



Academy for Educational Development

JORDAN CIVIL SOCIETY PROGRAM

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I. Summary

This quarterly report covers the period of July 1-September 30, 2009, the fourth 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.

This quarter marked the submission of the Year II work plan to USAID/Jordan and its approval of a three-year strategy going forward. At the same time, CSP conducted the following this quarter despite the abbreviated Ramadan work schedule.

Administration

- CSP staff retreat to develop Year II work plan and three-year strategy as supported by Barney Singer, Director Capable Partners Program and Vice President of the Center for Civil Society & Governance.
- Recruitment of an AED Home Office Senior Finance Manager to be seconded to CSP for four months to provide in-house training on finance, grants and contract management to all staff.
- Hiring of additional finance and program staff.
- Ongoing support to USAID/Jordan funded “Drive to Read” program implemented by AED’s Global Education Center, including financial and administrative services as well as temporarily housing the staff in CSP’s offices until the premises provided by the Greater Amman Municipality become available.

Donor Coordination

- Presented the civil society focus group results for USAID and its Democracy and Governance implementers.
- Continued donor consultations on civil society, including CSP’s COP participation in the grants committees of the USAID-funded Rule of Law Program and Jordan Media Strengthening Program.
- Coordinated with the European Commission’s assessment project “Mapping of Non-State Actors in Jordan” in order to complement program strategies and priorities.
- Coordinated with Canadian International Development Agency (CIDA) on developing a joint approach to our respective gender assessments of the Ministry of Social Development.

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

- Conducted Phase II of the documentary film program with a 14-day workshop with Professor Yasir Khan of the American University in Cairo and in cooperation with the Royal Film Commission; two specialized workshops on camera and editing; and provided ongoing support for the filmmakers.

- Supported the Higher Council for Disabilities (HCD) and the NGOs working on disability rights in reviewing the data gathered from the nation-wide series of roundtables on the national strategy; provided ongoing support in preparation of the Town Hall meetings around the country.
- Held orientation sessions in the North and the South in July on the Disability Rights Shadow Reporting Project (for a total of 85 organizations) which was subsequently followed by the selection of 27 NGOs for the specialized training program. Conducted the first specialized workshop on Shadow Reporting in August.
- Created a partnership with the New Tactics in Human Rights project (managed by the Center for Victims of Torture) in integrating their regional training of trainers program into the CSP Master Advocacy Fellows program.
- Continue the design of the CSP's advocacy programming strategy.
- Further developed the Youth Shadow Mayor project and conducted visits with prospective municipalities to secure commitment to the project.

Result Two: CSOs at all levels are more professional, capable, strategic, collaborative, & sustainable

- Supported the six NGOs who participated in the pilot of Institutional Development Assessment (IDA) component in defining their institutional development plans.
- Continued drafting the Training Management Manual and the Training Services Review tools with a team of regional and Jordanian consultants.
- Continued recruitment of freelance trainers to be part of the CSP Technical Assistance Team

Result Three: Jordan provides a more enabling environment for civil society to work

- Postponed awarding a sub-grant to the International Center for Non-Profit Law (ICNL) due to potential duplication of effort with their MEPI grant and confusion by the Ministry of Social Development on USG-funded technical assistance. Launched consultations with USAID, MEPI and ICNL and the Arab Center for Non-Profit Law to resolve this.
- Continued to provide ongoing technical assistance in the area of strategic communications to MoSD and in designing and implementing the NGO Law information campaign.
- Conducted a pilot of the MoSD survey of the 2,500 NGOs in conjunction with MoSD and Strategies.
- Provided ongoing IT design work for the automated NGO registration system.
- Organization of a follow-up session for the HCD secretariat, civil society board representatives and HCD accredited NGO disability service providers to review the results of the preliminary town hall meetings that took place in June.
- Conducted recruitment of a Jordanian team of consultants to conduct Phase II of the MoSD gender assessment.

II. Administration

During this quarter, CSP expanded its team to include hiring two new component team leaders: Rama Ishaq for Civil Society Strengthening and Rana Zayadin for the Enabling Environment. Other positions include Khalil Saifi, Finance Coordinator; Abeer Al Tal, Senior HR Advisor to be seconded to MoSD; and Bodoor Hiyari, translator. In addition, Jill Hartsig, former AED Senior Finance Manager at the Center for Civil Society and Governance, was recruited for a four-month in-country assignment (October-January) to support the in-house training needs and systems development for grants, procurement and contracts.

Finally, CSP took on additional office space in its building to house a training center for its own training programs as well as those provided by other USAID implementers and their grantees.

III. Achieving Program Objectives

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

CSP's "launch phase" ends with its one year anniversary in November and will be replaced by ongoing updates and consultations with stakeholders.

- **Focus Groups on Civil Society in Jordan**

CSP organized a presentation of the focus group research to USAID and its D&G implementers with approximately 25 participants. The session proved fruitful for both donor coordination efforts among USAID programs as well as created the opportunity for a lively debate on donor strategies for supporting civil society. This session also provided an opportunity for CSP to introduce parts of its program to other implementers after which it has been invited

Next Quarter

CSP in conjunction with USAID will hold a presentation of the results to international donors in late October. CSP and the Foundation for the Future have agreed to launch a series of donor coordination efforts by theme and this will serve as the first such event.

- **Donor Coordination**

AED/CSP continued its donor coordination efforts as follows:

USAID/Jordan-funded programs: CSP's Chief of Party was asked by the USAID-funded Rule of Law Program, implemented by DPK, to participate in its grant selection committee. During the initial review session, CSP recommended that DPK consider organizing focus groups among NGOs active in the rule of law sector to understand their priorities and proposals for DPK's grant strategy. Two sessions were organized which were welcomed by NGOs and elicited new ideas for the ROL grant program. In addition, IREX invited CSP to participate in the grant committee for its Media Boot Camp project. IRI and CSP met to discuss their respective work with municipalities and youth; consulted ABA's Country Director on ideas for a legal aid project to support NGO's understanding of the new NGO law; conducted a follow-up meeting was held with the Aqaba Community and Economic Development (ACED) program to discussions on support to civil society organizations. Finally, CSP and the International Youth Foundation held a joint meeting along with their respective AOTRs to discuss coordination and cooperation with MoSD.

Mobility International (MIUSA): USAID/Washington grantee MIUSA conducted an assessment visit to Jordan in mid-August which CSP coordinated to ensure synergies in the disability rights field across the USAID/Jordan portfolio. Specific ideas emerged, whereby MIUSA will conduct specialized training led by disabled activities from around the world for CSP's NGO and HCD partners. MIUSA will submit their proposal to USAID including specific recommendations for cooperation with CSP and its disability rights program.

European Commission: CSP participated in the European Commission’s assessment project “Mapping of Non-State Actors in Jordan” by co-hosting three focus group sessions: institutional capacity building of NGOs; advocacy; and NGO databases and classification. In addition, CSP insisted on close coordination on the respective NGO surveys that the Ministry of Social Development and Ministry of Political Development are implementing and GIS mapping systems which both Ministries have committed to undertaking.

Foundation for the Future: FFF and CSP held a coordination meeting to better understand our respective program strategies, to coordinate support to Jordanian NGOs, and to initiate a donor coordination mechanism for those supporting civil society. As a result, FFF invited CSP’s COP to participate in a regional conference on civil society capacity building in Morocco in November.

Next Quarter

As outlined in the previous quarterly, CSP will continue its coordination initiatives for international and local donors for this upcoming quarter to include the presentation of the focus group research results and presentation of CSP’s Year II work plan, as well as briefings on the NGO law and its amendments.

- **CSP Strategic Planning Session and Year II Work Plan**

Barney Singer, Vice President of AED’s Center for Civil Society and Governance and director of the Capable Partners Program, spent one week with the CSP team in July. The focus of the visit was cross-fertilization of CSP and CCSG strategies and program resources, as well as the facilitation of the staff retreat to determine CSP’s Year II work plan and strategy for the remaining three years.

The visit resulted in an analysis of CSP’s strategic priorities based on the start-up phase of the program, focus group research, participatory consultations with Jordanian civil society and international donors. This formed the basis of the Year II work plan which was submitted to USAID/Jordan on September 15 and subsequently approved without comment.

NOTE: The format of this quarterly report, and those going forward, reflects the structure of the recently approved Year II Work Plan format, including results, milestones, components and activities. The original USAID/Jordan results and milestones remain intact with details of activities changed.

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

- i. Milestone 1.1: Civic Action Mobilized
- ii. Milestone 1.2: Public Awareness of Civil Society Increased
- iii. Milestone 1.3: Citizen Voices Heard

CSP believes that each of the three milestones above cannot be separated from the other and each are integral to the others for success. Therefore, in its Year II work plan CSP has integrated the achievement of each milestone into one overall strategy. For example, the creation of advocacy resources such as Celebrating Jordanian Activism provides an opportunity for civil action to be mobilized, for public awareness of civil society to be increased and for citizen voices to be heard. The disability rights

component is an opportunity to demonstrate this strategy and it serves as a pilot for the rest of the component.

Component A: CREATING ADVOCACY RESOURCES

Activity One - Celebrating Jordanian Activism 2000-2010

CSP is in the process of designing a call for proposals aimed at engaging civil society organizations to share their successful advocacy efforts in an attempt to capture, document and highlight examples of real change that civil society has made at both national and local levels over the past ten years. By creating this opportunity to “**Celebrate Jordanian Activism**”, CSP aims to:

- Create opportunities to network and connect Jordanian activists around common issues from which they can further define and initiate advocacy efforts;
- Identify successful strategies and approaches to achieving change in Jordan and provide mentoring opportunities for these leaders with others; and
- Develop skills in initiating and mainstreaming advocacy as core to the mission and goals of civil society organizations.

CSP will draw upon those selected cases in different ways, including the documentation of case studies for use by advocacy trainers and training materials, the production of documentary films, as well as the creation of a network of advocates, mentors and trainers.

Next Quarter:

CSP will launch the call for proposals from which it will then conduct a specialized session for short-listed candidates to develop case studies for integration into CSP and public dissemination.

Activity Two – Master Advocacy Fellows Program (MAF)

CSP continued its consultations with advocacy consultants Afaf Jabiri, Lina Alameddine and Nebojsa Radic on the design of the CSP advocacy strategy and Master Advocacy Fellowship programs. This program will engage freelance advocacy trainers and those advocacy trainers working within NGOs to upgrade their skills and level of knowledge as well as enrich their outlook and perspectives to help them become both better trainers and eventually become change agents themselves.

Next Quarter:

It is expected that the final structure of the Fellowship will be designed, including the outline of the six month program, selection criteria, and development of the training materials and curricula. Utilizing lessons learned from the global advocacy fellowship program from AED’s Capable Partners Program as well as regional MENA initiatives led by other donors, CSP will bring together an innovative program that provides participants with on-the-job training in other components of CSP, including disability rights and the thematic after action reviews.

Activity Three – Development of Advocacy Reference Tools

No activities during this quarter.

Next Quarter:

CSP will invest in the creation of an Arabic-language toolkit for advocacy trainers: an advanced manual that guides advocacy trainers on how to train and how to prepare training sessions on advocacy. Currently three advocacy resource guides exist in Arabic but none are focused on advanced skills. In addition, CSP is exploring the creation of an Arabic language media advocacy guide on which it will build its new media and advocacy components.

Component B: ADVOCACY PROGRAMMING & GRANTS

Activity One – Thematic After Action Reviews & Advocacy Grants

As outlined in the design of the Year II work plan, CSP consolidated its plans for a long-term strategic approach to supporting Jordanian advocacy efforts. During this quarter, CSP continued its consultations with NGO leaders and activists confirming this approach. This activity will begin in the next quarter.

Next Quarter

With the Year II work plan approved, CSP will continue the development of its advocacy strategy, utilizing the disability rights and the shadow reporting component as a model for an alternative approach to supporting more strategic advocacy efforts in Jordan. This includes sector-specific “after action reviews”, strategic planning, research, issue identification and prioritization of reform issues that would then be supported through 18-24 month advocacy grants.

Activity Two – Disability Rights: Shadow Reporting & Advocacy Grants

The Shadow Reporting on Disability Rights project is the first of its kind in Jordan to address disability issues in multiple sectors, taking shadow reporting as its structural model for advocacy and promoting the full inclusion and participation of persons with disabilities in society and advancing the use of international human rights law to ensure that the rights of persons with disabilities are respected and enforced. It is a civil society-based initiative facilitated by CSP and relies on participants’ engagement and development of knowledge through the creation of a well trained coalition that is responsible for developing and writing a shadow report which will be submitted parallel to the Government of Jordan’s official report to the UN committee next April 2010.

Following the initial Shadow Reporting orientation session held in Amman in late June, CSP conducted two additional workshops for NGOs working in the field of disabilities: July 6-7th in Irbid and July 12-13 in Maan. The orientation sessions focused on introducing the UN system and the details of the UN Convention on the Rights of Persons with Disabilities (CRPD), along with an introduction to shadow reporting. By the end of these sessions, participants recognized the difference between a

MOVING FROM NEEDS TO RIGHTS

During the first day of the Shadow Reporting workshop in the South, participants focused more on the needs of people rather than their rights. One participant argued that “we cannot ask for rights when people are hungry and uneducated.” This turned to be a strong point of the training when participants realized that needs cannot be met unless they have been turned to be rights which are then legitimized through laws.

rights-based approach and needs-based approach which they demonstrated in the change of terminologies and concepts and the recognition of universality and indivisibility of rights.

From the 85 organizations involved in the nation-wide orientation sessions, 27 were then selected through a competitive process to participate in the series of specialized workshops on shadow reporting, based on their commitment to the shadow reporting process and interest in the issues. The first specialized workshop, held August 17-28th for 25 organizations, addressed five components: first: revision of the orientation sessions' topics, second: special procedures, UN human rights charters and introducing Human Rights Council and its Universal Periodic Review (UPR) mechanism: third, application of the CRPD on the laws, policies: fourth, reporting process, states obligations and guidelines to shadow reporting, and fifth, coalition building techniques and prioritizing issues for advocacy and lobbying.

During the August workshop, regional committees were set up in the North, Middle and South to begin initial research on the status of disability rights in their areas. CSP then conducted field visits during which an memorandum of understanding was signed outlining the general distribution of tasks and the roles and responsibilities shared between CSP and the NGOs. In addition, CSP's capacity building team began initial consultations and assessments of the needs of coalition members from which a technical assistance program will be designed.

A major challenge revealed throughout this process is the lack of inclusion of persons with disabilities in the work of these NGOs. Simply, participating organizations view persons with disabilities as beneficiaries of their services rather than partners in their work or involved in the management of their projects. The challenge for CSP is to shift the attitudes of those organizations working in disability rights towards inclusion.

Next Quarter

A series of specialized workshops will take place in this upcoming quarter, all of which support the drafting process of the NGO shadow report on disability rights. In October, the specialized workshop will focus on the research methodology, coalition building, and introduction to advocacy. In November, an introduction to media relations workshop will support the coalition in defining its communications strategy. In December, the coalition will finalize the methodology for the shadow reporting.

Activity Three – Youth Shadow Mayors

Developed as a new initiative out of CSP's participation in and support to the US-Arab Cities 2nd Forum, the Youth Shadow Mayors program evolved this quarter with the finalization of selection and development of memorandums of understanding with the six municipalities and the Ministry of Municipal Affairs, and planning for the launch of the program in the fourth quarter of 2009. In addition, Eman Balqar, recently retired from the Ministry of Municipal Affairs, joined CSP as a consultant who will facilitate the cooperation with the municipalities as well as two-day internship program to be developed for youth shadow mayors inside the Ministry of Municipal Affairs.

In addition, CSP began discussions with the Egyptian organization "Youth Developing Communities Association (YDCA)" to explore cooperation to train youth and trainers on the Community Youth Mapping methodology. Certified as master CYM trainers by AED Washington, the YDCA is poised to implement this training of trainers program as part of the Youth Shadow Mayors program.

Next Quarter

Orientation sessions will be held in each of the six participating municipalities to announce the competition among youth. Following the selection of youth shadow mayors and deputy shadow mayors, a launch event will be organized in conjunction with the Ministry of Municipal Affairs when the year-long program will begin.

Component C: Media & Communications Programming

This quarter, CSP held three focus groups as well as individual meetings to review its proposed NGO-media strategy. This consultative process ensured that CSP complements existing initiatives, addresses priorities of the sector, as well as identifies both obstacles and opportunities facing NGOs and the media. One group focused on NGO's with extensive experience in this regard and/or with communication PR units, such as the Jordan River Foundation, Jordanian Hashemite Fund for Development, the Royal Health and Awareness Society, Tatawor Project, the Royal Society for the Conversation of Nature, Youth Achievement Center and the Jordan Civic Education Center. The second group targeted broadcast media (both television and radio) and web while the third targeted print media representatives. CSP also held meetings with the Arab Foundation for Development and Citizenship, a MEPI grantee that is producing a media and PR toolkit for NGOs; Arab Reporters for Investigative Journalism; and individual journalists such as Ashraf Al Raei from Al Ghad, one of the most promising young journalists in Jordan covering social issues.

CHALLENGES	
<i>NGOs face working with media</i>	<i>Media face working with NGOs</i>
Minimal coverage of social news as politics and economics dominate	NGOs do not understand how the media works nor the demands a media organization faces when covering news
Lack of media's understanding of social issues	NGOs lack communications strategies and do not have clear messages for media to understand
Lack of interest by media to cover NGO events.	NGO program managers have limited experience in engaging the media
Coverage lacks analysis and few feature stories or investigative reporting	Need to build personal relationships between journalists, editors and NGOs
No specialization in social issues reporting by the media	Media do not consider NGOs as a legitimate source of information and rely on experts when they want to find information about certain issues
Royal patronage motivates media coverage rather than the issues themselves	Weak press releases and written/visual materials provided by NGOs
Journalism training is one-off rather than ongoing	Impact of NGO work is not clearly seen so they need to highlight success stories and package materials in an informative and exciting way

Based on these results as well as those of the nation-wide focus groups, CSP has redefined its NGO-media component to address these challenges with the activities as outlined in the Year II work plan.

Activity One - Certification of PR Trainers

CSP, together with CSP's strategic communications consultant, Nebojsa Radic, is finalizing plans for its certification of NGO public relations trainers. Curricula, selection criteria and certification process are currently being developed for launch in the next quarter. Specialized training will begin in January 2010 and run through June whereby participants will conduct on-the-job training for NGOs engaged in the Advocacy "After Action" reviews to develop issue-oriented sensitization sessions.

Next Quarter

An open competition will be launched in November 2009 with selection of candidates to be completed by December along with finalization of the curricula into Arabic.

Activity Two - Thematic NGO Orientation Sessions for Media

This is a new initiative proposed in the Year II work plan. This will be launched early next year.

Activity Three - New Media Trainers/E-Activists

As planned, CSP will introduce social media for social change to Jordanian NGOs through the creation of a trainer network and capacity building program for CSP grantees. CSP continued its research in this field and identified Social Media Exchange (SMEX) from Lebanon as one of the only specialized MENA training provider for utilizing social media tools for social change in the region.

In order to finalize the design of the program, CSP held a conference call with SMEX to discuss ways to conduct the program in Jordan and reviewed SMEX's online curricula and training material. In addition, CSP contacted USAID/Office of Transition Initiative in Lebanon to learn more about the performance and impact of SMEX which is an OTI grantee.

Next Quarter

Although SMEX has been identified as one of the only MENA regional training organizations on social media, CSP must conduct an open competition for these services. Therefore it will advertise a Request for Proposals at the regional level to identify the appropriate e-training service provider. CSP anticipates awarding this sub-contract by December 2009 and launching the competition for e-activists before the end of the year.

Activity Four - CSP-ARIJ Training & Award for comprehensive social coverage

This is a new initiative proposed in the Year II work plan. This will be launched early next year.

Activity Five - Journalism Student Internships at NGOs

This is a new initiative proposed in the Year II work plan. This will be launched in early next year as an internship for media and communications students within NGOs during the summer of 2010.

Activity Six - Documentary Advocacy Shorts

In July 2009, in coordination with the Royal Film Commission (RFC), CSP began phase II of the advocacy-focused documentary shorts whereby selected filmmakers will produce joint films of 15 minutes each, highlighting the work of five NGOs. As part of this program, approximately 20 NGOs were invited to apply to be featured in a documentary with short-listed NGOs given the opportunity to pitch their stories to the filmmakers directly. The criteria for selection included the NGO's willingness to cooperate with the filmmakers over an extended period of time, proven track record of program implementation and impact on local communities as well as the NGO's ability and willingness to utilize the film for advocacy purposes. Five NGOs selected include: Center for Defending Freedom of Journalists; Nashmiat Al Balqa'; Mizan; Tkiyet Um Ali; and Community Development Center/Swelieh.

From July 11-24th, Professor Yasir Khan conducted a 14-day story development workshop took place with twelve young Jordanian filmmakers. The workshop focused on improving the filmmakers skills, acquired in phase I and similar RFC workshops for beginner filmmakers, in research, story development and character development, complemented with technical sound, camera and light training conducted by Jordanian filmmaker Majidah Kabariti. During the workshop, AED held a session on the role of civil society organizations and obstacles to NGO-media relations. Another session was held between the selected NGOs and filmmakers during which NGOs and filmmakers agreed on their respective responsibilities and scope of work.

Despite the Ramadan slowdown, a specialized workshop on editing took place at RFC and filmmakers then continued to research their films with their respective NGOs conduct on-camera interviews. They met on a weekly basis at CSP to discuss the progress of their films and receive guidance from trainer/mentor and Jordanian filmmaker, Ammar Fakhouri and professor Yasir Khan (via skype).

In addition, CSP held a mid-term evaluation of the film program whereby it gauged the progress made by filmmakers as well as evaluated its technical support and skills building program. The discussion included the skills acquired during July's training, obstacles and challenges the filmmakers faced, teamwork and team dynamics, experiences with NGOs and lessons learned.

Next Quarter

It is expected that teams will complete their documentary films with a final workshop being held in late October with Professor Yasir Khan, during which the five films will be finalized and screened with the featured NGOs. A final evaluation will be held whereby CSP and RFC will decide on future next steps for cooperation.

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

Milestone 2.1: Organizational Capacity of CSOs Improved

Milestone 2.2: Quality Training Resources Available and Accessible

Milestone 2.3: Networking and Collaboration Among CSOs Become the Norm

Component A: Training Certification

Activity One – Partners in NGO Excellence

Activities will begin in the next quarter as outlined in the Year II work plan.

Activity Two – NGO Trainer Certification Program

Activities will begin in the next quarter as outlined in the Year II work plan.

Component B: NGO Institutional Strengthening

In addition to the activities below, ongoing support and cross-fertilization within CSP continued with the capacity building team conducting site visits to participating NGOs in the Shadow Reporting project in order to learn more about the level of their capacities and to plan for the next step in working with them on improving their institutional performance. Also, the team reviewed a number of AED's existing materials in order to categorize them for adaptation or translation, and to benefit from them in the capacity building process in Jordan. In addition, CSP continued its recruitment process to identify trainers who will be integrated into CSP's technical assistance team for the next year.

Activity One – Institutional Development Assessment & Institutional Improvement Plans (IIP)

Following up on the IDA pilot session that took place last quarter, participating NGOs submitted Institutional Improvement Plans from which CSP would develop customized and group technical assistance. The submitted IIPs showed a weakness in the NGOs' understanding of the concept of institutional development and required that CSP provide one-on-one support to determine the specific needs for institutional development, including prioritization of that support. Despite the interest and commitment demonstrated by pilot NGOs, CSP found itself spending an inordinate amount of time in following up with NGOs by phone and in person to complete their revised IIPs on time. A matrix of needs revealed that the most common topics for technical assistance include human resource management, monitoring and evaluation, financial systems, fundraising, strategic planning and media relations.

A different approach was developed for JOHUD as they are a complex organization with many entities and branches across the Kingdom. CSP therefore proposed a partnership whereby JOHUD would identify a core team of facilitators that CSP would train to conduct the IDA with their units and affiliated community development centers producing their individual IIPs, after which CSP and JOHUD would

IDA INSPIRATION

“I cannot thank you enough for the discoveries I made because of the IDA process which proved that Takween has a sound base for development... it is special and unique and deserves to live and grow. It has developed with very little already: just like the plants that take very little water but grow just as strong!”

*Samar Dudin, Founder, TAKWEEN
(A newly established NGO working in
community mobilization and civic engagement)*

prioritize technical assistance across the institution itself, among the entities and branches. The CSP team held a number of meetings with JOHUD senior management during which they secured a long-term institutional commitment to this process. JOHUD has gone through different capacity building programs, but this approach to cross-organizational institutional assessment and analysis of priorities at the institutional, organizational and branch levels will produce a more comprehensive plan for technical assistance for greater and sustainable organization-wide impact beyond individual efforts.

Next Quarter

Based on their IIPs, CSP will develop and provide technical assistance for the five NGOs who participated in the IDA pilot and develop a customized plan and memorandum of understanding for JOHUD, its units and community development centers.

Activity Two – In-Kind Grants for Technical Assistance

This activity will be launched as part of the Partners in NGO Excellence in the latter half of 2010.

Activity Three – Institutional Development Framework/Board Governance

This activity will be launched in the latter half of 2010.

Component C: Development & Application of Capacity Building/M&E Resources***Activity One – IDA***

The Institutional Development Assessment tool has been included in the description above. Activities next quarter will focus on implementation of the IDA on candidates for the Partners in NGO Excellence.

Activity Two – Training Services Review/Training Management Manual (TSR/TMM)

The drafting of the Training Management Manual and the Training Services Review continued during this quarter with input from CSP and master training consultant Micheline El Housseini with authors revising their materials for final submission next quarter.

Next Quarter

Finalization of both resources are expected in the next quarter, including pilot testing and finalization for dissemination of the tools as a core element of the Partners in NGO Excellence component. AED's technical assistance team will begin work with the applicants and provide technical assistance to the IDA pilot NGOs.

Activity Three – Stakeholder Feedback Focus Group Research Project

Based on the pilot of the Stakeholder Feedback Project, the Focus Group Research Center of the Lebanese Center for Policy Studies began to design the CSP-sponsored manual for non-governmental

organizations to conduct focus group research on their own. Material adaptation will take into consideration the lessons learned from the pilot as well as the design of CSP's Year II work plan.

Next Quarter

CSP will test the first draft of the Stakeholder Feedback manual on participants from the pilot program to ensure that it provides audiences with the necessary skills and information required to implement in-house focus group research for program design. After this, CSP will work with FGRC to finalize the content and translate into Arabic for implementation in round two of the Stakeholder project.

Activity Four – Community Youth Mapping Research Tool

CSP began discussions with the Egyptian organization “Youth Developing Communities Association (YDCA)” to explore cooperation to train youth and trainers on the Community Youth Mapping methodology. Finally, CSP met two participants in the previous CYM work in Jordan, both of which agreed that they cannot provide training on the methodology since neither are master trainers. In addition, CSP discussed with AED Washington the history of Community Youth Mapping in Jordan, Egypt, and Sudan as well as in the USA to better understand the methodology and how it can be applied to the Youth Shadow Mayor program and other aspects of CSP.

Next Quarter

Although YDCA has been identified as one of the only MENA regional training organizations on Community Youth Mapping, CSP must conduct an open competition for these services. Therefore it will advertise a Request for Proposals at the regional level to identify the appropriate service provider. CSP anticipates awarding this sub-contract by December 2009.

C. 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

Component A: Ministry of Social Development

The complexity of working with the Ministry of Social Development revealed itself during this quarter based on a number of factors: (1) increased demands from the Minister on the USAID mission to cover salaries of consultants with the USAID mission director reiterating its support to MoSD within the context of the civil society program focus only; (2) passage of the amendments on the Law on Societies resulting in an increased work load on MoSD NGO related staff and their challenges in meeting these additional responsibilities; and (3) requests for financial compensation from MoSD staff to AED which were immediately rejected due to AED and USAID policies of not paying government staff.

Regardless, the CSP team moved ahead – albeit slowly - with its five activities all of which aim at supporting the Ministry of Social Development to implement the newly amended law (effective as of September 16, 2009).

Activity One – Data Collection Survey of 2,500 NGOs & GIS Map of NGOs

CSP coped with the ongoing revisions initiated by the advisor to the Ministry of Social Development on the classification system for NGOs and the survey design. Several attempts were made by CSP to secure input from the relevant ministries on their respective classifications of NGOs and to collect information on the associations previously registered under each. The Ministries revised the survey at least ten times during this quarter which, coupled with the Ramadan holiday, contributed to a two month delay to the implementation of the data collection survey. However, Strategies, the survey firm tasked with the project, managed to pilot the survey with 18 NGOs prior to the EID holiday and feedback incorporated into the final design.

Next Quarter

In October, Strategies and CSP will finalize the survey, data collection tool and training plan for MoSD NGO staff and Strategies researchers. The survey will then be rolled out to approximately 2,500 NGOs once all contact information is gathered from the respective ministries. CSP and Strategies anticipate additional delays but will work towards finalizing the survey results by end of the year. In addition, the GIS mapping will be awarded and implemented.

Activity Two – Online Automated Registration System & Online Registration Portal

Although the amendments are in effect, the regulations and procedures are contingent upon the drafting of bylaws that then need to be approved by the Government's legislative committee. Therefore, until this happens, more sophisticated work on the registration system and work flow processes cannot begin.

Next Quarter

Parallel to finalizations of the bylaws by the Government of Jordan, procurement for the software design firm and hardware requirements for the online registration system will be completed.

Activity Three – Legal Technical Assistance on NGO Law

At the request of the Minister and approval of USAID/Jordan, CSP engaged lawyer Saed Karajah to continue his consultancy to the Minister in providing legal technical assistance of the Law on Societies. As outlined above, CSP faces ongoing challenges as the absorption capacity and interest of MoSD staff for technical assistance is waning. Needless to say, CSP and Mr. Karajah continue to produce materials as outlined in the agreed MoSD work plan and are awaiting MoSD approval on content.

In addition, CSP and Mr. Karajah aimed to coordinate with the International Center for Non-Profit Law (ICNL) for work on the Fund for Societies to which Minister Lattouf in early August outlined her commitment. However, ICNL initiated a separate technical assistance package to MoSD with funds from MEPI and this resulted in a freeze of CSP awarding a grant to ICNL so as to avoid any duplication of effort with USG funds. USAID/Jordan expressed its concern to MEPI Washington as well. A conference call was held with CSP, ICNL and Saed Karajah whereby CSP presented the MoSD work plan and asked ICNL to provide its input on how it can support the Ministry or alternatively reallocate its MEPI-funded time to other activities which support implementation of the law.

Next Quarter

CSP and USAID/Jordan are awaiting feedback from ICNL as well as the Ministry of Social Development in order to determine its next steps with the Fund of Societies work.

Activity Four – Strategic Communications Support and NGO Law Campaign

Nebojsa Radic conducted his third field mission to Amman from July 7-31, 2009, focusing his work in developing a campaign for the Ministry of Social Development to introduce the Law on Associations, including the development of campaign action plan, TOR for creative vendors, job descriptions for campaign staff, staff hiring and orientation training. The July field mission was organized to coincide with Parliamentary discussion on the law, in order to be able to make informed campaign action plan that will reflect the changes in the amendments as made by Parliament.

Initial materials were drafted including a Frequently Asked Questions from which all communications materials would be subsequently designed. The final approval of the FAQ will be determined upon approval of the bylaws and review/approval by MoSD and its lawyers. Also, procurement of design services was made with JWT advertising winning the contract to develop the campaign materials.

In addition, Rana Zayadin, former senior communications manager at the Greater Amman Municipality, joined the CSP team replacing Sawsan Gharaibeh as team leader for the enabling environment component.

Next Quarter

With the finalization and approval of bylaws, MoSD with CSP support will launch the NGO law campaign. This will include a comprehensive outreach initiative utilizing all forms of media and outreach efforts by the Ministry field offices.

Activity Five – Constituency Relationship Management/Training of MoSD Staff

Ms. Abeer Al Tal was hired as senior HR consultant to conduct a comprehensive needs assessment of MoSD staff and directorates responsible for NGO relations. This assessment will form the basis of the training plan for all aspects of CSP's assistance. The Minister met the team and immediately approved this initiative providing support from dedicated staff. During this quarter, CSP conducted an inventory of MoSD training, evaluation of the Ministry's training strategy, and design of the capacity building needs assessment.

In addition, CSP offered to support the Ministry's needs in defining the HR structure of the NGO Registrar and its relation to the existing MoSD NGO directorate.

Next Quarter

Focus groups will be held in the North, Middle and South for MoSD field officers responsible for NGOs which will lead to the design of the training plan of MoSD staff.

Activity Six – Gender Assessment

CSP received approval from Minister Lattouf to proceed with Phase II of the gender assessment. The overall objective of this phase is to develop a needs assessment and a preliminary action plan with strategy recommendations for MoSD policy and regulations related to gender mainstreaming within the

Ministry and program strategies for combating violence against women and the promotion of women's rights. During this quarter, CSP conducted a recruitment process to identify a team of Jordanian consultants to work on Phase II with international gender specialist Susan Somach. In addition, CSP coordinated closely with the Gender and Social Fund - CIDA (Canadian International Development Agency) who are also supporting the capacity building of Ministry of Social Development in the area of gender. CSP and GSF/CIDA have agreed to integrate the gender organizational assessment into CSP's research which CIDA will reallocate its funding to MoSD to provide awareness training to MoSD staff as well as additional training for gender programming as outlined in the action plan resulting from this research. This successful example of donor coordination was welcomed by the Minister and her team.

Next Quarter

CSP's consultants will begin the Phase II of the gender assessment. It is expected that the entire project will be completed by the end of December, including a visit from Susan Somach will conduct the strategic action planning session for MoSD staff to determine gender capacity building needs.

Component B: Higher Council for Affairs of Persons with Disabilities (HCD)

Activity One – HCD-NGO Town Hall Project

CSP continued to support the Higher Council for Disabilities in its efforts to engage civil society in the monitoring of the national strategy by hosting in August a follow-up session to the preliminary town hall meetings which were organized by the NGOs in July. The NGOs had prepared a survey to attempt to measure the progress made on implementation of the national strategy and propose solutions to address these gaps. During this session, the NGOs and HCD board members reviewed the analysis made to date and defined the structure of the Town Hall meetings to be held in October in North, Middle and South.

The Town Hall meetings will provide an opportunity for HCD to present to local government, civil society organizations and disability rights actors the draft Governmental reports on the status of implementing the national strategy and provide an opportunity for respondents to give recommendations on an action plan for the next stage. These Town Hall meetings will increase the HCD's monitoring efforts and ensure communication between the respective ministries and directorates in the regions, as well as raise awareness among local decision makers on the law on the rights of persons with disabilities and the national strategy and their role in implementing it.

In addition, CSP arranged for Lisa Adams from Mobility International USA (MIUSA) to make presentation on their "building an inclusive development community" program. She highlighted the work disability rights activists have done around the world, providing examples of coalition-building and advocacy strategies.

Next Quarter

CSP will continue its ongoing support to HCD in their efforts to organize major outreach events on the national strategy. In October 2009, HCD will conduct Town Hall sessions around the country to build on the consultation process it began with disability rights groups during the past six months. The results will contribute to design of the National Conference on Disabilities (November 2009) at which the Government of Jordan will report on the status of implementation of the National Disability Strategy

along with contributions from NGOs. All of this will contribute to HCD's drafting of the official Government of Jordan report to the UN in spring 2010.

Activity Two – HCD-G7 Policy Advocacy Support Program

Activity in this area will begin after the National Conference in November when the HCD identifies its priorities for 2010. CSP will provide capacity building support the HCD staff and civil society board representatives in its efforts to advocate and defend for disability rights.

Activity Three – Strategic Communications Support & HCD National Disability Campaign

No significant activity took place this quarter as the HCD has yet to hire a communications officer. CSP interviewed two potential candidates but no hires have been made.

Next Quarter

CSP will continue to assist HCD in recruiting a communications officer to whom technical assistance will then be provided. In the meantime, CSP will be available to support HCD in defining its media relations strategy for the National Conference as appropriate.

Activity Four – Legal Technical Assistance on the Fund for Disabilities

No activity took place this quarter as this anticipated support from the International Center for Non-Profit Law has been put on hold. (See section MOSD/Activity Three: Legal Assistance for more details.)

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

Component C: Corporate Social Responsibility

No activity during this quarter.

IV. Monitoring and Evaluating Activities

The primary monitoring and evaluation activities included the following:

- Monitoring the NGO Shadow Reporting of the National Strategy for Disabilities Project
- Monitoring the Advocacy-focused documentary shorts (Film Workshop II)
- Developing and conducting the NGO baseline survey
- Developing the M&E strategic plan for the Youth Shadow Mayors project
- Success Story follow-up for on-going projects

Monitoring of the NGO Shadow Reporting of the National Strategy for Disabilities Project

During July 2009, the completion of each final orientation workshop (north and south) was assessed by the participants' responses about content, organization and presentation. The orientation workshops received an overwhelming positive response both in regards to the new understanding of international treaties regarding disabilities rights and the range of organizations participating.

Following the orientation, a weighted-criteria matrix was formed in order to select 26 organizations to participate in the specialized training. The selection took place over three meetings which entailed the evaluation organizations based on overall passion observed in the orientation workshop, previous knowledge, level of commitment, geography, gender and type of disability.

Once the 26 organizations were selected, each participant completed a pre self-assessment regarding all major knowledge areas to be conducted during the specialized training phase. The results of the pre-assessment displayed that none of the participants obtained a “B” level (working knowledge and skill level) for any of the fourteen predetermined knowledge areas.

At the end of the August specialized training workshop the participants’ reactions were collected for gauging the level of modification needed in the October training. Immediately after the first specialized training, the CSP staff began following up with the regional committees by using a standardized direct observation form during field visits to both lead and committee NGO member organizations to observe progress on research objectives. The compilation of these observations displayed that all regional committees were positively progressing according schedule even in light of the month of Ramadan.

At the conclusion of the orientation workshops, the initial specialized training workshop and a portion of the first on-the-field work of the committees, all feedback and observed work displays that the organizations see value in the project and putting forth the expected effort to produce quality research data.

Monitoring the Advocacy-focused documentary shorts (Film Workshop II)

During the fourth quarter the completion of the research, filming and a portion of the editing occurred. At the completion of each phase, the film makers were gathered to discuss the aspects of each phase and the impacts on their understanding of civil society issues.

At the end of the research phase, the participants communicated that received training and information was brought to life during the practical application. This involved discovering the realistic challenges of team work, logistics, relating to NGO management and receiving feedback on their story concepts by Yassar Kaan and the CSP staff. Many were surprised how their stories were changing as the situation around became apparent.

At the end of the filming phase, the participants relayed how important their lessons learned concerning preparation impacted their filming. They described their practical application of skills covered in the training such as interviewing, lighting, creative directing and having editing in mind when filming. In addition, they learned other soft skills such as professionalism, punctuality and how to deal with various types of people. The film makers consistently pointed to the guidance provided by Yassar Kaan and the CSP staff as both enabling and challenging their work to be better.

The remaining aspects of the Film Workshop II will be assessed during the first quarter of year 2.

Success Story Follow-up for On-going Projects

Throughout the course of the fourth quarter CSP Program Officers have been submitting and outlining success stories based on project results and findings from various M&E activities. The process of recording and submitting of success stories is being applied to a greater extent so better communication regarding the program’s successes can be shared to a larger audience.

Continual follow-up with CSP Program Officers will occur to ensure effective communication of program successes is accomplished.

Developing the M&E action plan for the Youth Shadow Mayors project

During September, the M&E action plan for the Youth Shadow Mayors project was developed with the CSP team according to project activities' timeline. This was delivered and approved by the program officer.

The specific M&E tools for each aspect of the action plan will be developed and approved during the first quarter of year 2. The majority of the M&E activities are not scheduled to start until the beginning of quarter 2 in year 2.

NGO and CSP Activities Participation Data

During the fourth quarter, CSP's activities engaged NGOs throughout the kingdom. A summary of the total number of NGOs engaged is as follows:

Total Number of Participating NGOs:	92
Direct Participation	57
Indirect Participation (HCD-NGO Roundtables on National Strategy only)	35

The figures above represent the number of unique NGOs which participated in one or more CSP program activities. Indirect participation refers to NGOs which participated in program activities where CSP was not the sponsoring organization but held a consulting role. This primarily refers to the HCD-NGO roundtables on the National Strategy for Disabilities.

The majority of the participating NGOs attended one CSP program activity with the remaining organizations participating up to three different program activities.

Frequency of Participation	# of NGOs
1 activity	70
2 activities	21
3 activities	1

The participant attendance records for CSP program activities displays an almost 50% to 50% percentage between male and female participants. The total number of participants below is the total number of attending participants without accounting for individuals attending multiple events.

Total Number of Participants in CSP Program Activities:	266
Male	131
Female	135

Next Quarter

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

- Monitoring of the following CSP project activities
 - Advocacy-focused documentary shorts (Film Workshop II)
 - NGO Shadow Reporting Specialized training process
 - HCD-NGO Town Hall meetings
 - Youth Shadow Mayors project

- Completion of the collecting and analyzing of the NGO Year 1 Baseline survey
- M&E Tools creation for new CSP project components
 - Partners of NGO Excellence
 - Youth Shadow Mayors project
 - Institutional development assessments and institutional improvement plans
- CSP M&E data collection for program indicators

V. Summary of Activities for Next Quarter

Based on approval of its Year II work plan, CSP will conduct the following activities:

- CSP in conjunction with USAID will hold a presentation of the results to international donors in late October.
- At the invitation of the Foundation for the Future, CSP's Chief of Party will participate in their Maghreb regional conference on civil society strengthening to present the CSP project.
- CSP's Chief of Party will participate in AED's Field Leaders Technical and Management Training Workshop: "Global Directions: Ensuring Program Excellence" from November 15-20, 2009.
- Upon submission of the MIUSA proposal to USAID/Jordan, CSP and MIUSA will determine next steps for collaboration in the field of disability rights.

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

- CSP will launch the call for proposals and identify short-listed candidates for the "Celebrating Jordanian Activism" project.
- The structure of the Master Advocacy Fellowship will be designed, including the outline of the six month program, selection criteria, and development of the training materials and curricula. After which the open competition and selection will be held with the expectation to bring together Fellows before the end of the year.
- Finalize the structure of the NGO PR training of trainers program, including the outline of the course, the selection of participants and the adaptation of the AED's Media Relations Handbook for the Jordanian context.
- Workshops will be held for the Shadow Reporting Coalition in October, November and December to equip the group with knowledge, skills and methodologies to prepare the shadow report, as well as introduction to media relations.
- The design of the After Action Reviews will begin and consultations with USAID implementers will take place in order to determine the specific themes for the advocacy program.
- Orientation sessions will be held in each of the six participating municipalities participating in the Youth Shadow Mayors Program to announce the competition among youth. Following selection of youth mayors and deputy mayors, a launch event will be organized in conjunction with the Ministry of Municipalities in early December.
- Procurement for social media training services will take place. CSP anticipates awarding this sub-contract by December 2009 and launching the competition for e-activists before the end of the year.

- Phase II of the documentary advocacy film project will be concluded with a final workshop with Professor Yasir Khan and filmmakers at the Royal Film Commission in late October. A screening will be organized with participating NGOs and their key stakeholders at RFC in mid-November.

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

- CSP will develop a template for “In-Kind Technical Assistance Grants” for IDA participants.
- Based on finalized Institutional Improvement Plans, CSP will begin to deliver customized technical assistance to the five NGOs who participated in the IDA Pilot. In addition, JOHUD and CSP will implement the training of IDA trainers within JOHUD and monitor implementation of the IDA and design of the cross-organizational IIP for JOHUD and its branches.
- Both the Training Services Review (TSR) and Training Management Manual (TMM) will be completed by the end of the year and tested prior to dissemination on candidates for the Partners in NGO Excellence program.
- CSP will test the first draft of the Stakeholder Feedback manual on participants from the pilot program to ensure that it provides audiences with the necessary skills and information required to implement in-house focus group research for program design. After this, CSP will work with FGRC to finalize the content and translate into Arabic for implementation in round two of the Stakeholder.
- The design of the Partners in NGO Excellence will be completed, including the methodology of phased growth. The program will then be launched through orientation sessions to take place in the North, Middle and South in November. Applications, short-listing and selection of candidates will take place by mid-December with a first round of IDA and TSR implementation taking place before the end of the year.
- Procurement of the Community Youth Mapping training service provider will take place and sub-contract awarded.
- Additional AED training resources will be reviewed and considered for adaption into Arabic.
- Planning for www.NGOconnect/Arabic will begin.

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

- In October, Strategies and CSP will finalize the survey and then conduct training on the MoSD survey and data collection tool for MoSD NGO staff and Strategies researchers. The survey will then be rolled out to approximately 2,500 NGOs once all contact information is gathered from the respective ministries. CSP and Strategies anticipate additional delays but will work towards finalizing the survey results by end of the year.
- CSP will conduct three major procurements on behalf of MoSD for the online registration system: GIS mapping support; software design; and hardware requirements.
- Pending clarification from ICNL as well as the Ministry of Social Development, CSP and USAID/Jordan will determine next steps on the Fund for Societies as well as any continued support from Saed Karajah as legal advisor to the Minister.
- With the finalization and approval of bylaws on the Law on Societies, MoSD with CSP support will launch the NGO law campaign. This will include CSP preparing information materials together

with MoSD legal and NGO staff, with review from Saed Karajah, and design from JWT. This comprehensive outreach initiative will utilize all forms of media and outreach efforts by the Ministry field offices.

- Focus groups will be held in the North, Middle and South for MoSD field officers responsible for NGOs after which a comprehensive training plan will be designed for support of all aspects of the CSP program with MoSD (automation, NGO law, communications, constituency relationship management, etc).
- CSP's consultants will begin the Phase II of the gender assessment. It is expected that the entire project will be completed by the end of December, including a visit from Susan Somach will conduct the strategic action.
- CSP will continue its ongoing support to HCD in their efforts to organize major outreach events on the national strategy, including the Town Hall meetings in October and the National Conference in November.
- CSP will continue to assist HCD in recruiting a communications officer to whom technical assistance will then be provided. In the meantime, CSP will be available to support HCD in defining its media relations strategy for the National Conference as appropriate.