestone 1.3: Citizen Voices Heard

CSP continued to provide informal technical assistance to CSOs and GOJ to improve communication between government and civil society in two ways: through off-the-record discussions and consultations with the coalition of NGOs proposing amendments to the NGO law, and by advising the Ministry of Social Development (MoSD) on its communications strategy to support the passage of these amendments through Parliament. Going forward CSP will develop more "official" opportunities for outreach and feedback between the GOJ and CSOs, since the Government has submitted the amendments to the 2008 Law on Associations.

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

In this quarter, AED explored the possibility of launching a joint “after action review” with Partners Jordan in order to develop—together with the informal coalition of local CSOs—a comprehensive case study of the NGO law reform process since 2005. Due to challenges within the coalition itself, and the political stances that some members have towards USAID funded programs, this did not materialize as a formal activity. Instead, AED continued to engage with selected members of the coalition on an informal basis, providing strategic advice to discuss the pros and cons of supporting the passage of amendments and how their advocacy efforts could focus on appropriate regulations and implementation of the law going forward.

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

In February, CSP’s strategic communications consultants Nebojsa Radic and Alia Toukan worked to develop a communications strategy for MoSD, to support passage of amendments to the Law on Associations. Meetings were held with H.E. Minister of Social Development Hala Lattouf to present the findings of the December 2008 Field Visit and to start implementing the next steps.

Communications Staffing at MoSD - CSP proceeded in identifying candidates for a communications advisor to be seconded to MoSD to implement the NGO law information campaign.

Law on Associations: GOJ Communications Strategy - The Minister participated in ongoing discussions with the NGO Coalition presenting to them a final list of amendments to the law prior to submission to the Parliament. CSP’s consultants prepared a comprehensive communications strategy for the Government of Jordan and presented this to the Minister of Social Development as well as the Minister of State for Media Affairs and Communications, who subsequently adopted the majority of its recommendations.

Next Quarter

CSP has recommended the formation of a campaign coordination committee comprised of MoSD staff and CSP consultants. CSP’s Communications Associate will coordinate a unified message on the NGO Law across various directorates and agencies of the Ministry. The goals of the campaign are to help Jordanian NGOs to understand the law and the steps they need to undertake in order to comply with it, as well as to contribute to better understanding of the NGO Law among MoSD staff, international donors, media, international human rights organizations and the general public. Although the amendments will not become law until approved by Parliament in the extraordinary session, this campaign can be designed and materials can be prepared in advance. However, the implementation timeline will rely on the final approval of the amendments. Strategic communications consultant Nebojsa Radic will return next quarter to work with the MoSD/CSP team to develop the comprehensive strategy and implementation of the NGO law campaign.

- **Activity Three: Ensuring Civil Society Participation in the Implementation of Jordan's National Disability Strategy**

In February 2009, with support from USAID/Jordan, CSP initiated a technical assistance project with the Higher Council for Affairs of People with Disabilities (HCD), entitled “*Ensuring Civil Society Participation in the Implementation of Jordan's National Disability Strategy.*” As part of this activity, CSP will provide technical assistance in the areas of policy advocacy, strategic communications, and HCD-NGO networking and outreach.

The immediate challenge will be to develop the Higher Council's capacity to coordinate implementation and monitoring of the National Strategy in an inclusive and transparent manner. To that end, CSP will assist the Higher Council in repositioning its role to that of a policy advocacy body and increasing the visibility of disability rights among key stakeholders. Currently the HCD is misperceived as a service provider and is being criticized for not delivering services to the disabilities community.

Strategic Planning

From March 8-16th, CSP's consultant Lina Alameddine conducted an assessment visit with the HCD's Secretariat and the Civil Society Board of Representatives (CSBR) to evaluate HCD's Civil Society Board Representatives' role and effectiveness in communicating with civil society.

Issues that were raised during the course of the assessment fall into three main categories:

- Perceptions - internal to HCD and external perceptions raised by stakeholders
- Communications issues - primarily between the Secretariat and the CSBR
- Structural issues - related to the lack of clarity on roles and responsibilities of the Secretariat and CSBR

The assessment indicated that the majority of the Council's Board Members were unclear regarding their roles and their tasks. Furthermore, it was obvious that a certain disparity exists between the Council's members and the data received, as they lacked effective internal communication skills, as well as themselves and the Secretariat. These issues can be reconciled by creating regular mechanisms for internal communications and defining roles and responsibilities.

In addition, as part of the assessment, CSP held a meeting with representatives from the Opportunities for All Network (OFAN), an NGO network established with support from the British Council and coordinated by HCD. Finally, a questionnaire was developed and distributed to the various organizations concerned with the Council to assess their expectations and understanding of the HCD.

Next Quarter

In mid-April, CSP will organize a retreat with the CSBR and the HCD Secretariat to address the assessment findings and define an action plan for ensuring civil society participation in the implementation of Jordan's National Disability Strategy. The Town Hall Project, as described in CSP's expansion proposal, will provide an opportunity for HCD to engage civil society in its work.

HCD Strategic Communications

CSP's technical assistance in the area of strategic communications will help to build the capacities of the communications and media team to articulate HCD's vision and mission to its stakeholders and to build its advocacy skills. In addition, the media team will support a nationwide outreach tour by managing media relations and compiling the lessons learned for integration into HCD's reporting and policy work.

From February 19-March 2nd, CSP's Strategic Communications Consultant Nebojsa Radic conducted a communications audit for the HCD's Secretariat, with individual and group meetings with the leadership of HCD and staff, including HRH Prince Ra'ad. In addition, Mr. Radic participated in the planning and preparation of the February 23 HCD press conference and the launch of HCD's Action Plan for 2009, and followed up with debriefing and communications planning with the team. Finally, he reviewed the draft HCD website design and provided comments on how to further develop the site.

Next Quarter

HCD is hiring a communications officer with whom CSP will provide follow up training together with the existing media team. They will play a key role in the implementation of the Town Hall project and work to develop an overall communications strategy for HCD going forward.

Shadow Reporting

CSP will complement its technical assistance to HCD by launching an initiative to engage NGOs in the process of creating an independent "shadow report" on Jordan's compliance with the UN Convention on the Rights of Persons with Disabilities, as a parallel report to that submitted by GOJ to the UN. The convention, ratified by the Government of Jordan in March 2008, provides an unprecedented opportunity for strengthening NGOs' ability to work together to advocate for change on both a local and international level.

In March, CSP met with Mr. Mohammad Tarawneh, the head of the UN Committee on the Rights of Persons with Disabilities, in order to identify the general guidelines and grasp a sense of the time-frame for Jordan's reporting obligations. In addition, the CSP team met on several occasions with the British Council, National Center for Human Rights, and Handicap International to coordinate the process of shadow reporting and to avoid duplication.

Next Quarter and Beyond

Based on the results of this quarter's meetings, CSP will design a unique program that builds on the previous experience of Jordanian NGOs in shadow reporting on other UN conventions such as the Convention of the Rights of Children (CRC) the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW). CSP aims to broaden the scope to NGOs not traditionally engaged in such monitoring and advocacy efforts and provide them with the opportunity to gain these skills and demonstrate their engagement through the production of a shadow report through six stages:

- 1. Understand the content of the Convention on the Rights of Persons with Disabilities, and its role vis-à-vis other UN Conventions*
- 2. Overview of the process of reporting: CEDAW and CRC as case studies*
- 3. Reporting and writing a shadow report for a UN Treaty Body*

4. *The Reporting Process as a tool: the process after submitting the report*
5. *Follow up on the concluding observations*
6. *Measuring progress and evaluation of the entire process*

Upon completion of the Shadow Report, CSP will select three NGOs to present the report in Geneva at the UN review of country performances in spring 2010. Prior to this, CSP will launch an advocacy grants competition for NGOs to work in coalitions to advance the legal reform, service provision and awareness gaps identified through the shadow reporting process.

Next quarter, CSP will finalize its Shadow Reporting program design and the development of specialized curricula on shadow reporting. It will also conduct outreach sessions for NGOs and disabled persons organizations (DPOs) and organize for orientation sessions around the country to introduce the program.

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

Various consultations with consultants in the field and Jordanian NGOs took place this quarter in order to assess the need to create customized assistance packages, opportunities for mentoring, and the enhancement of training capacities across the country. In order to ensure that participation in CSP's capacity building programs is as open and competitive as possible, the Capacity Building Team is in the process of developing criteria by which to select participants and to design technical assistance programming that addresses the needs of all stakeholders.

i. Milestone 2.1: Organizational Capacity of CSOs Improved

- **Activity One: Institutional Development Assessment & Customized Capacity-Building (March 2009-onward)**

CSP launched a series of consultations with Jordanian and international organizations in order to define gaps and opportunities in the area of institutional development of NGOs. A training needs assessment took place in February to evaluate the status of training in Jordan and to build CSP's network of trainers. One-on-one meetings between Micheline Housseini Timbrell, CSP's consultant for HR/Training, and the Queen Zein El Sharaf Institute for Development (ZENID) took place in order to help the latter identify their training needs.

The main finding of this assessment is the need to customize two existing tools which AED utilizes globally: the institutional development assessment tool (IDA) and the institutional development framework tool (IDF). Consultant Dalia Farouki will take on this task in order to adapt the IDA and IDF to the Jordanian context, testing it with the different groups of NGOs prior to CSP launching it nationally.

A CSP "rapid response" team of freelance trainers will be recruited to provide specialized technical assistance in key areas of institutional development, program and financial management, monitoring and evaluation, media and communications, as well as advocacy and training. CSP will invest in this rapid

response team and contract them for a one year period to work with those NGOs around the country who have participated in the IDA review process. Participating NGOs will be managed through a series of open and competitive processes. The IDA results will be used to develop a specific institutional improvement plan which the rapid response team will support.

Next Quarter

During the next quarter, a Jordanian version of the IDA/IDF will be produced and tested with a group of local senior NGO managers. This will ensure that the tool is appropriate for Jordan. In addition, the CSP rapid response team will be trained in June on using the IDA and upgrading their training of trainers techniques.

- **Activity Two: Regional Visits (Year 2)**
- **Activity Three: CSO Internships (January 2009-onward)**

As a method to create future leaders for civil society and to raise awareness in young people of opportunities for working in the non-profit sector, CSP plans to develop an internship program for university students, giving places in NGOs in areas outside of Amman. One long-term goal is to increase the number of universities that implement community service programs for which students receive credit.

CSP has postponed the development of this component until fall 2009 for nation-wide implementation in Year II. In the meantime it has created opportunities to engage youth into other components of the program, such as engaging young filmmakers in the work of NGOs through the Royal Film Commission training; integration of student researchers in the Stakeholder Feedback Project; and creation of a youth leadership program “Youth Shadow Mayors” as part of the upcoming Mayor’s conference in June.

ii. Milestone 2.2: Quality Training Resources Available & Accessible

During its consultative phase, CSP met with training organizations (non-profit and for-profit), freelance trainers, and NGOs who provide training to other NGOs in order to better understand what is being offered in the area of training. In addition, CSP is in the process of reviewing existing curricula, materials and evaluation mechanisms that exist to gauge the impact of such training. This will help to lay the groundwork on which CSP and its cadre of trainers will build its training strategy for the respective tiers of NGOs, including a customized technical assistance program.

This quarter a training needs assessment was conducted by Micheline Housseini Timbrell, the executive director of PHI Management, a leading training provider in the Middle East. The main output of the assessments was an action plan with recommendations for CSP’s training strategy going forward. (See Appendix E for report and proposed training support strategy.)

Based on the findings of the training needs assessment, CSP will create a comprehensive manual for NGOs to use in improving the quality of training delivery. The manual will explain how to:

- Set up a training session in a systematic and professional approach
- Improve and develop their respective training session
- Design and evaluate any training activity

- Develop trainers and training teams

Next Quarter

CSP will assemble its team of consultants, including Ms. Timbrell and Ms. Farouki to develop the content of the manual and prepare the ground for testing it on NGOs of varying capacity.

- **Activity One: Trainer Certification Program (December 2008-onward)**

CSP's training needs assessment conducted this quarter confirmed key issues for CSP to address in its long-term goal to support the development of a widely respected, national certification program. Such an initiative would recognize quality training for civil society organizations, whether technical training (such as human rights) or operational (such as financial management).

Next Quarter

Consultations with organizations, trainers and private companies that provide certification will continue to take place in order to assist AED on how best to support such an initiative. At the same time, AED will develop its own certification program for its network of trainers whose graduates will form a cadre that will provide ongoing technical assistance to NGOs throughout the Kingdom. This certification will be done in conjunction with Phi Management, ensuring the quality of training delivery, while use and adaptation of internationally recognized training materials produced by AED's Center for Civil Society and Governance will ensure quality of content. Parallel to CSP's certification of its rapid response team, it will begin to develop a strategy for the longer-term certification program, partnering with existing organizations and leveraging existing initiatives that will find a home beyond CSP. Consultation to this effect has already begun will continue to be defined in the next quarter.

- **Activity Two: Clusters of Cooperation (April 2009-onward)**

- iii. Milestone 2.3: Networking and Collaboration Among CSOs Become the Norm

CSP recognizes challenges exist at all levels for CSO collaboration in Jordan, including with the executive directors of these organizations. Most are resistant to change, do little to encourage new leadership within their own organizations, and have yet to consider succession planning beyond their tenure. In order to create trust for CSP and its overall goals, AED must develop innovative strategies for engaging these senior leaders, yet maintain realistic expectations of how these efforts impact performance at an organization level. Ideas include creating a "Jordan pioneers in development" club or a series of high-level seminars in professional management or policy exchanges or participation in the corporate social responsibility. Such events and professional development opportunities for senior managers will provide the forum for networking and collaboration on key issues pertinent to civil society. In addition, CSP strives to create a bridge between donors and NGOs on strategic program priorities that face civil society in Jordan.

- **Activity One: Collaborative Action Grants (May 2009-onward)**

"Donor dependency" is already recognized as a contributing factor to the current status of Jordan's civil society, but the focus group research and consultation phase have revealed it to be a larger issue than originally thought. To that end, CSP believes it is wise to postpone its grant making activities until later in the year so as to define a strategy that does not perpetuate the vicious cycle in which a majority of

NGOs are caught. CSP's grant-making intervention should be offered in a unique way that tackles the underlying need for CSO sustainability. One strategy currently being explored is the idea of long-term grants that would both enhance the capacity building of the organization but also support long-term strategic advocacy goals.

- **Activity Two: Online CSO Portal (December 2008-onward)**

The desktop research currently being carried out to assess the status of social media internet websites in Jordan also analyzes websites that contain active links to Jordanian NGOs and examines Jordanian NGO Websites that are active. A snapshot of Jordanian NGOs reveals that some have created websites to shed light on their organizations, with some websites even utilizing multi-media tools and blogs to highlight their success stories and engage stakeholders. However, many websites have yet to develop such interaction. Most websites are seldom updated or lack professionally-written content. By linking to the Ministry of Social Development's automation system as well as CSP's social media and institutional capacity building components, AED seeks to strengthen communications, interactivity, and dialogue between civil society, government, media and beneficiaries.

- **Activity Three: Jordan's Chronicle of Philanthropy (February 2009-onward)**

This activity will begin in the next quarter, upon the return of team leader Randa Naffa from maternity leave.

D. 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

This quarter, CSP focused on building its strategic communications team to support the outreach of the Ministry of Social Development in the passage of amendments to the 2008 Law on Associations. International consultants Nebojsa Radic and Alia Toukan collaborated to develop the amendments communications strategy, which was then presented to the Minister of Social Development and the Minister of State for Media Affairs and Communications (MoMAC) and has subsequently been adopted for implementation.

CSP also held several meetings with key figures from the NGO sector to address the Automated Registrar System (discussed below). CSP introduced the project to the Jordan Women's Union, Partners Jordan, and other members of the NGO coalition that opposed the law.

After less than a month after implementation of the 2008 law, the CSP team noted misuse of the law being reported in the media or brought to our attention by other NGOs. The initial comments by the focus groups gave evidence to the possibility that employees implementing the law may be abusing their powers and unfairly blocking some smaller NGOs from receiving funding from foreign donors. CSP met individually with key leaders of NGOs and activists to look into establishing an ad-hoc legal aid service to support NGOs in their adjustment to the requirements of the new law. As an outcome of these meetings, CSP has identified a core group of NGOs that could take part of this activity. In addition, CSP is looking into providing a Customer Service Training for front-line MoSD employees who deal directly with NGOs in the capital and directorates.

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

During the quarter, the CSP team created a flow chart that reflects the processes of the registration of associations in Jordan. The process of mapping the details that are reflected in the law and the procedures done on a de facto basis resulted in a comprehensive visual map of how the 2008 Law of Associations is to be implemented. (*See Appendix F for map*).

The CSP team worked closely with the Ministry of Social Development (MoSD) core team—Ibrahim Tamimi, Head of NGO Directorate and Dr. Ammar Huneiti, Special Advisor to the Minister—to develop a parallel work flow diagram of the proposed amendments of the law, which reflect the current understanding of how the amendments will be implemented. Through this exercise, the Ministry recognized some bottlenecks in the existing registration process, which were subsequently addressed through later drafts of the amendments of the 2008 Law.

The CSP and MoSD teams together developed electronic forms for the registration of associations, and after they receive official approval they will be immediately posted on the MoSD portal. While reviewing the data about NGOs as developed and updated at the MoSD, the CSP team realised that such data is unmanageable, outdated, and incomplete.

As result, during the quarter the CSP team worked on developing a data collection tool. The tool aims at collecting accurate, coherent, and reliable information from associations in Jordan in addition to building statistical reports and streamlining the readjustment period of already registered NGOs. The data will be divided into 3 main parts: (a) general and publicly accessible information that will be posted on the MoSD website; (2) more private information about associations that will be managed by the registrar and may be updated by the associations themselves using a user name and a password; (3) a survey that will measure and describe the relationship between associations and MoSD. Detailed plans were developed for this automation system in conjunction with the MoSD and the process of procuring a statistician was begun.

Next Quarter

AED will start the procurement of a data collection company to update required information on the 2,000 NGOs that are currently under the purview of the MoSD plus those that are under other relevant ministries. This information will feed into the new automation system, forming the basis of a centralized NGO registrar to which new NGOs will apply. In addition, coordination meetings will be held at the Governorate level to introduce the automation system and data collection efforts to MoSD field office level and NGOs.

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

During the quarter, a meeting was held between CSP, Kareem Bayader of the International Center for Non-Profit Law (ICNL), and Her Excellency Hala Lattouf, Minister of Social Development, to discuss international best practices that could be useful to MoSD while working on the amendments to the Law on Associations. Specifically, ICNL and CSP outlined options for technical assistance to MoSD on the Fund for Societies.

While the Minister welcomed such support, she reiterated the need for minimizing any potential perception of external interference that such assistance could bring. In the meantime, ICNL is proceeding with registering in Jordan and is planning a number of program plans for the NGO law independently and in conjunction with the Arab Center for Non-Profit Law (ACNL).

Consequently, AED and its CTO agreed to move cautiously with regard to defining a sub-contract for ICNL until clarity on the amendments to the Law on Associations was reached and the cooperation between ICNL and ACNL was more precisely defined. Parallel to this, the Minister requested that AED continue the support that ARD was providing in the form of Saed Karajeh's legal support to MoSD on the NGO law. AED included this in its expansion proposal to USAID with the expectation that the individual consultancy may eventually evolve into a sub-grant to ACNL to work on NGO law awareness and the training of NGOs and lawyers.

Next Quarter

Once the Amendment to the Law on Associations is passed, AED proposes that ICNL conduct an assessment visit to better define its potential support on the Fund for Societies (which has been revised slightly with the amendments). This may then form the basis of a specific scope of work and sub-grant for ICNL.

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

CSP began consultations with consultants, relevant organizations and corporate social responsibility (CSR) experts in Jordan to develop structure and criteria for CSR mapping; assess CSR initiatives and training needs on businesses and NGOs; and explore the viability of cooperating with existing initiatives. However, with the early departure of Advocacy Team Leader Randa Naffa for maternity leave, CSP decided to put on hold any work in this area until her return in June.

IV. Monitoring and Evaluating Activities

CSP's monitoring and evaluation consultant, Lance Lawrence, supported the work of the team by conducting the primary M&E activities, which focused on measuring the effectiveness of the following:

- Focus Group research
- Advocacy-focused documentary shorts (January 2009 – March 2009)
- NGO Stakeholders Feedback Project (February 2009 – April 2009)

Focus group research

CSP received valuable baseline data this quarter when it completed the nation-wide qualitative research consisting of 18 focus groups whose members included both Jordanian citizens not employed in the CSO sector and CSO employees. These focus groups were implemented by FGRC. In addition, as a result of the completion of a separate set of focus groups conducted with a variety of training organizations and freelance trainers, CSP obtained baseline data on the current status of training resources available to Jordanian CSOs. The findings from these focus groups will provide the foundation upon which current and future CSP program components and M&E activities will be built.

Advocacy-focused documentary shorts

Prior to the two week seminar, evaluation tools to measure general knowledge acquisition, exposure to the impacts of NGO efforts on social issues and overall training quality were jointly created by CSP and the RFC staff. During the seminar, Pre and Post Participant Self-assessments were used to rate the participants' level of knowledge in key filmmaking skill areas and past experience in creating social issues' documentaries. At the end of the seminar, the participants were asked to complete a survey that covered the seminar's balance between practical and theoretical training, instructor quality, material relevance, impact on the filmmakers' interest in future social issues' documentary creation and overall administrative organization.

The Participants' Assessments revealed a significant improvement in knowledge as a result of the training, with post test scores between 13 to 65 percentage points between start and finish depending on the specific filmmaking skill area. The final evaluation survey indicated that many participants accredited their improvement to the high quality of the instructors, the seminar organization including an initial two day preparation seminar and the theoretical training followed by practical filming days, and the administrative setup for the training in regards to location and filming equipment provided.

Both of the tools revealed that as of the result of documentary filming lessons, the majority of the filmmakers felt prepared to undertake a future documentary project. In addition, the majority stated that this experience has motivated them towards producing social issues films in the future now that they have been exposed to social issues, seen the potential social impact of such films and come to understand that their gifts and abilities may be used to help impact Jordanian society.

NGO Stakeholders Feedback Project

In accordance with the NGO Stakeholders Feedback Project's aims to enhance the capacities of NGOs to conduct focus groups, create opportunities for NGOs to dialogue with their stakeholders, enhance young researchers' capacities to conduct focus groups and better understand the impact of NGO work, evaluation tools were created and are currently being implemented until the conclusion of the project on April 15, 2009.

The major evaluation tools being implemented are Pre and Post Participant Assessments for specific qualitative research skill areas, a first day quiz on qualitative research concepts which will be self-corrected by the participants on the last day of the project; an end of workshop written evaluation for each workshop held over the two month period; an end of the project one hour discussion time with the participants and a final project survey.

Next Quarter

During the next quarter the following activities within the monitoring and evaluation component of the project will be undertaken:

- Completion of the NGO Stakeholder Feedback Project M&E assessment
- M&E indicators design and activities implementation of the Higher Council of Disabilities project
- Further technical definition for a central repository for M&E project data

- M&E Tools creation for CSP project components
- CSP M&E data collection for program indicators

V. 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

- Organize the presentations by AMAJ and FGRC of the focus group results: (1) for CSP staff; (2) for USAID and its D&G implementers (to be determined by USAID and CSP); and (3) for CSO representatives, GOJ, and the general public.
- Finalize the “NGO Stakeholder Feedback Project” with presentations by NGO-researcher teams of research projects. In addition, CSP will develop a follow-on project for fall 2009.
- Continue donor consultations on civil society performance.

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

- Develop a mechanism for ongoing cooperation with the Royal Film Commission and organize a follow-up workshop for young filmmakers on civil society.
- Conduct a strategic planning retreat for the Higher Council for Persons with Disabilities secretariat and civil society board representatives to ensure engagement of civil society in the implementation of the national disability strategy.
- Launch Town Hall Project with the Higher Council for Persons with Disabilities and NGOs working on disability rights, including a series of workshops that will support NGOs working in disabilities rights protection to assist the HCD in monitoring Jordan’s national disability strategy.
- Develop communications strategy for the HCD and train new communications officer.
- Finalize the design of the Shadow Reporting Project which aims at engaging NGOs in the monitoring of Jordan’s compliance with the UN Convention. Conduct outreach sessions for NGOs and disabled persons organizations (DPOs) and organize orientation sessions around the country to introduce the program.
- Visit those NGOs that provide media relations training for other NGOs and analyze existing relationships between the media and civil society.
- Continue the design of the CSP advocacy programming strategy by conducting focus groups on advocacy training with NGOs who provide training and NGOs who have been trained; CSP will also conduct a focus group for donors providing training and funding for advocacy.
- Work with the Social Media Exchange (SMEX) to replicate its online course with some offline/in person meetings for participants who will then become facilitators on other NGO projects.
- Support the efforts of the Greater Amman Municipality in organizing the 2nd US-Arab Cities Second Forum, including the development of a live television debate with local government, civil society and youth, as well as a program to engage youth leaders in local governance.

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

- Adapt and customize the AED IDA tool into Arabic and test the tool with non-governmental organizations prior to finalizing it.
- Draft the Training Management Standards Manual with a team of regional and Jordanian consultants.
- Recruit freelance trainers to be part of the CSP rapid response training team and conduct specialized training of trainers for CSP certification with PHI Management.
- Design the Online CSO Portal project and Jordan's Chronicle of Philanthropy, including recruitment of the journalist team.

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

- Award of ICNL sub-grant to provide international best practices on the Fund for Support of Societies (for MoSD) and the Fund for Disabilities (for HCD).
- Provide ongoing technical assistance in the area of strategic communications to MoSD and in designing and implementing the NGO Law information campaign.
- Conduct assessment of MoSD's women's rights programming strategy and provide recommendations of strategic program implementation.
- Award contracts for implementation of the data collection for the NGO automated registration system and design of the terms of reference for the prospective software firm.

VI. Appendices

Appendix A: CSP Focus Groups: Discussion Guide for Citizens

Section I: General Mood

1. Take a minute and think of our country today, do you think that Jordan is going in the right or wrong direction? What makes you think this way?
2. In your opinion, who are the most influential parties in public life in Jordan? Moderator probes: government, parliament, media, trade unions and professional bodies, CSOs, other charitable organizations, etc.

Section II: Understanding of civil society

3. When I say “civil society” what are the things that first come to your mind? Moderator: discuss what CSOs mean (parties, clubs, trade unions, etc.)
4. What do you know about CSOs in Jordan? How do you know this? What do you think of people working in these CSOs?
5. There are many civil society organizations in Jordan. Can you mention some of them? How do you know about them? To what extent do you think these organizations are known? Why? Why not?
6. In your opinion, what should these CSOs do to become more known? Discuss. What is the role that media can play in this regard?
7. In your opinion, what are the main obstacles that CSOs in Jordan currently face? Why? What makes you think this way?
8. In your opinion, what is the “raison d’être” of civil society organizations? What role should CSOs play? How do you assess their current performance based on your perception of its role? *Probe about advocacy and development mandates and perceptions of each of them.* Could you tell us what are the main achievements of CSOs?

Section III: Effectiveness of civil society

9. To what extent do you think CSOs have influence / impact on public life in Jordan? If highly influential, how? If non-influential, why?
10. How do you assess citizens’ involvement in CSOs? How? Why?
11. What would motivate you to enroll in a CSO? Discuss.
12. How do you assess the role of the governments with regards to the work of CSOs in Jordan? Why?
13. In your opinion, what role can private sector play with regards to the work of CSOs in Jordan?
14. To what extent do you think that CSOs have a role to play with regards to what you said in Question # 1? How? Why? Why not?

Appendix B: CSP Focus Groups: Discussion Guide for CSOs

Section I: General Mood

1. Take a minute and think of our country today, do you think that Jordan is going in the right or wrong direction? What makes you think this way?

Section II: the understanding of civil society

2. As workers in the civil society sector, what does civil society mean for you? How encompassing is “civil society” as a concept? Does it include political parties, labor unions, etc.? Why? Why not?
3. How do you perceive the situation / reality of civil society in Jordan?
4. In your opinion, what is the “raison d’être” of civil society organizations? What role should CSOs play? How do you assess their current performance based on your perception of its role?
5. How do you determine the priorities for your interventions? What are the criteria and tools that you use?
6. In your opinion, how do people perceive the role of CSOs? To what extent do you think they know about you?
7. How do you assess the level of communication between CSOs and citizens? How? Why?
8. As activists / professionals in civil society organizations, what can be done to motivate people to join these organizations? Discuss.

Section III- Obstacles and Incentives

9. In your opinion, what are the obstacles that currently face civil society organizations in Jordan? (Laws, the government, citizens...etc.).
10. As individuals working in civil society in Jordan, how do you assess obstacles and opportunities for growth on both personal and professional levels?
11. How do you assess the relation existing among CSOs in Jordan? What makes you think this way?
12. How do you assess the impact of your work on the society in Jordan? How do you know about it? What are the tools that you use to evaluate your impact? Could you tell us about your best practices and success stories?
13. How do you assess the relation existing between CSOs in Jordan and i) the government; ii) media; and iii) the private sector? Discuss.
14. As CSOs activist and workers, where do advocacy and lobbying stand on your priority list? Why? What would make you adopt such practices? Why?
15. Do you think that CSOs in Jordan need a classification? Why / why not? What classification would you suggest for different CSOs in Jordan? Where do you classify your organization within this classification?

16. Based on what was discussed in this session, how do you see the future of CSOs in light of the situation in Jordan as you described in question # 1? How and why?

Appendix C: NGO Stakeholder Feedback Project Teams

| Project Name | Teams |
|---|---|
| <p>“Child Safety Program: Who Am I?” Jordan River Foundation</p> <p>Through drama workshops called “Who am I?” this program addresses the concepts of child safety, privacy of the body and circles of trust. The goal of the focus groups is to measure the impact of this on child participants and to better define the understanding of violence from the local community’s point of view.</p> | <ul style="list-style-type: none"> ○ Zina Khoury - Jordan River Foundation ○ Reham Abu Roomi - Information and Research Center/King Hussein Foundation ○ Dima Karadsheh - Researcher ○ Rawan Saleh - Community Center Association |
| <p>“Badia Worthy by its Women” Althoria Center for Research and Studies</p> <p>The goal of this project is to increase Bedouin youth awareness through the use of a documentary film that the Bedouin heritage advocates for the rights of the Bedouin women. The focus group research aims to better understand the perspectives of young Bedouins and assess whether the documentary film reflects the reality of women’s rights in the Badia.</p> | <ul style="list-style-type: none"> ○ Taroub Bdour - Althoria Studies Center ○ Kiyam Barghouti - Researcher ○ Hadeel Ashour - Researcher ○ Khawla Abu Rayya - Family Guidance and Awareness Center |
| <p>“Participatory Budgeting” Partners Jordan & Al Hayat Center</p> <p>This joint program aims to make municipalities more transparent and engage citizens in municipal budgeting processes.. The aim of the focus group research is to better understand the motivation of ordinary citizens, youth and CSO leaders to participate in municipal budgeting.</p> | <ul style="list-style-type: none"> ○ Noor Zada - Partners-Jordan ○ Amer Bani Amer - Al-Hayat Center for Civil Society Development ○ Sawsan Dajaa - Jordan Hashemite Fund for Development ○ Mahmmod Beshtawi - Researcher |

Appendix D: Summary of Documentary Shorts

Organized in coordination with the Royal Film Commission, CSP sponsored a ten-day workshop with twelve young Jordanian filmmakers and documentary film producer Yasir Khan. Participants produced four joint films of five minutes each, highlighting the work of NGOs. The workshop focused on classroom sessions on story development and production skills, complemented with filming in the field and editing and compilation of final films.

The four films are:

- “Hamzet Wasel” (Joint Point) – This documentary told the story of Ali ,who stopped going to school due to financial burdens. Ali then got a scholarship to complete his high school and university education thanks to support from Ruwwad, an NGO in Jabal Al Natheef/Amman, through their “Musa’ab Khurma” program which funds students to pursue their education. Ali felt a duty to repay Ruwwad and volunteered to teach illiterate women how to read and write. The film also highlighted one of the women (in her mid-60s) and how learning to read changed her life.
- “Donya” – This film told the story of a rural Community Center with limited resources that provides services to disabled children by hosting them and providing them with educational opportunities. “Donya” is one such child, and the documentary talks about her life with her family and at school, and how the Center has helped her develop.
- “Swelieh” – The focus of this film is the Community Development Center in Swelieh, which provides services such as training and health care. The filmmakers followed Ena’am, director of the Center, who not only coordinates the Center’s activities, but also goes to the field herself to visit needy families, conducting regular health checkups on the elders of the area.
- “Hakama” – This film highlights the work of an NGO that utilizes interactive theatre and supported a group of students that struggled with their instructor to demand their rights in the classroom. The play is re-enacted in the film with comments from those students who were affected by it.

Appendix E: Proposed Training Program Design – Phase I

Background

CSP seeks to develop a comprehensive approach to its support for civil society training in Jordan. To that end, Micheline Housseini Timbrell has been hired to work with CSP to create a training strategy and program that serves the sector and leads it towards sustainability.

The first phase began with a training needs assessment during the week of February 1, 2009 with the objective of understanding the type and quality of training currently provided to and by Jordanian NGOs and based on these findings, preparing an action plan and recommendations for CSP's support going forward.

Methodology

CSP launched a consultative process to ensure that it complements existing initiatives, addresses the priorities of the sector, and identifies both obstacles and opportunities facing trainers, training organizations and their beneficiaries. CSP sought input through two methods:

- One-on-One Interviews with three of Jordan's largest and most influential NGOs: The Jordan Hashemite Fund for Human Development (JOHUD), the Queen Zein Al-Sharaf Institute for Development (ZENID), the Jordan River Foundation (JRF) and the Noor Al-Hussein Foundation (NHF). They were selected based on years of experience, size, reach, scope of projects, and the presence of a dedicated training unit in each.
- Series of Focus Group Meetings with approximately 24 training professionals representing three different groups:
 - (a) NGOs whose core mission includes training
 - (b) NGOs who integrate training into various project plans
 - (c) Freelance trainers providing training services to NGOs.

Objectives

The one-on-one interviews provided insight from top management into the priorities, needs, and commitment of the respective organizations with regard to their training work. It aimed to reveal what challenges and opportunities senior decision-makers face in operating their training units, how they allocate resources, and how they evaluate impact of training.

The focus group discussions aimed to collect from each group data about the overall state of training in the country, both perceived and experienced, and to understand how each group implements the training cycle, including planning (methods of conducting training needs analysis, understanding target groups, customizing and tailoring content), conducting training (trainer certification, training material, toolkits and manuals, topics, and expertise) and methods and process for evaluating training impact.

Major Findings

The following summary reflects the status of NGO training in Jordan.

- ***Lack of Dedicated Human Resources Support*** - We have noticed that the concept of a Human Resources department heading the training section is almost non-existent in NGOs whose core mission is training, and a

training section with an organizational chart—training manager, trainers, and administrators—does not generally exist. If an NGO has a trainer on staff, he/she will have another function to perform at the same time. Likewise, most NGOs lack elements of a basic training administration system, including a trainer job description, training plans, policies and procedures, set material and training toolkits,.

- **Quality Control Concerns** - It was clear that Directors and decision-makers usually hire external resources when they have any internal training, contributing to poorer quality control.
- **Lack of Nationwide Criteria and Standardization** - All present at the focus groups confirmed that the determination of eligibility to be a trainer in Jordan is chaotic, with a lack of solid criteria to determine the trainer competency of. Some stated that “everyone considers himself a trainer”.
- **Weak Preparation & Follow-Thru** - Trainers are not given enough time to understand the training needs and analyze them effectively before conducting workshops or designing / customizing material for their participants. In addition, evaluating impact seems to be done only as a final element of the activity rather than being integrated into the planning, design, implementation and follow-up process.
- **Donor Driven Training** – In a number of cases, NGOs demonstrate a lack of strategy and coordination when it comes to training. NGOs compete for donor funds; some NGOs are willing to train on whatever the funds are provided for, even if there is a lack of expertise or knowledge about the subject.
- **Lack of Creativity** - Trainers all agreed that an interactive approach is the most effective methodology, and is requested by participants; however, there is a lack of creative activities and resources, particularly for in the Arabic language . This contributes to the inability of NGOs to organize training, develop trainers and build their capabilities in a way that ensures engagement and learning in adults.
- **Need for Specialization** – Unlike freelancers, most organizations do not have a specialized training expertise or thematic trainers on staff, with most staff providing training on a multitude of subjects.

Priorities

Based on our findings, the following priorities for intervention emerged:

- Training structure within NGOS (at least the senior ones).
- Training administration to organize the training work.
- Nationwide training standards to be developed to evaluate and assess any training department.
- Trainer development: standards for hiring, for developing trainers, certification, continuous and on-going professional development.
- Trainers to connect, to network and to share best practices.
- Increased understanding of the importance of evaluation as part of the training cycle and the need to train in and promote new evaluation methods.
- Credible, professionally laid-out training toolkits, manuals, and activities in both English and Arabic.

Recommendations

Based on the above, it is recommended that CSP develop the following “cornerstones” which together would form a comprehensive solution to upgrading and sustaining NGO training in Jordan.

- 1 Design a Training Standards manual including: standards, policies and procedures and Training Assessment and Evaluation sheet, and help create a culture that supports that.

- 2 Develop a standardized “Train the Trainer” certification (Explore potential of certification of trainers in Jordan).
- 3 Design modules for directors of organizations & trainers, to be specialized in topics such as human resources, fund raising, advocacy, proposal writing, strategic planning, evaluation programs and training activities.
- 4 Create a manual for Training teams (trainers, administrators, donors) including practical, diverse evaluation methods for training workshops that are tailored to NGOs and to the Jordanian culture.
- 5 Create a Trainer Network to enhance trainers’ connectedness and marketing ability.

An umbrella organization or Training Institution may evolve to embrace all this work, ensure proper coordination and long term continuity. This too would ensure quality of service, respecting the standards that were established to make training by NGOs more than an activity. In this way it will become a profession and a professional approach will be used to develop people, create awareness, in addition to strengthening local capabilities and empowering them.

The Way Forward

Based on the above recommendation, AED Jordan Civil Society Program will develop the following five “cornerstones”:



CORNERSTONE 1 Training Administration Standards - *Design a Training Standards manual* including: standards, policies and procedures and Training assessment and evaluation sheet. This cornerstone is the basis which sets the way forward for the other cornerstones.

The Training & Development function within each NGO should exist to support the achievement of the NGO’s mission and strategies, in order to develop and grow their human capital for the benefit of their own employees, and of the target community.

Training standards for all NGOs should be documented and detailed in the NGO Training Standards Manual. This manual sets out the minimum training requirements for all NGOs in areas such as orientation, training administration, training resources, setting up of the department, training evaluation, trainers’ recruitment, etc. The idea is to create this manual and present guidance for the achievement of these standards with support from the NGO’s directors.

It is the responsibility of the directors to monitor the implementation of the training standards at the NGO level and to support, encourage and develop the skills of their training team. Each NGO would be reviewed by CSP against the training standards a minimum of once per year. The aim of this NGO review process is to:

- Ensure consistent implementation of training standards across all NGOs
- Identify areas requiring further development
- Share best practices between NGOs

- Develop the effectiveness of the NGO's training team in managing the training & development function and activities

CORNERSTONE 2 Evaluating Impact - *Create a manual for the Training team* (trainers, administrators, donors) including practical, diverse evaluation methods for training workshops that are tailored to NGOs and to the Jordanian culture.

Based on our findings, one of the aspects most lacking is the training evaluation phase. NGOs tend to underestimate this phase and most of the evaluation done is after the training is completed and by filling out the "smile sheet".

The manual will focus on how to use reaction questionnaires to obtain data not only about how well the course met the expectations of the participants but also about the quality of materials, effectiveness of content, and so on. Beyond the questionnaire, the manual has to provide methods to test the learner's knowledge and additionally to track the amount of skill transfer that occurs after the training. The manual should also come up with methods for measuring results of training programs that are not immediately evident as well as the direct impact of training efforts.

CORNERSTONE 3 *Develop a standardized "Train the Trainer" certification.*

The objective of this cornerstone is to be able to design and conduct a "Train the Trainer" workshop with an assessment program where participants will have to practice training techniques multiple times and will get feedback and assessment from the Master Trainer.

The assessment will be according to international written standards covering all areas of training such as: designing the structure, training techniques, training interaction, analytical skills, activities, asking questions, using visuals, style, and coaching.

This course (5 full days) can accommodate only 6 participants and requires a workplace follow-up and assessment.

CORNERSTONE 4 *Specialized Professional Development and Thematic Specific Courses - Design Modules for Directors & Trainers,* to be specialized in topics such as Human Resources, fundraising, advocacy, proposal writing, strategic planning, and program evaluation.

The objective of this cornerstone is to create an opportunity for NGO directors, managers and teams to keep themselves up to date with the latest knowledge, skills, and trends affecting their work.

Based on our Focus groups and meetings, such a service is needed, especially given that no university, institution or academy is offering any courses or workshops for already established trainers.

The idea is to offer the following:

- Specialization in specific topics that are already in need in Jordan and yet which few trainers have mastered
- Conferences and discussion groups for Director on topics linked to Human Resources such as Performance Management, Motivating employees, and attracting volunteers.
- Specific Training modules for Trainers to develop their knowledge and training skills and improve their capabilities such as: Writing case studies, conducting on-the-job training, advanced PowerPoint usage, and English. Also update their know-how by giving them the chance to be aware about

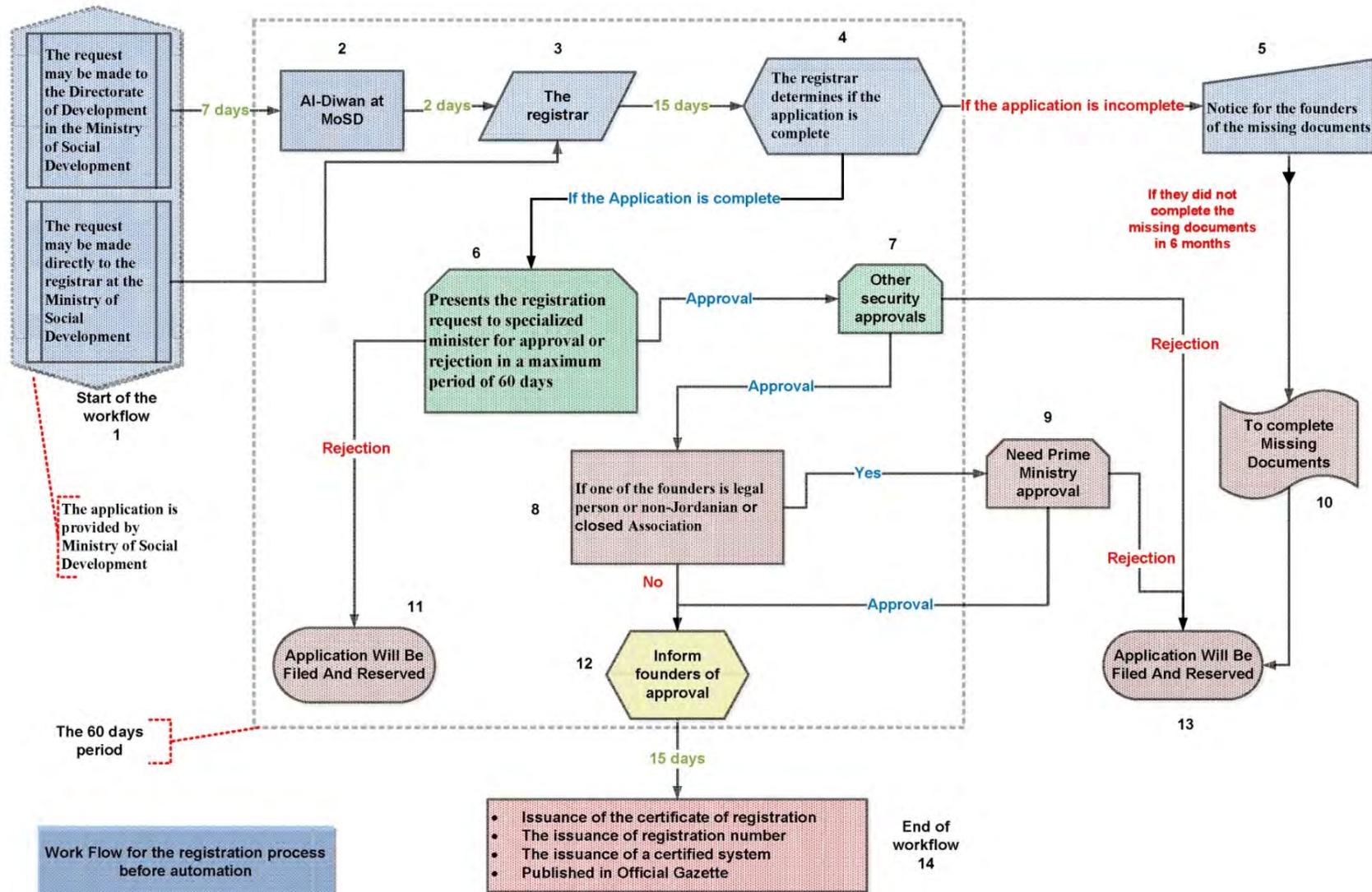
concepts that affect their skills and their content such as: emotional intelligence, transactional analysis, neuro-linguistic programming, coaching, and mentoring.

CORNERSTONE 5 Networking - Create a *Trainer Network* to enhance trainers' connectedness and marketing ability.

It is important to be able to create a circle of freelance trainers and NGO trainers. This circle will bring benefits to participants who can meet and know each other; share best practices; share resources; build personal and professional relationships; have a senior mentor trainer; bring business; sell their expertise; and have the group as a reference and security. This network can operate through a website, database, enrollment and subscription, regular meetings, and joint activities.

Upon implementation of all of the above cornerstones, a need for all training to be gathered and organized under one umbrella may arise. If this is the case, such an institution should have the following criteria: expertise, neutrality and understanding of the local culture.

Appendix F: Proposed Work Flow of the 2008 Law on Associations



Workflow before Automation ,Draft as of 18 February 2009- English Version