



CENTER FOR CIVIL SOCIETY
AND GOVERNANCE

JORDAN CIVIL SOCIETY PROGRAM

Quarterly Performance Report No. 7

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I. Summary

This quarterly report covers the period of April 1, 2010-June 30, 2010, the seventh 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.

During this quarter, CSP launched the national-level Civil Society Grants Fund and the first phase of the Advocacy Grants program and held more than 30 events ranging from technical assistance workshops in advocacy, media relations, institutional capacity building to roundtable debates on disability rights and elections. (See Appendix A)

This report includes the accomplishments and challenges faced by AED during this first quarter of 2010; highlights of which include:

Administration

- Launched the national-level Civil Society Grants Fund; held two grants solicitation workshops for 40 NGOs; received 31 applications of which 18 were eligible; short-listed seven for presentations and selected five to proceed to the final round. (See Appendix B)
- Launched the Phase I of the Advocacy Grants Program: held two grants solicitation workshops for 58 NGOs. Deadline for applications is July 1st.
- Finalized procurements with training providers Global Learning Partners (GLP) and People's Advocacy for implementing programming.
- Competed and short-listed software design firms for the NGO Registrar Automation Information System.
- Completed the sub-contract with the International Center for Non-Profit Law (ICNL) to produce a white paper on international best practices on Funds for Societies for consideration by the Ministry of Social Development and the NGO Registrar Council.
- Hosted Lydia Cordes from AED Washington's Center for Civil Society and Governance for annual home office evaluation of CSP project.
- Designed a capacity building exchange visit for CCSG's Sudan team to visit Jordan in July.
- Met with AED Washington's director of youth programs who selected CSP for inclusion in its global youth strategy by highlighting the Youth Shadow Mayor project.

Donor Coordination

- Presented CSP's "Partners in NGO Excellence" project at the regional conference on CSO accountability organized by the Foundation for the Future.
- Met with the European Commission's human rights grants consultant to discuss capacity-building strategies for Jordanian NGOs.
- Continued cooperation and program coordination with USAID's Public Action for Water, Environment and Energy project, implemented by ECODIT (prime) and AED (sub). Participated in their Social Marketing workshop with Dr. Nancy Lee, a follow-on session on research methodologies, as well as the public launch of their research findings.
- Participated in Public Action Project's coordination committee on communications with other USAID implementers.
- Coordinated with the International Youth Foundation and the National Democratic Institute to reflect lessons learned on youth programming.
- Maintained collaboration with Mobility International USA (MIUSA) on their inclusive development project, reaching out to IYF, Mercy Corps and other USAID implementers.

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

- Continued to support the disability rights coalition working on the Shadow Report of the UN Convention on the Rights of Persons with Disabilities (CRPD), including organizing the expansion of the coalition to include new members representing DPOs and individual disability rights activists.
- Created the opportunity for activists with disabilities who are interested in election reform to form TAKAFO', a coalition of DPOs and individual persons with disabilities and supported them with technical assistance in advocacy to develop a strategic advocacy plan for the 2010 elections. Priorities focus on accessibility to polling centers and to allow PwDs to vote through a personal assistant whom they freely and independently choose.
- Supported the creation of the online network "Makers of Our Decisions" (MOOD) which enables DPOs and PwDs to stay connected and up to date on issues related to the CRPD, elections, and the national policy towards disability issues. MOOD is moderated by a blind activist, Mr. Raafat Alzitawi, and currently has 50 members.
- Provided additional support to the 12 NGOs participating in the "Celebrating Jordanian Activism" project to finalize and disseminate their stories to other NGOs.
- Completed four modules of the Master Advocacy Fellows (MAF): "5 Steps to Tactical Innovation" with the New Tactics in Human Rights project (April 10-14); Media Advocacy (April 30); Social Media with Social Media Exchange from Lebanon (May 24-26); Advocacy Consolidation and Training of Trainers with People's Advocacy (June 21 – July 4).
- Designed "On-the-job" Training structure for testing the New Tactics methodology with the MAF.
- Engaged the New Tactics team to work with CSP's disability coalition to train them on tactical mapping in order to strengthen their work on the rights of peoples with disabilities to access voting and elections.
- Organized a film editing workshop with the Royal Film Commission led by Fulbright Scholar and filmmaker Anisa Mehdi for the Advocacy Documentary shorts filmmakers to create 5-minute versions of the NGO films.
- Finalized the selection of participants for the Communications Certification Trainers Program (CCT), interviewing 35 out of 72 applicants with final selection of 21.
- Launched the CCT program and held four modules: Communications Primer (May 8-9); Strategic Communications (May 22-24); Media Relations (June 5-8); Social Media (June 19-22).
- Recruited and provided eight activists with scholarships to participate in the Amman Institute's "Community Organizing Workshop" with Marshall Ganz, Lecturer in Public Policy, Harvard University (May 31-June 1).

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

- Completed training assessments of 25 NGOs in the Partners in NGO Excellence project (PIE) utilizing the training services review tool created by CSP.
- Finalized selection of Phase II participants from the PIE reducing the pool of NGOs from 25 to 20.
- Closed the "Pilot IDA" project and integrated the participating NGOs into ongoing technical assistance with the PIE.
- Continued ongoing technical assistance – individual and group – to PIE NGOs and the five Pilot NGOs from Year I, including specialized sessions on human resources and financial management and prepared the ground for a session on monitoring and evaluation.
- Implemented the Training Services Review (TSR) with all PIE partners to assess the training services of each and developing improvement plans for each.

- Held two back-to-back sessions of Global Learning Partners’ “Learning to Listen, Learning to Teach: An Introduction to Dialogue Education” for 41 trainers representing 20 different NGOs (April 25-29; May 2-6).
- Reviewed lesson plans submitted by the 41 PIE trainers and observed on-the-job training conducted by all to ensure application of the GLP methodology.
- Evaluated all PIE trainers and NGO partners and selected 19 NGOs to move on to Phase III. (See Appendix C)
- Prepared the ground for GLP’s Advanced Learning Design workshops to be held in July with those PIE trainers who advance to the next round.
- Conducted a midterm evaluation with all PIE NGOs to evaluate the current status of progress made to date per their institutional improvement plan as defined with CSP.
- Responded to a request from the Jordanian Hashemite Fund for Human Development (JOHUD) for intensive technical assistance for ZENID and the Community Development Centers resulting in an agreement where CSP will assist JOHUD in developing a specific model for strategic planning for ZENID as well as the CDC in Ma’an, in conjunction with Save the Children.
- Held a refresher session for ZENID’s training team on the institutional development assessment (IDA) tool so that they could conduct it on the different entities of JOHUD as part of the strategic planning process.
- Finalized the design of the English version of the Training Management Manual (TMM) and continued editing the Arabic version.
- Revised the timeline for implementation of the Stakeholder Feedback Project (SFP) to fall 2010.
- Continued to support the 15 Youth Shadow Mayors in their work inside the different municipalities and expanded the training plan to include youth-led initiatives, focus group methodology, participatory budgeting, and community organizing; integrated local NGOs from the respective municipalities into the program.
- Designed the technical assistance plan for approximately 20 disabled persons’ organizations.

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

- Continued providing support to the Ministry of Social Development and the Registrar with regard to the Law on Societies 2008/09, including the ICNL white paper on the Fund for Societies.
- Met with the Minister of Social Development, USAID and the World Bank to present the first draft of the NGO survey results; continued revisions and validation of data per Minister’s instructions.
- Formed a technical committee with MoSD and other relevant ministries to address gaps in the research data after which CSP expanded Strategies’ work order to compile additional data collection on behalf of the Ministry for inclusion in the NGO database.
- Completed the first phase of the Automation Information System and presented it to the Minister and key personnel engaged in the Registrar. Developed a hand-over plan to the Ministry/Registrar and conducted the first in a series of trainings on the system for Ministry staff.
- Continued to press for feedback and approval of NGO Law communication materials including the NGO law web page, advertisements on readjustment, etc.
- Held three advocacy workshops (April 3-5; April 6-8; June 6-8) for 40 participants from the Higher Council for the Affairs of Persons with Disabilities (HCD) and disabled persons organizations (DPOs) representatives to define the HCD’s support for advocacy campaigns in line with the National Disability Strategy for 2010-2011.

This intense period of program implementation provided CSP with many achievements and success stories that were previously unanticipated. However, it also required CSP to stop and reflect on its ability to maintain this pace for both its own team and its partners to implement and absorb such diverse technical assistance programs in such frequency and time span. Therefore, CSP decided to postpone the launching of some activities to the next quarter and beyond as described below.

II. Administration

In addition to ongoing operations and administration, CSP accomplishments this quarter included the launch and selection of the national-level Civil Society Grants; launch of Phase I of the Advocacy Grants program, and procurement of sub-contracts for the NGO Registrar, including the International Center for Non-Profit Law and bids for the design of the Automation Information System; as well as an extension for subcontractor Strategies.

National-level Civil Society Grants

The guiding principle of CSP's Civil Society Grants Fund is to foster Jordan's civil society sector to ensure equitable access to resources, build independent institutions, strengthen communities and promote individuals' rights, responsibilities and participation in decisionmaking processes. The objective of the Fund is twofold: (1) support civil society organizations to achieve their core missions and ensure an enabling environment for the civil society sector; and (2) strengthen CSO's through institutional capacity building and technical assistance. The Fund is comprised of two competitive grants cycles through which national-level grants (with activities in more than one governorate) were competed in April 2010 and local-level grants (with activities in one governorate only) will be competed in January 2011.

The Civil Society Grants Fund is unique in that it does not define parameters for programmatic focus but instead supports CSO's to focus on implementing a project in line with the CSO's mission and/or implement follow-on projects that build on successful initiatives. Grants are structured as follows:

- Approximately 20% of the budget is provided for program capacity development aimed to strengthen the organization's ability to achieve results in their proposed project area. The capacity development activities should be carried out during the initial 3-6 months of the grant period, prior to project implementation.
- Approximately 80% of the budget is for expenses associated with project implementation including meeting expenses, salaries, travel, etc. All expenses must be directly related to the project.

With USAID's approval of the small grants manual in early April, CSP launched the RFA for the national-level Civil Society Grants Fund in Al Rai newspaper on April 18th, emailed it to over 125 NGO's and posted it on CSP's website and Facebook page. CSP expected to award between five to seven (5-7) national-level grants between 50,000 JOD – 70,000 JOD each.

Two grant solicitation workshops were held on April 22nd and April 25th with 53 participants representing 40 organizations. Subsequently, 31 grants were submitted by the May 31st deadline, out of which 18 were eligible and 13 were ineligible.

The Grant Evaluation Committee (GEC) for the Civil Society Grants Fund met on June 16th to review eligible applications. Voting members included CSP staff (Frances Abouzeid, COP; Randa Naffa, Team Leader/Advocacy; Rama Ishaq, Team Leader/Capacity Building) and IREX's COP Francesca Sawalha.

Non-voting members included CSP staff (Jill Hartsig, Director of Finance and Grants and Mohammad Hourani, Grants Coordinator), Tine Knott, USAID COTR, and Lydia Cordes, AED DC, observed.

As a result, seven proposals were short-listed and invited to present their proposed projects to the Committee during half-day sessions on June 23 and June 24. The GEC agreed upon a final list of five applicants, based on the GEC evaluations and scores:

- Justice Center for Legal Aid (JCLA)
- Center for Defending Freedom of Journalists (CDFJ)
- Business and Professional Women – Amman
- Partners-Jordan (Mediation)
- Royal Health Awareness Society (RHAS)

Next Quarter

In July, CSP will meet with the short-listed applicants to request revisions to their technical proposals and supporting documentation, as well as conduct an assessment of each organization's capacity to manage a USAID-funded grant. Once the grants package is finalized, it will be submitted to AED Washington for approval. CSP expects to officially award grants and hold a kick-off meeting for grantees by September 2010.

Phase I Advocacy Grants

The Grants Team worked with the Advocacy Team to design Phase I of the Advocacy Grants program which was subsequently launched on June 1, 2010. See Component B: Advocacy Programming & Grants: Activity One for more details.

Procurements

International Center for Non-Profit Law (ICNL) – CSP finalized the award to ICNL to support the Ministry of Social Development and Registrar in its design of a strategy for the Fund for Support of Societies. The Law on Societies 2008/09 establishes a Fund to “support societies” but does not specify how the fund will function in practice. ICNL will assist the relevant Jordanian Ministries and government officials as they seek to develop rules and procedures that will establish the basis for the success of the Fund.

Automation Information System Procurement – Parallel to this, CSP continued its preparation for the procurement of the Automation Information System design, bringing together its technical review committee on May 20 to review proposals. In addition to CSP staff, the technical review committee includes two external referees with extensive experience designing technology projects for the Government of Jordan: Khawla Al-Mifleh, Applications Development Advisor for the USAID-funded Rule of Law Project and Lillian Khalaf, IT Advisor for the World Bank Enhancement of Social Protection Project. As a result, two of the four offers were short-listed and were asked to submit best and final offers in July.

Strategies – This subcontract in support of the first phase of the Automation Information System (NGO database survey) was modified to increase the value by 15,700 JOD and extend the end date to December 31, 2010 to facilitate field surveys and data entry of 400 NGO's that were not captured during the first round, and enter data for 570 NGO's and Not-for-Profit companies (which are required to adjust their registration in accordance with the Law on Societies by December 31, 2010).

Next Quarter:

With regards to procurement and contract management, CSP plans to finalize the BAFO for the Automation Information System; select a company or individual to design and build a new, comprehensive CSP website; modify its subcontract with the Focus Group Research Center/LCPS to provide a no-cost extension through December 31, 2010 for the implementation of the Stakeholder Feedback Project II; modify CSP's subcontract with Global Learning Partners to fund an additional five-day GLP I workshop in October and budget time for a co-trainer; and draft the RFP for Partners in NGO Excellence (PIE) training subcontracts for the launch in first quarter Year III. In addition, CSP expects to receive the first quarterly performance report of grantee Circassian Charity Association. Also the capacity building exchange visit with the AED Sudan team will take place in July.

III. Achieving Program Objectives

Activities during this quarter continued at a rapid pace with diverse programming and events that engaged more than 387 people and 140 organizations across all program pillars (these numbers capture unique participation rather than repeat participation). Capacity-building programs which include series of learning events over a minimum of six months period reached a peak with the Partners in NGO Excellence participating in the Global Learning Partners training program; Master Advocacy Fellowship concluded five modules, while the Certification of Communications Trainers completed four modules. Support to the Government of Jordan on the Law on Societies 2008/09 continued albeit at a slower pace due to the lack of regulations on the law.

A. 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

Component A: CREATING ADVOCACY RESOURCES***Activity One - Celebrating Jordanian Activism 2000-2010***

CSP continued to support the 12 participating NGOs in the Celebrating Jordanian Activism project which attempts to gather success stories and lessons learned from NGOs that led advocacy and awareness initiatives during the past ten years. Following on the capacity-building workshops, CSP's advocacy consultant edited the case studies and provided them to the NGOs for final review. However, this was a slow process as the NGOs lacked effective documentation from which they could validate the information provided to CSP and required additional work on all sides. Once a case study was finalized, CSP asked that each NGO secure endorsements from their respective coalition partners, a necessary step for ensuring that the content provided is credible and ready for public dissemination. As this took much longer than expected, CSP postponed the public presentation of case studies until after Ramadan. In the meantime, CSP participated in the Marshall Ganz workshop on community leadership and began discussions with his lead co-trainer to provide training for the Celebrating NGOs which will bring the public dissemination of the cases to another level.

CSP saw an unexpected result of the Celebrating project where some participating NGOs requested that CSP provide follow up consultations with them on specific advocacy efforts regarding their projects or their work in general. Several NGOs that participated in the Celebrating Jordanian Activism project benefited from what they have learned and applied for the two CSP grant opportunities as a follow up on their advocacy projects. For example, the Royal Health and Awareness Society is short-listed for a national-level Civil Society Grant with their healthy school project. This is an indication that they recognized the need to integrate advocacy and take the project to the next level by moving beyond raising awareness to targeting decision makers in advocating for the accreditation of the healthy schools international standards with the Ministry of Education.

Next Quarter:

Participating NGOs will finalize their case studies and secure endorsements from their respective coalition partners prior to public release. In addition, CSP will organize a customized capacity building opportunity for the NGOs to participate in the Public Narrative workshop based on the Marhsall Ganz methodology of the "Story of Us". This will be turned into a video that will form the basis of an advocacy resource toolkit highlighting these Jordanian case studies. It is expected that by end of 2010, final case studies will be disseminated to other NGOs, media and donors and be included for adaptation as case studies for use by advocacy trainers and CSP's Master Advocacy Fellows.

Activity Two – Master Advocacy Fellows Program (MAF)

As the MAF program approached the conclusion of the theoretic modules, it became clear that this unique professional development opportunity proved worthwhile among participants. It also revealed that participants' level of understanding of advocacy concepts and strategies requires more than what the program currently offered. This requires additional investments in capacity building in order to establish a qualified core team that meets international standards of advocacy training. During this quarter, three MAF modules took place as planned while the TOT on New Tactics had to be postponed until July due to health reasons of the New Tactics trainer which prohibited her to travel to Jordan.

New Tactics in Human Rights

The New Tactics workshop took place on April 10-14 with the aim of introducing the New Tactics methodology guide and toolkit for adaptation and application in the Middle East. As part of New Tactics' regional MENA project, four participants from Palestine and Lebanon joined the workshop which was led by Nancy Pearson, director of New Tactics and Lucrecia Maza, a Guatemalan human rights activist who has extensive experience utilizing the tools. However, the New Tactics trainers faced difficulties with the MAF group because the methodology is usually implemented with activists who share a common vision or are implementing a common project/campaign, not activists who are each implementing different projects. Additionally, given that the MAF are primarily trainers and not activists posed a two-fold challenge of how to engage them in understanding and applying the New Tactics methodology. Therefore, CSP had to work very closely with the New Tactics trainers to adjust the workshop to the level and expectations of MAF.

Following the workshop, the MAF were given the assignment to review the New Tactics methodology and facilitation guides and to provide input and feedback on ways to adapt them to the regional MENA context. This provided an opportunity for MAF to test their own knowledge of advocacy tactics and required them to demonstrate their commitment to the approach. The exercise also highlighted the importance of developing an Arabic glossary of the New Tactics and advocacy terminologies, as well as regional case studies that illustrate how the tools can be used in the Middle East. It was agreed that

those MAF selected for the New Tactics regional trainer network would continue working on the Arabic guides and development of case studies.

Taking advantage of the presence of New Tactics trainers in-country, CSP asked them to work with the disability and election coalition on applying two New Tactics tools: tactical mapping and spectrum of allies and specifically apply them to rights of the people's with disability to access voting and elections. Two MAF fellows worked with the New Tactics trainers to apply the tools during a one day session and this proved extremely beneficial to the disability rights coalition. It also confirmed that the functionality of these tools and its impact are effective in the framework of a common cause.

The New Tactics training of trainers' module was supposed to be held in May and had to be postponed until late July as its lead trainer got ill and could not travel from the United States.

Consolidation of Advocacy and Training of Trainers Workshops

Parallel to all this, CSP continued its coordination with People's Advocacy, a Washington-based consultancy that focused on advocacy training in the Middle East, to plan for the MAF TOT module and the on-the-job training scheduled for late June. This was a complex assignment as CSP aimed to consolidate the knowledge gained through previous sessions of the MAF and enable participants to demonstrate their practical application by observing their training skills. Therefore, the structure of the TOT consisted of two back-to-back sessions which were held for the MAF - consolidation of advocacy concepts and training of trainers - immediately followed by "On-the-Job Training" where teams of MAF delivered one-day sessions to selected NGOs on advocacy concepts.

The Consolidation of Advocacy Concepts Workshop took place in June 21-23, 2010 with the following objectives: to anchor their work experience and MAF learning to a conceptual framework of advocacy; to assist Jordanian organizations in developing appropriate advocacy strategies utilizing key advocacy strategic analysis tools; and to strengthen their community of advocacy practitioners/resource persons by building personal relationships and learning from one another's experience.

During the consolidation workshop, the rights-based approach to development was re-visited, which provided a strong theoretical framework for "doing advocacy" by linking ordinary citizens – especially the marginalized and disadvantaged – with the decision-makers. In this session, they drew a comparison between the well established needs-based approach and rights-based approach, and the implications of each approach on how to advocate. In addition, participants established reasons for why they should be involved in advocacy beyond changing or introducing policies.

During the TOT, participants reviewed the principles of adult education and further developed their preparations for the On-the-job training which would enable them to practice what they have learned in the MAF program. They also discussed how to place the training they do within the context of the organizations they work with, addressing what organizational changes might need to occur in order for the training program to be effective, and to identify whether training would be the right organizational intervention or not. Also, this TOT allowed participants to reflect on and analyze different training processes and tools they have experienced in order to create their own training programs.

On-the-job Training

The On-the-Job sessions served as part of the evaluation of the MAF, providing CSP and People's Advocacy an opportunity to judge how well the MAF embraced, understood and transferred this knowledge to others. These sessions would also help identify other areas for improvement that the MAF participants might need to ensure achieving high-quality advocacy training. It was planned that

following the consolidation and TOT workshops, the six teams would deliver their on-the-job training sessions with CSP and People's Advocacy present.

In May, the MAF were asked to identify NGOs to train and to conduct a needs assessment of their target groups. The aim was for these results to be shared with People's Advocacy in advance for their review and to contribute to the design of the MAF TOT workshop. Some participants failed to identify a group and some had commitment issues from the NGOs they identified. Unfortunately, only one group managed to conduct an assessment on time and most of the MAF came to the TOT workshop generally unprepared. Only three out of the six teams were prepared for their on-the-job training sessions at the time of the People's Advocacy TOT and only one session took place by June 30th. This demonstrated two extremes: that some lacked the commitment to the process and did not prepare accordingly while others genuinely required more preparation time with their team and target groups. CSP proposed to postpone the remaining on-the-job sessions to link to the New Tactics TOT sessions to be held in July.

Lessons learned

CSP expects that the on-the-job training sessions with People's Advocacy as well as with New Tactics will further assist it in determining its next steps with the MAF program. However, it must be noted that throughout these sessions the varying knowledge levels of MAF participants proved to be a major challenge to achieving the overall goals of the MAF. Although the diversity of experience in the room provided for an interesting debate, it highlighted the different levels of understanding of advocacy concepts and revealed gaps in knowledge while identifying priorities for future skills building. CSP was surprised to see that some trainers who are well-known for their work in this field do not fully grasp the understanding of human rights-based concepts or adhere to these principles in their daily life. This calls into question CSP's desire to engage them in future work with CSP beyond the MAF. On the other hand, other participants demonstrated a potential to go to the next level with regard to both training and activism, both of which require further investment by CSP in advocacy strategies and training skills.

Next Quarter:

The New Tactics TOT and on-the-job training will take place between July 24-July 31st. CSP will then conduct an internal and external evaluation of the overall MAF program as well as with individual participants in order to determine how to proceed with the participants in the future.

Activity Three – Development of Advocacy Reference Tools

The MAF continued to work on the adaptation of the New Tactics methodology and facilitation guides, but this will not be completed until after the New Tactics on-the-job training in order to test the terminology on other participants. CSP discussed plans to package the MAF curricula and develop additional trainer resources utilizing the Celebrating Jordanian Activism case studies, but decided to postpone this until the fall of 2010 after the MAF program is complete.

Next Quarter:

Post-MAF, CSP will work with selected graduates of the program to develop a core curricula of advocacy materials, utilizing materials from the MAF itself and elsewhere. In addition, CSP is cooperating with AED's other project in-country – the USAID-funded "Public Action for Water, Energy and Environment" – and will participate in their upcoming advocacy training workshop with social marketing expert Bill Smith. Mr. Smith is working with the PAP team on developing a core curricula and diploma course on social marketing and advocacy and CSP has been invited to join in the design and possibly in the development of the course.

Component B: ADVOCACY PROGRAMMING & GRANTS

Activity One – Thematic After Action Reviews & Advocacy Grants

Phase I Advocacy Grants

CSP designed its advocacy program to address two major findings of its initial focus group research in which both citizens and CSO representatives identified the need for CSOs (1) to effect change at the policy, legal and social level in a more sustained manner and (2) to be driven by stakeholders' priorities, not donors'. To that end, the Advocacy Grants Program provides support for CSO's to engage in thematic After Action Reviews (AAR's) to assess progress made on advocacy issues undertaken by various stakeholders in Jordan over the past five to ten years. Through a two-phased grants cycle, CSP will provide opportunities for them to engage in issue-specific advocacy projects based on priorities and needs.

Phase I of the Advocacy Grants Program supports After Action Reviews (AARs) which allow various CSOs involved in advocacy issues to come together to analyze in more detail the lessons learned over the years on multiple levels (legal change, awareness raising and service provision). The AAR process is not to judge previous initiatives' successes or failures, but rather to engage all stakeholders in a learning environment to share information and establish holistic and innovative approaches to readdress advocacy issues and reach tangible results. It is expected that the AAR process will encourage coalitions to emerge and identify longer-term advocacy priorities for the sector. This approach, coupled with strategic planning and technical support will guarantee that advocacy priorities are home-grown.

The RFA for Phase I of the Advocacy Grants Program was announced in Al Rai newspaper on June 1, 2010, e-mailed to over 125 NGO's and USAID implementers, and posted on CSP's website and Facebook page. Two grants solicitation workshops were held on June 6 and June 9 in which 65 participants representing 58 organizations participated. A consolidated list of questions and answers from the workshops was posted on the CSP website and sent to those who participated in the solicitation workshops on June 21, 2010. July 1st is the deadline for applications. (See Appendix D)

Next Quarter

The grant evaluation committee (GEC) will meet on July 13th and is comprised of voting members from CSP staff (Frances Abouzeid, COP; Randa Naffa, Team Leader/Advocacy; Nada Heyari, Senior Program Officer/Advocacy; Afaf Jabiri, CSP Advocacy Advisor) and Hala Ghosheh, director of CIDA's Gender and Social Fund. Non-voting members include CSP Staff (Jill Hartsig, Director of Finance & Grants; Mohammad Hourani, Grants Coordinator) and Tine Knott, USAID COTR.

Activity Two – Disability Rights

The CSP disability rights component continued to grow this quarter with the expansion of the MOOD network (Makers of Our Decision) online network of activists with disabilities and the establishment of the TAKAFO' disability election coalition. In addition, CSP intensified its technical assistance to the Higher Council for the Affairs of Persons with Disabilities (HCD) in defining advocacy priorities for 2010-2011. This culminated in an end to CSP's direct capacity building support of HCD to more direct support to the DPO community. CSP continued to expand the membership of the CRPD shadow reporting coalition to ensure balanced representation of the DPOs, NGOs and disabled activists in the drafting process. And finally, CSP maintained contact with Mobility International USA (MIUSA) in

follow-up to their March visit, including integration of those disability rights activists who participated in the MIUSA workshop into CSP programs.

Shadow Reporting

CSP consolidated the expansion of the Shadow Reporting Coalition to include more persons with disabilities as main stakeholders in the shadow reporting process. At first, some members were reluctant to expand the coalition as they are a close knit group, having worked together since October 2009. However they overcame this very quickly as they recognized the importance of involving others in validating their research and in mobilizing for change. To move ahead, CSP organized a meeting in April to discuss all issues transparently and to encourage the members to address any related points. There was unanimous agreement to open the accession for the DPOs/PwDs and to give them a leading role in the process as main stakeholders. All agreed that revising draft chapters and addressing gaps in the research are priorities, particularly with support and feedback from new members representing the different disabilities. The group agreed to postpone the discussion on the registration/formalization of the coalition until after the UN Initial Disabilities Country Report Conference in Geneva to give the members the opportunity to evaluate the status of the coalition and its capacity to survive as independent body. No date has yet been set by the UN for the presentation of the CRPD.

A series of meetings were subsequently held to discuss the specific thematic areas of the shadow report: education, law enforcement, accessibility/media, and women with disabilities. CSP took the opportunity during these meetings to reinforce the principles of human rights and rights-based approach in addition to reviewing the CRPD chapters. In addition, the chapter coordinators presented to the DPOs their draft findings for comment and review after which follow up between the DPOs and drafters continued. These meetings helped to identify the urgent needs related to improving the report as well as with regard to capacity building of participants (both newcomers and the previous coalition members) in particular on human rights concepts, advocacy and reporting skills.

Some specific capacity-building sessions were held with members of the coalition, particularly in the area of case study documentation in order to verify the research and data covered in the report. Abdullah Alkhalwaldeh, a committee member representing an NGO service provider, indicated that: *“This professional training is really needed to allow us to work in accordance with scientific rules of analysis and to avoid any mistakes in the future.”*

To that end, a review of the draft chapters identified gaps in the focus group research that were conducted earlier this year by members of the shadow reporting coalition. The report was weak as the analysis was not strong and the research required additional validation. CSP therefore consulted its specialist sub-contractor in research, Focus Group Research Center/LCPS to ask them to provide technical assistance to re-do the focus groups completely as it is essential that the shadow report be backed up by solid evidence. They agreed to come in July and work with the coalition to conduct these a second time with key objectives of the focus groups being to assess accessibility of students with hearing impairments to primary and elementary education in preparatory schools until the sixth grade in Amman, North and South Jordan; to understand perceptions of main stakeholders (parents, teachers and students) towards the transfer of Al-Amal schools supervision from the Ministry of Social Development to the Ministry of Education; and to assess quality of education for students with hearing impairments in Al-Amal schools, mainly with regards to teachers’ skills and competencies; availability of relevant tools and methodologies (focus on technology); and accessibility of students to higher education based on the level of education acquired in al-Amal schools.

Next Quarter

FGRC will support the coalition in re-doing the focus group research on access to education for students with hearing impairments. CSP will continue to provide guidance to the shadow reporting coalition, both on a content level with external expert reviews and technically with capacity building as required. It is anticipated that a coalition-wide meeting will be held for the approximately 45 members prior to Ramadan to reconnect the group and update all on where the shadow report stands.

Mobility International USA

Monthly check-in calls between USAID, CSP and MIUSA have continued since the visit last quarter along with CSP facilitating Arabic correspondence through the MOOD network on behalf of MIUSA. In addition, AED met with the International Youth Foundation and Mercy Corps to follow-up on the MIUSA proposals for inclusion, but IYF informed both CSP and MIUSA that they are waiting to award their grant for youth mobilization after which they would meet the MOOD network members while Mercy Corps continues its existing mechanism for inclusion.

MIUSA informed CSP that it is considering hiring a part-time coordinator to be dedicated to its USAID/Washington grant as it would like to increase the level of follow-up from its March visit. CSP informed MIUSA and USAID that it stands by to facilitate interaction between USAID implementers and disability rights activists and will continue working with the MIUSA committees through existing CSP programs, such as support for the TAKAFO election network, shadow reporting, and DPO capacity building.

Next Quarter

In addition to its existing disability rights program opportunities, CSP will continue to coordinate with MIUSA and follow up with USAID implementers as appropriate. Pending MIUSA's decision, CSP may provide support in the recruitment of a MIUSA coordinator for their USAID grant.

Disability Rights & Elections

In March, those interested in disability rights and Jordan national elections (scheduled to take place in November) participated in a series of working meetings to identify key issues and obstacles related to persons with disabilities' freedom to exercise their right to vote. These include primarily accessibility to polling stations as well as the right to have a personal assistant of their choice whom they trust when voting. In April additional opportunities to further develop the design of the disability rights election advocacy plan and establishment of TAKAFO' (Equality) coalition were provided by CSP.

The Takafo' campaign "aims to enable the persons with disabilities to practice their constitutional, legal, and ethical right of expressing their free national will by voting in the upcoming elections on basis of justice, equality, and equal opportunities, with full independence and secrecy, and without the slightest form of any intervention, bias, or discrimination."

The members of TAKAFO are a distinguished group of professionals and activists representing physical, hearing and visual disabilities. They volunteer their time to the coalition and continue to meet every two weeks to further refine their advocacy strategies and implement the specific campaign activities. It is important to mention that while they have shown great enthusiasm in learning and working together, CSP has identified additional areas for technical assistance and support. ***An urgent priority is the need for all to be more acquainted with each other's different disabilities in order to be able to better advocate for their rights as a group as well as to better monitor the violations of their rights overall.***

The coalition defined their advocacy strategies with support from CSP and Partners-Jordan, an NGO specialized in advocacy. The latter then applied for a grant to support the TAKAFO coalition – capacity building of the network as well as support for advocacy initiatives through the run up to the elections - from USAID’s election grant competition implemented by SUNY. CSP will continue to support the coalition through technical assistance and media relations support.

Other technical skills include media advocacy training in order for the TAKAFO spokespeople to take the campaign to the next level and to equip them with the skills to develop and deliver their key messages of the campaign. Also CSP plans to develop a program to build their skills to conduct more effective meetings as well as coaching skills so that the core members of TAKAFO can transfer this to others during the expansion of the coalition. *“Having experienced first-hand the capacities and willingness to learn, I believe it is of great importance to invest in the members of this group as future agents of change,”* remarked one of the TAKAFO members.

Parallel to the direct support for TAKAFO, CSP actively participates in the USAID election implementers meetings and continues to coordinate with SUNY, NDI, IRI, and IREX for integration of disability rights in their respective election programs. To that end, IREX has convinced the Ministry of Political Development to include a symbol of disability rights into its elections communications campaign and IFES is liaising with the Ministry of Interior’s election commission for consideration of the TAKAFO’ proposal for accessibility to polling stations and involvement of PWDs in determining if a building is accessible as well as including the right to a personal assistant in the procedures for the upcoming parliamentary elections.

Next Quarter

CSP will expand support for TAKAFO’ and intensify its technical assistance particularly in the area of media advocacy and campaign implementation per the coalition’s advocacy work plan. In addition, it will coordinate with IFES on securing a meeting with the Ministry of Interior for TAKAFO’.

Activity Three – Youth Shadow Mayors

During this quarter CSP restructured elements of the Youth Shadow Mayors project to ensure the inclusion of civil society organizations from the four municipalities. Together with the youth, CSP visited more than twelve NGOs across the four municipalities after which all were invited to an orientation session at CSP in Amman. This session brought together representatives of the respective municipalities, youth and NGOs to outline the next steps of the program after which core NGO partners were selected for future engagement in the project. In addition, Partners Jordan committed to providing pro bono training on “participatory budgeting” in order to prepare the youth for the fall budgeting cycle where they will advocate for youth programming priorities.

In the meantime, the 15 Youth Shadow Mayors continued to work inside different departments in the municipalities on their implementation plans and attended the town hall meetings on a weekly basis. Some municipalities are working at a slower pace since they are not accustomed to engaging youth in their work. In Fuheis the mayor was replaced so the youth re-introduced the project to the new Mayor and secured support for continuing the project. CSP discusses these challenges with the youth and supports them in order to minimize any challenges they face.

Activities in which the YSM have been engaged include: in Al Sho’lah, the Mayor proved extremely supportive of the youth and continuously integrated them into different events such as meetings with

different institutions or ministries to discuss issues related to the development of Al Sho'lah municipality and the committee who met His Majesty King Abdullah during his visit to Irbid on Independence Day. The youth in Bireen worked with the municipality during the job fair organized by the municipality. In Fuheis the YSM took part in the organizing committee for the annual spring festival.

In June, CSP held a series of workshops for the youth including an introduction to youth-led initiatives with youth leaders who have successfully led their own initiatives around the country, such as Youth for Change and Rabea Zureikat from ZIKRA, who presented the challenges and successes he faced. This provided motivation and inspiration for the youth in designing and implementing their own initiatives. The next week a joint session was held where the youth developed plans of action for initiatives they would lead in June and continue in July with the support of the NGOs and the municipalities, such as engagement of persons with disabilities (Fuheis), environment (Shoule), infrastructure maintenance (Bereen) and activating youth centre by engaging youth in number of activities (Hashmeh). CSP continued to mentor the youth during the implementation of these initiatives.

Following this, the Focus Group Research Center/LCPS led a workshop where the youth and the NGOs developed plans for implementing focus groups in their respective municipalities to identify key youth challenges and priorities. A plan was then prepared for organizing and conducting the focus groups with the support of mentors from CSP's Stakeholder Feedback Project I. The focus group results and project proposals to address these challenges will then be shared with youth in open town hall meetings after which the YSM will develop project proposals to submit to the municipality for support.

Next Quarter

Youth will continue to implement their initiatives in their respective municipalities. In addition, the CSP mentors will support the YSM in implementation of focus groups in the respective municipalities and their analysis of the focus group results after which CSP will assist the youth in preparing for the town hall meetings to be held in the latter half of Ramadan. During August, CSP will organize two workshops with Partners Jordan on participatory budgeting for the youth and then one for municipal representatives. A mid-term evaluation of the YSM project will also be conducted by CSP in order to gauge progress and challenges faced by both the youth and the municipalities.

Activity Four – Community organizing (new)

In partnership with the Amman Institute, CSP provided the opportunity for NGOs and development experts to receive a scholarship to participate in a specialized workshop on “community organizing” led by Professor Marshall Ganz, Lecturer in Public Policy at Harvard University, who teaches, researches, and writes on leadership, strategy in social movements, civic associations, and politics. This workshop complements CSP's plans to enhance Jordanian advocacy efforts by providing unique professional development opportunities that upgrade leadership skills and advocacy capabilities among Jordanian civil society organizations.

Through an open competition, CSP selected participants who are leaders in their communities or who are currently engaged in implementing advocacy initiatives. The application required them to propose how they would apply this methodology to an existing project and CSP will work with them on its implementation by December 31, 2010. Those selected from inside the MAF include Raja Hiyari and Noor Zadi from Partners Jordan; Faisal Sondos from JREDS; Taghreed Jabr from the Jordan chapter of Penal Reform International; and from outside the MAF Rami Karmi from Shabakat Al Ordan; Raghda Butros from Ruwwad; Nihad Al Jariri from the radio station Farah Al Nas. The Amman Institute provided an extra slot to CSP's senior program officer for advocacy Nada Heyari.

Amman Institute commented that the quality of CSP participants surpassed their expectations and provided for an enriched environment for learning. AI will continue to engage participants in a “learning circle” for future community engagement around the Kingdom.

Next Quarter

CSP will follow up with scholarship recipients to define the next steps with regard to the implementation of their proposed plans with the community mobilization methodology as well as within CSP’s own projects, such as Celebrating Jordanian Activism (as referenced above). CSP will also explore what support is required for adaptation of the curricula into Arabic and expanding it to include Jordanian cases studies on community mobilization.

Component C: Media & Communications Programming

Activity One - Certification of Communications Trainers (CCT)

In April, CSP staff and communications consultant Nermeen Obeidat short listed and interviewed 35 candidates from the 71 applications received during the open competition. Twenty-one were selected to participate in the Certification of Communications Trainers program and the first module began on May 8th led by Nebojsa Radic, international communications consultant. In a snapshot, the group is comprised of a mix of communications practitioners from the NGO sector and journalists, most of whom have trained NGOs on media relations. One participant comes from the private sector and her company has confirmed that her follow-on work with NGOs would be part of their corporate social responsibility program. (See Appendix E)

During the kick-off CSP reminded all participants of the overall goals of the CCT program: to create a core team that CSP would rely on to support Jordanian civil society organizations in their strategic communications and media relations efforts. The CCT program is a mixture of theory and practice, with the first four modules providing the framework for a common understanding of communications theory, international and Jordanian best practices in media relations, strategic communications planning, and non-media communications. After these first four modules, participants shifted to the practical application of curricula development, training skills, conducting training needs assessments and providing on-the-job training to selected NGOs from CSPs various programs.

Throughout the first four modules, the group debated how they see NGO communications efforts, both good and bad. CSP sought out Jordanian case studies from the participants for inclusion in the CCT and MAF curricula. One case study focused on bad messaging and how wrong targeting, provoking messages, and unaccountable messengers affected the credibility and overall success of a campaign. *"When the campaign against laws related to honor killing was launched in Jordan, the campaigner failed to communicate human interest stories of the impact of honor killing on the victim's family and community,"* said one journalist and media relations trainer. One participant shared an example of a successful awareness campaign that encouraged the Ma'ani community to go back to education by reading as well as mobilizing the community to renovate a public library that is open to both genders. *"I utilized community-based activities to sustain the campaign, and achieve the impact required. I worked with mosques, religious men, the Municipality, opinion leaders as messengers, and focused messages on the importance of reading and education"* he added.

During the media relations modules, participants outlined the challenges facing civil society organizations when dealing with the media, such as the idea that media do not care about the issues of

civil society organizations. They acknowledged that the news agenda focuses primarily on stories related to politics, but that media cannot understand the role and contribution that NGOs play in socio-economic and political development in Jordan. Many felt that journalists lack professionalism and ethics. *"Journalists like to receive prepared press materials, to be invited to gala dinners, and to receive financial compensations in return for required media coverage"* said one trainee.

At the same time, the participants acknowledged that the media also faces challenges when dealing with civil society organizations, including the lack of qualified personnel in NGOs with communications capabilities and experience in media relations. In addition, the majority are reactive not proactive and implement communications initiatives in a haphazard or conventional way, with weak application of the right communications channels and tools.

This ongoing debate created the framework for the CCT program, reinforcing that the goals CSP set out originally are in line with the needs. The participants recommended that CSP's media and outreach programming focuses on enhancing communications capacity within civil society organizations; educating journalists with regards to major causes of civil society and creating specializations accordingly; enhancing awareness of the effective role of civil society in shaping public policy; educating civil society about the different channels of communications available, both online and offline and helping frame civil society news to engage and shape public opinion.

As the majority of participants are new to delivering training, CSP recognizes that further investments may need to be made in those who show potential, while those with substantive content and experience may instead provide mentoring support to NGOs rather than delivering group training.

Next Quarter

CSP will hold a curricula development workshop with CSP participants to design two core courses for NGOs: "Introduction to NGO Media Relations" and "Introduction to Strategic Communications." After this, a Training of Trainers course will be held after which CSP will assign CCT teams to selected NGOs to conduct a training needs assessment. During Ramadan, the teams will be supported to further develop their curricula in preparation for a second curricula development workshop in mid-September and then On-the-job training in late September.

Activity Two - Thematic NGO Orientation Sessions for Media

No activity this quarter. The introduction of "media sensitization" curricula to the Certification of Communications Trainers program has been postponed until the fall.

Activity Three - New Media Trainers/E-Activists

Unfortunately due to contractual differences, CSP was not able to engage the Jordanian group 7iber to provide social media training for the MAF and CCT. Instead CSP engaged Social Media Exchange from Lebanon to conduct two introductory sessions for the Master Advocacy Fellowship (May) and Certification of Communications Trainers (June) projects.

The objectives of the SMEX workshops with the MAF and CCT were similar: to relay a broad understanding of the concepts underlying social media and how it is being applied to activism and by civil society; to work with each group and help them in planning the strategic application of social media to their projects; to help participants identify methods of integrating their online strategies with their offline work, including existing projects and campaigns as well as planning for new ones. In

addition, SMEX introduced the broad spectrum of social media tools and the unique attributes of each, so that participants could make informed choices about how to apply social media to their campaigns and programs.

Technical levels varied greatly and SMEX recommended that training should be targeted according to participants' experience with technology and the Internet in order to be effective. Commenting on the results of the two workshops, SMEX recognized that "social media adoption and integration works best when learning opportunities are repeated and provided in a way that trainees can go at their own pace. We recommend that CSP offers smaller, shorter, more focused workshops to continue developing their skills and strategies and link them to real-world projects and issues."

Parallel to this CSP and the Public Action Project in Water, Environment and Energy met about defining a joint strategy for the application of social media tools. Both projects are supporting Jordanian NGOs in their advocacy initiatives and maintain ongoing communications and coordination about NGO capacity building and advocacy training, as well as engagement of media and grant support.

Next Quarter

CSP will participate in the Public Action Project's upcoming social media training after which the two projects will explore collaboration and joint design of social media programming support for NGOs.

Activity Four – Journalism Training & Award for comprehensive social coverage

As described in the last quarterly, this activity has been postponed for later in Year III.

Activity Five - Journalism Student Internships at NGOs

As described in the last quarterly, this activity has been postponed for later in Year III.

Activity Six - Documentary Advocacy Shorts

CSP and the Royal Film Commission hosted a follow-on editing workshop led by Fulbright fellow Anisa Mehdi to train the filmmakers that CSP had been supporting to shorten their NGO documentary films from 15 minutes to 5-7 minutes for television broadcasting. Unfortunately some filmmakers did not properly save their work on hard drives and their films were lost, while others were able to edit down their work but due to other work commitments did not complete the assignment. However, summarizing the impact of the edit workshop, Ms. Mehdi remarked that the "...revelation to them that they could lose all that footage and still their piece was stronger" provided a turning point for those filmmakers who were able to complete their shorter pieces.

Few final versions of the films were produced, leading CSP to question any further engagement of the filmmakers as well as the need to revisit its own program strategy with regard to film programming.

Next Quarter

CSP will conduct an evaluation of the overall project together with the Royal Film Commission to review the challenges faced in successfully completing its objectives. This will contribute to redesigning any further support to documentary filmmakers working with NGOs.

B. 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

This quarter was marked by intensive program activities as CSP worked with PIE NGO training providers who passed from Phase I to Phase II in the areas of capacity building on institutional development topics as well as training management. In addition, two back-to-back sessions of “Learning to Listen, Learning to Teach” led by Global Learning Partners took place in April with 39 trainers representing 19 NGOs, followed by CSP observing and evaluating their training delivery utilizing GLP’s methodology. By the end of the quarter, CSP identified which NGOs would pass on to Phase III and which of their respective trainers would be invited to participate in the “Advanced Learning Design” course led by Global Learning Partners in July.

Activity One – Partners in NGO Excellence (PIE) Capacity Building

As outlined in the past two quarterlies, CSP launched through an open competition the Partners in NGO Excellence (PIE) project which aims to enhance the capacities of NGO training service providers at four levels – institutional development, training management, training delivery and training content – through four phases of technical assistance. Those who make it through to the fourth phase will be invited to apply for a subcontract to train other civil society organizations on CSP’s behalf.

During this quarter, CSP team continued to provide ongoing technical assistance in the form of group workshops and customized one-on-one sessions according to the needs of the NGOs as identified in their institutional improvement plans (IIPs) for all PIE partners. Three specific subjects emerged as common problem areas for all participating NGOs: human resource management, financial management, and monitoring and evaluation. CSP then evaluated all participating NGOs and selected 20 out of 25 to move on to Phase II, but stressed its commitment to the five that it would continue provision of technical assistance in the form of group trainings as long as they continue their efforts and commitment to receive such assistance.

In April, CSP organized a group session on HR management during which each NGO created an action plan for improving their HR systems based on the outcomes discussed during the workshop. CSP’s HR consultant then conducted follow-up site visits to participating NGOs as required. In May, CSP invited all participating PIE partners to complete the AED grant management questionnaire in order to identify in advance what financial management obstacles may exist with regard to awarding a grant to these NGOs. The majority of NGOs responded willingly and shared quite sensitive information with regard to their financial stability, understanding that this would form the backbone of technical assistance during the next six months. Based on the results, CSP’s financial consultant conducted a group session followed by individual site visits to those that welcomed such an intervention.

CSP had planned to organize a group session on monitoring and evaluation in June but postponed it to the next quarter for many reasons. These include the fact that the PIE process proved to be more time intensive than anticipated with CSP staff visiting the NGOs multiple times for customized support as well as observation of training session utilizing the GLP methodology (see below). In addition, the

intensity of multiple activities within a short period of time had its impact on PIE partners themselves who requested additional time to apply what they have learned before initiating any new activities.

A phase I evaluation was developed for the PIE project and the questionnaire was sent to all NGOs participating in the PIE to solicit their feedback on the IDA and TSR processes and selection process for the PIE partners. Overall, CSP has received substantial positive feedback from its PIE partners for the consultative approach and transparency with which CSP is managing its relations with the partners.

Next Quarter

CSP will determine which organizations pass from Phase II to Phase III from which the latter will be selected to advance to the next stage of the CSP & Global Learning Partners Training Certification program. In addition, group technical assistance will continue as required. Parallel to this CSP will begin to design the Request for Proposals for the PIE partners sub-contracting mechanism whereby selected NGOs will receive funding to train other NGOs on behalf of CSP. The RFP will be launched in the first quarter of Year III in order to give the PIE partners more time to apply what they have learned with regard to institutional development, training management, and training content.

Activity Two – Partners in NGO Excellence - NGO Trainer Certification Program

A core element of the Partners in NGO Excellence is upgrading training delivery and training content of the PIE partners. To do so, CSP engaged Global Learning Partners (GLP), a global organization to provide a series of customized workshops that achieve these goals around GLP's Dialogue Education methodology which provides a structured and accountable method of organizing, designing and facilitating organizational trainings of all kinds. CSP began the first in a series of four GLP workshops that reflect the stages of development undertaken with the PIE.

Two back-to-back sessions of GLP's training methodology, "Learning to Listen, Learning to Teach" took place in late April/early May with 41 trainers from 20 NGOs participating. This provided an opportunity for participants to explore the most relevant principles and practices of Dialogue Education and decide how they might apply them in their own designing and training. It provided an opportunity for them to reflect on practices at which they already excelled, to consider some new approaches for designing and facilitating, and to create some draft learning designs that they can immediately use in their work.

During the GLP workshop itself, it took time for the majority of participants to see the benefits of dialogue education but once they grasped it, they agreed on how it genuinely impacted their approach to training. Their draft session designs became more interactive shifting from lecture or monologue style to a dialogue between teacher and learners. *"We design content with plenty of exercises and games because this is what people like without thinking, 'what is the benefit or the purpose of that?' Now I know that they should serve a purpose."* While another trainer commented: *"I learned things I did not know before and now I will go back and redesign the content and all our awareness material."*

Over the next month, all trainers submitted revised session designs for CSP/GLP review and then delivered the training sessions using GLP's seven steps of design. CSP staff observed and evaluated each trainer according to the same feedback form used during the GLP workshop. Upon the completion of all these sessions, CSP and GLP discussed the performance of each trainer and agreed that 34 out of the 41 trainers would successfully move on to the "Advanced Learning Design" workshop in July.

Next Steps

Advanced Learning Design workshops will be held July 18-21 and July 25-28 after which participating NGOs will further refine their curricula with which they will apply for the PIE Request for Proposals to be held in late September/early October. By applying the GLP approach, CSP and GLP expect that trainers will create a consistent approach to curriculum design that will be engaging and effective and help them to demonstrate improved results for their learners. This will be reinforced through Phase III of the PIE: content upgrading of curricula development whereby CSP and GLP review the materials created through this program in anticipation of the NGO delivering this course on behalf of CSP

Component B: NGO Institutional Strengthening

Activity One – Institutional Development Assessment & Institutional Improvement Plans

Farah Dagestani, director of the Jordanian Hashemite Fund for Human Development (JOHUD), requested a meeting with CSP to explore dedicated support for the development of strategic plans for the Community Development Center, starting with Ma'an governorate as well as the Queen Zein Al Sharaf Institute for Development (ZENID). This builds on the work CSP and ZENID have undertaken during the past year, but expands on it particularly with the appointment of a new executive director of ZENID. CSP's consultant, Eman Nimri, former deputy director of JOHUD, served as the key liaison between CSP's capacity building team and its consultants for the IDA and strategic planning along with key personnel from JOHUD, ZENID and Save the Children, JOHUD's partner engaged in the Ma'an development plans.

CSP planned and held a refresher session with ZENID's team who was trained previously on the IDA and IIP tools in order for them to then implement with the different units of JOHUD and CDCs throughout the Kingdom. Also CSP's human resources consultant continued the review of JOHUD's HR policies, providing recommendations for actions to JOHUD. However with the latest change in management, further technical assistance is on hold until a new management team is put in place.

Finally, CSP closed out the "Pilot IDA" project by incorporating the five NGOs into the group capacity building sessions provided to PIE partners. A final report on the pilot NGOs is available upon request.

Next Quarter

CSP will prepare customized curricula to train PIE partners on the IDA tool as well as prepare the ground for training them on how to conduct the IDA. This will be linked to the future work of the PIE partners in defining capacity building needs for other NGOs. In addition CSP will follow up with ZENID and JOHUD on the Ma'an and ZENID strategic planning.

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 a focus of the Year III work plan.

Component C: Development & Application of Capacity Building/M&E Resources

Activity One – Institutional Development Assessment (IDA)

As described above, CSP has integrated the use of the IDA throughout all its work. This quarter, CSP prepared for the application of the tool to disabled persons' organizations, customized the content as the majority of the organizations are in their start-up phase.

Next Quarter

CSP will prepare customized curricula to train PIE partners on the IDA tool as well as prepare the ground for training them on how to conduct the IDA. This will be linked to the future work of the PIE partners in defining capacity building needs for other NGOs.

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

Review of the Arabic translation of the Training Management Manual and layout design continued this quarter and required additional work.

Next Quarter

The Arabic version of the TMM will be finalized and a PDF publication will be posted on line and on CDs for NGOs. CSP will also prepare a customized curriculum to train PIE partners on the TMM tool. A broader dissemination plan will be designed after its piloting among the PIE.

Activity Three – Stakeholder Feedback Focus Group Research Project

Taking into consideration the intensity of CSP program activities as well as requests from NGO partners, CSP and the Focus Group Research Center/LCPS agreed to postpone the Stakeholder Feedback Project II until the fall of 2010.

Next Quarter

Recruitment for SFP II will begin in September for the three-month capacity building program which will take place between October-December.

Activity Four – Community Youth Mapping Research Tool

In evaluating its mid-term work plan, CSP decided to postpone this project until Year III both because of its own work load as well as NGO partners.

Next Quarter

This activity will be postponed until Year III.

IV. 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 (MoSD)

CSP marked this quarter with some small successes in its effort to support the effective implementation of the Law on Societies 2008/09, including presenting the first draft of the NGO survey results to the Minister, finalizing the subcontract with the International Center for Non-Profit Law (ICNL) to begin work on the Fund for Societies white paper, as well as meeting Dima Khleifat who was appointed in

mid-June to the secretary general level position of Registrar. In addition, CSP delivered the first phase of the Automation Information System and prepared for the handover to the Ministry of Social Development and Registrar staff. Due to the Registrar's move to a new building, this had to be postponed until early July.

Other project activities did not move ahead due to the fact that draft regulations and by-laws have yet to be approved by the Legislative Bureau, as well as a lack of responsiveness and/or official approvals on the communications materials on the law prepared on behalf of the Registrar to disseminate to NGOs.

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

CSP and Strategies continued to work on the draft NGO survey report of the 1,552 surveyed associations and in mid-April presented the draft to the Minister of Social Development, USAID and a team from the World Bank. Specific clarifications on financial data were required as well as additional research due to a lack of data from specific ministries and incomplete data submitted by NGOs. The Ministry of Social Development then sent letters to the other relevant ministries to follow-up on the missing information after which Strategies attempted to collect the outstanding data.

CSP responded to the Ministry's request to expand Strategies' scope of work to include new data entry of NGOs approved since February 2010 as well as others identified from the relevant ministries and not-for-profit companies which are required to readjust by December 15, 2010. This required a level of effort that neither Strategies nor CSP anticipated and required a cost-extension to the existing Strategies contract through end of 2010. Parallel to this, CSP's technology team prepared additional reports as requested and began the process of designing these reports which will be used by the Government for assessment, evaluation, planning and promotional purposes.

In addition, a coordination meeting was held at Ministry of Political Development to discuss areas of collaboration on the NGO survey and the MoPD database of non-state actors. The Secretary Generals of MoSD and MoPD agreed to share information for their respective databases on the sector but no further action was requested of CSP.

Next Quarter

CSP and Strategies will continue to fact check and finalize the survey report and upon instruction of the Minister will prepare to present the results to selected members of the Cabinet and the Registrar Council. Finally, in July CSP will hand over to the Registrar the results of the survey as well as introduce the e-survey tool for use by the Registrar.

Activity Two –Automated Information System (AIS)

The development of Phase I & II of the AIS was successfully completed and in June CSP conducted a training session for ten MoSD & Registrar staff members on how to use the system. The CSP team then held meetings with the MoSD IT Advisor, World Bank project consultant, and the MoSD IT directorate manager to coordinate the installation of the system at MoSD. CSP also installed the system on a temporary server and placed it at MoSD until the permanent servers arrive along with five computers and printers for the Registrar staff in order to effectively use the system.

In addition, CSP held a series of meetings with the Registrar staff and MoSD's IT and HR advisors to review the process mapping, as well as job requirements for the Registrar Secretariat, and how this

impacts the design of the AIS. Further advancement could not happen due to the need to have final bylaws and regulations.

CSP reviewed applications to its Request for Proposal for the design of the automation system, understanding that the actual contract will not be awarded until later in 2010 to coincide with a prolonged procurement process and buying time for the approval of regulations and procedures by the Government. The evaluation committee members, including senior members of the World Bank IT team and the USAID's Rule of Law Program team reviewed and scored all offers and short listed two companies with the best offers, and asked interested bidders to extend the validity of their offers, pending the approved by-laws and regulations.

Next Month

CSP will ask the top two companies to submit best and final offers (BAFO) after which it will begin the evaluation of the BAFO and finalize the procurement process. It is anticipated that this decision may be delayed beyond the next quarter as final plans are contingent upon the law.

Activity Three – Legal Technical Assistance on NGO Law

During the April presentation of the NGO survey, the Minister raised the need for additional legal technical assistance on the law and USAID's representative Tine Knott explained that options could exist under the Rule of Law program but that a letter of request would need to outline requirements in detail in order for USAID to consider additional support. CSP reiterated this to the Registrar during their first meeting as the latter referenced the need to continue working on the regulations and bylaws.

In the meantime, CSP and ICNL finalized the subcontract through which ICNL will deliver a white paper on best practices on Funds for Societies. Specifically, ICNL will:

- Prepare a white paper providing comparative analysis on the approaches taken by governments around the world in providing grants and contracts to not-for-profit organizations through similar funds, as well as models for operating such funds, and recommendations and options for Jordanian officials on the design of implementing regulations (June-August)
- Present the white paper at an inter-ministerial retreat at which ICNL staff and experts on two funds will discuss lessons learned and best practices in the design and implementation of funds (September or October);
- Stand by to provide technical assistance when government officials are prepared to design regulations and internal procedures for the Fund for Societies (Ongoing through the end of the grant).

In June, the Minister requested a short paper outlining key considerations when designing the fund and a conference call was subsequently organized with the Minister and the Registrar to discuss the ideas presented there. The Minister also addressed the need to identify a strategy for the Fund for Societies so that she can request the allocation of funds from the 2011 budget. This dialogue between ICNL and the Minister informed the design of the white paper outline which was submitted to MoSD and CSP by end of June. No comment on the white paper outline was received and ICNL proceeded with the drafting.

Next Quarter

ICNL's senior vice president is expected to visit Jordan in July and will meet with the Registrar and Minister to review the progress made on the Fund for Societies. In addition, CSP will update its capacity building in line with the priorities identified by the Registrar.

Activity Four – Strategic Communications Support and NGO Law Campaign

Last quarter, CSP developed a series of communications materials for dissemination to NGOs on key issues related to the Law on Societies 2008/09 and submitted it to the MoSD team for review. Despite the lack of response to date, CSP provided the materials directly to the Minister and the Registrar, along with the design and draft content for a revised web page on the MoSD's website and the advertisement for readjustment. The registrar responded that edits are required and that she will need to secure official approval by the Government of Jordan before proceeding with any dissemination plan.

On another note, information on the draft NGO Survey was leaked to the press and published in Al-Ghad newspaper on June 19. So far there was no echo of the news in any of other newspapers or news websites. CSP informed the Minister that no one from Strategies or CSP provided this information to the press and that confidentiality of the data should be reaffirmed within MoSD.

Next Quarter

Upon instruction of the Registrar, CSP will finalize the Law on Societies' communications materials for posting on the MoSD website. In addition, CSP will support the announcement on readjustment by publishing a series of newspaper advertisements on behalf of MoSD, once approved.

Activity Five – Constituency Relationship Management/Training of MoSD Staff

The Minister also requested that CSP provide additional training for its staff on the application of the law as MoSD staff continues to deal with matters on a case by case basis. CSP explained to the Minister that it had completed its training to date and that further training is contingent upon clarifications in the bylaws as well as in the revised job descriptions of field staff as this is linked to MoSD staff's understand and perception of their authority in the field.

However, CSP conducted its Training Services Review (TSR) on the Ministry's training department and developed a detailed report for consideration by the Ministry.

Next Quarter

Training is put on hold until regulations and bylaws are approved after which CSP will review its proposed training plan to determine appropriate support, if any. Capacity building on automation and IT will continue in summer/fall 2010 to link to the e-survey and subsequently the automation system. CSP will observe how the MoSD-ICNL relationship evolves and in consultation with USAID/Jordan, may consider a cost-extension to ICNL to provide the specialized legal training on the law to MoSD field staff and relevant ministries during the next quarter or in Year III.

Activity Six – Gender Assessment

CSP and CIDA's Gender Social Fund team presented the MoSD gender assessment to the Minister of Social Development and her core staff managing women's rights programming and services. The Minister provided general feedback, citing how comprehensive the report was but questioning some of

the statistical data. She asked her staff to review and provide written comments in order for CSP and CIDA to finalize the report. Specific questions related to human resources practices were raised and the Minister's HR advisor Wijdan Kayyali was asked to review the report. Despite several attempts for comments, none were provided by the Ministry so CSP and CIDA closed out the project.

Next Quarter

No further action will be taken by CSP or CIDA on this assessment, unless initiated by the Ministry.

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

Activity One – HCD-G7 Policy Advocacy Support Program

Higher Council for Disabilities

As a necessary step to lay down an advocacy action plan for the HCD for 2010/2011 and in accordance with the recommendations stemming from the November conference on the national disability strategy, CSP and HCD held a series of advocacy workshops for 40 participants from HCD staff and selected DPO representatives who work closely with the HCD. Two back-to-back "Introduction to Advocacy" workshops were held in April followed by a "pre-session" which CSP facilitated during which participants finalized the priority topics around which the advocacy action planning would focus. In May, a follow-on strategic advocacy planning workshop was held for 25 of these HCD and DPO representatives where they developed the outlines of action plans for advocacy on labor/employment, hysterectomy/sterilization of women with mental disabilities; sign language, education, as well as environmental facilities and accessibility.

HCD needs to follow-up with the groups to further develop the plans as well as outline how specifically it will support the DPOs going forward. These workshops provided an important opportunity for HCD staff to work alongside disabled activists and experts to create joint priorities and strategies for advancing disability rights and services. However, HCD participants outnumbered the DPO representatives and they found it difficult as HCD staff to design an advocacy plan as a semi-governmental institution as it continues to struggle with its mission as a policy body first and foremost. For example, the labor advocacy action plan requires that HCD needs to first suggest and develop a draft mechanism to help implement the articles in the law and then present them to the Ministry of Labor before DPOs can advocate for effective application of the law.

At the end of the workshop, HCD announced it would work on the education and labor campaigns, whereas DPOs will work on the issues of hysterectomy and sign language. Representatives from the municipality of Amman will focus on environmental facilities and accessibility. CSP announced it would launch a disability rights grants program in the fall of 2010 or early 2011 to which DPOs are encouraged to apply.

In a post-workshop meeting, CSP reviewed the work plan to date and agreed that the ball is in HCD's court with regard to follow up with the DPOs. Mona Abdel Jawad, HCD's Assistant Secretary General for Technical Affairs, acknowledged that CSP is "moving on" but reiterated the importance of close coordination and support to HCD and DPOs with regard to their advocacy projects. She proposed that AED coordinate its disability grants program with the HCD or consider jointly funding some of the HCD initiatives. Instead, CSP proposed that it could help HCD organize a donor coordination meeting in order to identify sources of funding to support DPO efforts to advance disability rights and which would complement HCD's outreach and advocacy work.

Prior to joining AED, Muhannad Al Azzeh, CSP's disability rights specialist, had been invited to join the HCD's legal drafting committee to review the existing law on disabilities. He continues to play an important role in the area of legal reform with HCD staff remarking that his contributions have helped to positively impact their revisions of the law and requested that he be part of all stages of the amendment process including the presentation of the new amendments to key stakeholders.

Next Quarter

CSP will continue to follow-up with HCD on various issues but will not provide specific technical assistance to the HCD with regard to advocacy programming. However, Mr. Azzeh will continue his participation in the legal committee and their work on amending the law on disabilities.

Activity Two – Strategic Communications Support & HCD National Disability Campaign

CSP had planned to provide support to HCD in the area of media relations and communications, but little was accomplished as HCD did not have a responsible person for this. In April, HCD hired Alia Zureikat, a disability rights activist, to serve as their new director of communications starting in August 2010. She is currently in the UK finishing her master's degree in strategic communications but she was in Jordan in April and participated in the Introduction to Advocacy workshop organized by CSP for HCD staff and DPOs as outlined above. HCD also informed CSP would also be hiring a consultancy team to assist them in creating a department for international cooperation and communications which Ms. Zureikat would manage.

Next Quarter

Once Ms. Zureikat begins in August, CSP will coordinate with her and HCD to determine what support, if any, will be provided in this area.

Milestone 3.2: Strengthened Civil Society-Private Sector Relationships

Component C: Corporate Social Responsibility

No activity during this quarter. Activities postponed until Year III.

V. Monitoring and Evaluation Activities

The primary monitoring and evaluation activities included the following:

- Event Level Data Collection.
- PMP Data collection for in-process programmatic activities
- CSP Participation Data for Quarter 3 (Organizations and Individuals)

PMP Data Collection

The Year Two third quarter saw an improvement in the process of reporting and collecting overall PMP data for all major programmatic sectors. The following chart displays the collected data for each program indicator during Quarters 1-3.

	Q1	Q2	Q3	Stat
Milestone 1.1 Civic Action Mobilized				
1.1.1 Participating CSOs engaged in advocacy activities.	0	12	70	
1.1.2 Advocacy projects implemented by CSP grantees.	0	0	0	
1.1.3 Specialized trainers trained for CSP training network.	0	0	73	
1.1.4 Participating CSOs trained on new media tools for advocacy.	0	0	25	
1.1.5 Participating CSOs utilizing new media tools for advocacy.	0	0	0	
1.1.6 CSOs providing internship opportunities to journalism students.	0	0	0	
1.1.7 Journalism students participating in CSO internships.	0	0	0	
1.1.8 CSOs specializing in Disabilities rights or services engaged in CSP programmatic activities.	22	26	36	
1.1.9 DPOs engaged in CSP programmatic activities	2	23	17	
1.1.10 Disabilities activists reached through CSP programmatic activities	0	55	25	
Milestone 1.2 Public Awareness of Civil Society Increased				
1.2.1 Media professionals receiving training on reporting CSO activities.	0	0	0	
1.2.2 Civil Society issues reported by media professionals who participated in the CSO training.	0	0	0	
Milestone 2.1 Organizational Development of CSOs Improved				
2.1.1 CSOs that improve their technical program skills through training or technical assistance.	0	0	0	
2.1.2 CSOs that improve their internal or administrative management through training or technical assistance.	0	0	4	
Milestone 2.2 Quality Training Resources Available and Accessible				
2.2.1 Graduates of CSP's trainer certification initiative.	0	0	0	
2.2.2 CSOs utilizing the CSP training resources.	6	0	13	
2.2.3 Individuals Trained with CSP's activities	264	264	387	
Milestone 2.3 CSO Networking and Collaboration Among CSOs Become the Norm				
2.3.1 CSP-funded coalitions that complete a collaborative activity.	1	1	3	
2.3.2 CSOs uploading information onto the portal.	0	0	0	
2.3.3 Number of second and third pages opened with the portal.	0	0	0	
Milestone 3.1 Sound Legal and Regulatory Framework				
3.1.1 Installation of automated registration and notification system at MoSD headquarters.	0	0	0	
3.1.2 Installation of automated registration and notification system in other directorates.	0	0	0	
3.1.3 MoSD staff trained on using the new registration and notification system.	0	0	0	
3.1.4 CSO registrations inputted in the new registration and notification.	0	0	1842	
3.1.5 Post CSO registration updates and notifications handled at the MoSD headquarters.	0	0	0	
3.1.6 Post CSO registration updates and notifications handled in other directorates.	0	0	0	
3.1.7 Reports generated using the automated system.	0	0	0	
3.1.8 Existence of Fund of Societies	0	0	0	
3.1.9 CSOs' awareness of NGO law details and impact.	0	0	0	
3.1.10 Increased capacity within the Higher Council of Affairs of Persons with Disabilities (HCD) to implement its stated mandate.	0	0	0	
3.1.11 Enhanced communications between the MoSD and civil society stakeholders.	0	0	0	
Milestone 3.2 Strengthened Civil Society –Private Sector Relationships				
3.2.1 CSO participants in Corporate Social Responsibility training program.	0	0	0	
3.2.2 Private sector participants in Corporate Social Responsibility training program.	0	0	0	
3.2.3 CSR collaborative agreements as a result of CSP matchmaking.	0	0	0	

The above indicators which display a “zero” result during the third quarter are the result of two primary situations: 1) programmatic activities associated with the indicator did not commence during the quarter (blue status) or 2) programmatic activities were in-progress but the appropriate measurement time did not occur during the quarter (green status).

Programmatic activities relating to indicators 1.1.5, 2.2.1 and 3.1.10 were conducted in the third quarter, but completed within the first few weeks of the fourth quarter. Their results will be displayed in the fourth quarter results.

Organization and Individual Participation Summary

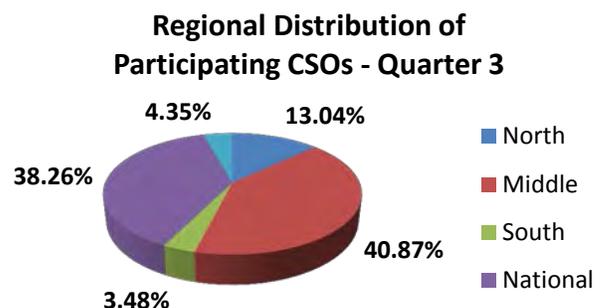
During the third quarter, CSP’s four programmatic pillars’ reach in terms of organizational and individual participation is displayed in the following summary chart.

Participation Summary	
Organizations	<ul style="list-style-type: none"> • Total of 140 unique organizations participated in CSP events. • Total of 115 CSOs participated in CSP events. • Total of 96 CSOs received training through CSP events. • Total of 55 CSO received technical assistance through CSP events. • 79% of the participating CSOs concentrate their efforts nationally or within the middle region of the Kingdom (38% national and 41% middle). • 84% of participating CSOs attended between 1 to 3 CSP programmatic events (59% one event, 16% two events and 9% three events)
Individuals	<ul style="list-style-type: none"> • Total of 387 unique individuals participated in CSP events. • The gender breakdown of CSP participants was 53% female and 47% male. • 61% of participating individuals attended one CSP event. • 30% of participating individuals attended 2 to 4 different CSP events.

CSP’s third quarter participation results display the continuation of the program’s objective to engage Jordan’s civil society by maintaining CSOs as the largest percentage (115 CSOS or 83% of the total) of participating organizations throughout the programmatic activities, while also engaging governmental ministries (9%), for-profit businesses (6%), and donor organizations (2%). The percentage of the 115 participating CSOs which received training (84%) or technical assistance (48%) displays the project’s practical focus on skill development within CSOs.

The frequency data of organization participation displays that the majority of participating CSOs are benefiting from multiple opportunities through CSP’s activities, while the overall range of activities is providing exposure to many different organizations.

The geographical area of work data for the participating CSOs shows that the majority either focus their mandated activities within the middle region (Amman, Zarqa, and Madaba) or nationally



(north, middle and south regions) throughout the Kingdom.

During the third quarter, CSP continued to display a good gender balance with only six percentage points between both genders. This is a positive result for CSP's efforts given the highly female dominated civil society sector in Jordan.

Next Quarter

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

- *The Master Advocacy Fellows final project evaluation will be conducted and submitted.*
- *The final program evaluation for all CSP's training and technical assistance for the Higher Council of Disabilities will be conducted and submitted.*
- *The Certification of Communications Trainers project final evaluation will be conducted and submitted.*
- *Partners in NGO Excellence phase 1 and 2 evaluation data will be compiled in order to assess the amount of NGOs which increased their internal capacities within each phase.*
- *Follow-up surveying with NGOs regarding the usage of new media tools, awareness of the new NGO law and the increased communication between the MoSD and civil society will occur.*
- *The M&E plan will be developed and initiated for the Stakeholder's Feedback project II.*
- *The M&E packet and requirements for all CSP grantees will be developed and presented to grantees during their kick-off meetings in September.*

In addition, CSP will recruit a senior M&E specialist to join the program and take over from Lance Lawrence, CSP's M&E consultant who will reduce his involvement in the program due to other professional commitments.

VI. Summary of Activities for Next Quarter (July-September 2010)

A. Administration

- Complete the due diligence on short-listed applicants for the Civil Society Grants Fund and prepare grants packages for final approval by AED Washington for awarding grants by the end of September 2010. Total anticipated award value: \$500,000.
- Convene grant evaluation committee for the Phase I of the Advocacy Grants Program competition (deadline July 1st); conduct site visits, finalize due diligence requirements for prospective grantees, and prepare grant packages for final approval by AED Washington by end of September 2010. Total anticipated award value: \$65,000.
- Prepare capacity building and resource materials on grant management for both sets of CSP grantees and prepare for a series of workshops and one-on-one interventions to ensure compliance with AED and USAID regulations and financial reporting as well as develop performance monitoring plans linking to CSP deliverables, etc.
- Host the AED Sudan team in the capacity building exchange program.

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

- Complete Master Advocacy Fellowship program, including Advanced TOT and on-the-job training (June 20-28) and New Tactics TOT and On-the-job Training (July 24-August 1).
- Conduct after action review internally within CSP and with MAF to evaluate the overall Master Advocacy Fellowship program and determine next steps for certification and engagement of accredited fellows.
- Convene certified MAF fellows to develop core advocacy curricula for utilization with CSP advocacy grantees.
- Hold Curricula Development workshop (July 10-11) for Communications Trainers (CCT) in preparation for training of trainers workshop (July 24-29). Support CCT in conducting training needs assessments with selected NGOs (August) and customizing their curricula. Hold Curricula Development Workshop II (September 18-19) to finalize training designs then monitor on-the-job training sessions for CCT with NGOs (September 22-30).
- Continue drafting of the AED Media Relations Handbook by certified CCT participants.
- Continue development of the Celebrating Jordanian Activism case studies for packaging as an advocacy resource tool for MAF and CCT trainers, as well as public dissemination to Jordanian NGOs.
- Finalize design of the after action review (AAR) toolkit and conduct workshop with potential advocacy grantees on AAR methodology.
- Host coordination meeting for the Shadow Reporting technical committees to update the broader network (approximately 40 NGOs and DPOs) to review status of shadow reporting.
- Continue support on the drafting of the CRPD shadow report, including conducting additional focus group research as required, editing, fact checking, and reviewing to ensure accuracy of the report.
- Provide ongoing technical assistance to TAKAFO' disability rights and elections coalition in the implementation of its advocacy campaign around the November 2010 elections.
- Coordinate with USAID elections implementers and participate in the SUNY small grants committees.
- Support Youth Shadow Mayors in implementing focus groups, organizing town hall meetings and designing projects that address the specific youth priorities in the respective municipalities.
- Organize two Participatory Budgeting workshops for: (1) representatives from participating municipalities and (2) Youth Shadow Mayors and participating NGOs from the respective municipalities.
- Continue to provide support to MIUSA and USAID on follow-on assistance to USAID implementers, DPOs, and USAID mission, as required.

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

- Continue the Partners in NGO Excellence program, finalizing Phase I of technical assistance (IDA/IIP/TSR and group trainings in the area of human resources and financial management).
- Conduct Global Learning Partners second course "Advanced Learning Design" (July 18-21 and July 25-28) and follow up with all trainers on the revisions of the curricula designs and observe training delivery.
- Select qualifying organizations for PIE Phase IV.
- Provide ongoing support to JOHUD in their respective strategic planning processes for CDCs and ZENID, as appropriate.

- Prepare for additional GLP modules such as “Evaluation by Design” and repeat Learning to Listen, Learning to Teach for trainers from the Master Advocacy Fellowship and Certification of Communications Trainers programs, as well as CSP grantees as appropriate.
- Continue preparations for the certification of dialogue practitioners by CSP and GLP.
- Finalize the PDF and print versions of the Training Management Manual (TMM) in English and Arabic. Integrate the testing of the manual into the Partners in NGO Excellence program.
- Implement the IDA among disabled persons’ organizations and develop a technical assistance program for implementation by CSP.
- Launch the Stakeholder Feedback Project II for NGOs to conduct focus group research within their organizations.

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

- Finalize the NGO Survey report and present it to Minister of Social Development after which CSP will work with the Minister to determine other presentations to the Registrar Council, Relevant Ministries, Cabinet, Donors, NGOs, and media, as appropriate.
- Provide support to the Registrar and Minister on a communications plan for the NGO survey results as appropriate.
- Explore further cooperation and support for the Registrar, per CSP’s existing work plan.
- Finalize the BAFO for the Automation Information System and award upon finalization of regulations from the Legislative Bureau.
- Follow up with ICNL on the Fund for Societies white paper and organize meetings with the Minister and Registrar during the July visit of their senior vice president.
- Submit the Training Services Review to the Ministry of Social Development with recommendations for capacity building of its staff.
- Fund the placement of advertisements on the readjustment of NGOs, as appropriate.



JORDAN CIVIL SOCIETY PROGRAM

Appendices for Quarterly Performance Report No. 7

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Appendix A: CSP Events for April-June 2010

MAF: Master Advocacy Fellows
 CCT: Certification of Communications Trainers
 HCD: Higher Council for the Affairs of Persons with Disabilities
 PIE: Partners in NGO Excellence
 GLP: Global Learning Partners
 YSM: Youth Shadow Mayors

Workshop Title and Purpose	Start	End
Intro to Advocacy Workshop for the (Group A+B)	3-Apr	8-Apr
New Tactics Module I	10-Apr	14-Apr
GLP Learning to Listen, Learning to Teach (Session 1)	25-Apr	29-Apr
National-Level Grant Solicitation Workshop	22-Apr	22-Apr
National-Level Grant Solicitation Workshop	25-Apr	25-Apr
TAKAFO Disability Rights & Election committee meeting	28-Apr	28-Apr
MAF WS #4 Media Advocacy	30-Apr	30-Apr
CSP/RFC Edit Workshop	29-Apr	2-May
GLP Learning to Listen, Learning to Teach (Session 2)	2-May	6-May
CCT Module I - Communications Primer	8-May	9-May
PIE Human Resources Workshop	18-May	18-May
CCT Module II - Strategic Communications	22-May	24-May
MAF # 5 Social Media Workshop	22-May	25-May
Disability Election Committee Advocacy Action Plan Workshop	31-May	3-Jun
CCT Module III - Media Relations I	5-Jun	6-Jun
HCD-DPOs Advocacy Action Plan 2010-2011 Workshop	6-Jun	8-Jun
CCT Module III - Media Relations II	7-Jun	8-Jun
YSM Intro to Youth Led Initiatives Workshop	12-Jun	12-Jun
Disability Election Committee Advocacy Action Plan II Workshop	16-Jun	16-Jun
Civil Society Grants GEC meeting	16-Jun	16-Jun
PIE Group Finance Training	16-Jun	17-Jun
YSM Designing Youth Led Initiatives Workshop	17-Jun	18-Jun
CCT Module IV New Media	19-Jun	22-Jun
Civil Society Grants GEC meeting: Applicant Presentations	23-Jun	23-Jun
Civil Society Grants GEC Meeting: Applicant Presentations	24-Jun	24-Jun
MAF WS #6 Advocacy Consolidation Workshop	21-Jun	23-Jun
MAF WS #6 Advanced TOT	26-Jun	27-Jun
MAF On-the-job Training	30-Jun	30-Jun
Focus Group Workshop with YSM and local NGOs	25-Jun	26-Jun

Appendix B: National-level Civil Society Grants Candidates

Eligible

Amman Institute
Arab World Center for Democratic Development & Human Rights
Business and Professional Women- Amman
Center for Defending Freedom of Journalists
Community Media Network
Holy Land Institute for the Deaf
Jordan Inbound Tour Operators Association
Jordan River Foundation
Justice Center for Legal Aid
King Hussein Foundation/IRC
Mobadarat For Development
Partners-Jordan (submitted two proposals)
Resalaty for Abilities Promote and Development Supporting
Royal Health Awareness Society
Specific Union for Farmers Women
The Royal Society for the Conservation of Nature
Youth Achieve Development Foundation

Ineligible

Al-Thoria Educational Center
Arab Episcopal School
Arab Women in Media Center
Farah Al Nas
Halima Al-Sa'dia Orphan Care Charitable Society
I Am a Human Society for Rights of Disabled People
International Young Leaders Dialog Center
Jordan Green Building Council
Jordan Health Aid Society
Land and Human to Advocate Progress
National Association for the Mentally Handicapped
Queen Zein Al Sharaf Institute for Development
Sisterhood Is Global Institute

Appendix C: Partners in NGO Excellence Progression of Participating NGOs Phases I-III

Phase I

Al Khaldeyeh Society for Social Development
 Al Thoraya
 Al-Hayat Center for Civil Society Development
 Aman Special Education Center
 Arab Knowledge and Management Society (AKMS)
 Business Development Center
 Center for Defending Freedom of Journalists
 E-Education Regional Company
 Families Development Association
 Information and Research Center/ King Hussein Foundation
 Institute for Family Health/Noor Al Hussein Foundation
 Institute of Management Consultants & Trainers
 Jordan Exporters Association
 Jordan River Foundation
 Noor Al Hussein Foundation
 Partners Jordan
 Queen Zain Al Sharaf Institute for Development (ZENID)
 Royal Society for the Conservation of Nature
 Shabakat Al Ordun/NetCorps Jordan
 Specific Union for farmer women in Jordan
 The Royal Marine Conservation Society of Jordan (JREDS)
 Tkiyet Um Ali
 Union for Charitable Societies/ Mafraq
 WAEDAT
 West & East center for Human Resources Development

Phase II (Informed first week in April)

Al-Hayat Center for Civil Society Development
 Al Thoraya
 Arab Knowledge and Management Society
 Business Development Center
 Center for Defending Freedom of Journalists
 Families Development Association
 Information and Research Center/ King Hussein Foundation
 Institute for Family Health (IFH)/ Noor Al Hussein Foundation
 Institute of Management Consultants & Trainers (IMC-Jordan)
 Jordan River Foundation
 Noor Al Hussein Foundation
 Partners Jordan
 Queen Zain Al Sharaf Institute for Development (ZENID)
 Royal Society for the Conservation of Nature

Shabakat Al Ordun/NetCorps Jordan
The Royal Marine Conservation Society of Jordan (JREDS)
Tkiyet Um Ali
Union for Charitable Societies/ Mafraq
WAEDAT
West & East center for Human Resources Development

Phase III (Informed third week of June)

Al Thoraya
Arab Knowledge and Management Society
Business Development Center
Center for Defending Freedom of Journalists
Families Development Association
Information and Research Center/ King Hussein Foundation
Institute for Family Health/Noor Al Hussein Foundation
Institute of Management Consultants & Trainers
Jordan River Foundation
Noor Al Hussein Foundation
Partners Jordan
Queen Zain Al Sharaf Institute for Development (ZENID)
Royal Society for the Conservation of Nature
Shabakat Al Ordun/NetCorps Jordan
The Royal Marine Conservation Society of Jordan (JREDS)
Tkiyet Um Ali
Union for Charitable Societies/ Mafraq
WAEDAT
West & East center for Human Resources Development

Appendix D: Summary of RFA Phase I Advocacy Grants 2010-2011

BACKGROUND

AED is a nonprofit organization working globally to improve education, health, civil society and economic development--the foundation of thriving societies. The AED Jordan Civil Society Program (CSP) aims at cultivating a strong and vibrant civil society through a supportive enabling environment and an engaged citizenry. Funded by the United States Agency for International Development (USAID/Jordan), AED works together with civil society, government, business, and media to contribute to the strengthening and sustainability of Jordan's civil society through consultative research, training, strong public-private partnerships, small grants and improved civil society-government communications.

In November 2008, AED launched a comprehensive, four-year Jordan Civil Society Program. A major finding of CSP's initial focus group research with citizens and civil society organizations was the need for civil society organizations (CSO's) to effect change at the policy, legal and social perceptions level in a more sustained manner.

CSP aims to help CSOs achieve the change they seek with targeted skills and strategic planning with its Advocacy Grants Program which provides support for CSO's to engage in thematic After Action Reviews (AAR's) to assess progress made on advocacy issues undertaken in Jordan over the past five to ten years. Through a two-phased grants cycle, CSP will provide opportunities for civil society organizations to engage in issue-specific advocacy projects based on priorities and needs.

ABOUT AFTER ACTION REVIEWS

After Action Reviews (AARs) allow CSO's involved in advocacy issues to come together to analyze in more detail the lessons learned over the years on multiple levels (legal change, awareness raising and service provision). The AAR process facilitates discussion among CSO's working on similar advocacy issues to evaluate and exchange information about program goals, successes and challenges. The purpose of the AAR process is not to judge previous initiatives' successes or failures, but rather to engage all stakeholders in a learning environment to share information and establish holistic and innovative approaches to readdress advocacy issues and reach tangible results.

It is expected that the AAR process will encourage coalitions to emerge and identify longer-term advocacy priorities for the sector. This approach, coupled with strategic planning and technical support will guarantee that advocacy priorities are home-grown. This process will also encourage CSO's to set their priorities through a consultative process with their beneficiaries and stakeholders. Again, by focusing on a comprehensive review of the selected advocacy issue, an AAR process allows CSO's to discover what happened, why and how in order to better plan for future efforts.

The AAR process enables CSO's to maximize benefit from previous programming through:

- Insight into strengths and weaknesses
- Feedback to improve performance and actions delivered
- Direction for a more strategic approach and a sustained effort specifically targeting legal/policy change.

CSO's interested in applying for Phase I of this process should submit a concept paper¹ identifying an advocacy issue that relates to their core mission and outlining how they envision to plan, prepare, and conduct their After Action Review on this, including:

- **Desktop/literature review:** What are the documents, reports and research that you intend to review? Provide a brief description of why these documents are relevant and what should be reviewed in these documents: statistics, content, terminology, etc. also state whether the review will include international and/or national literature.
- **Inventory of programs, projects, campaigns related to the issue:** What are the programs you intend to review and on what basis have they been selected? What is the period of review for these programs and why have you chosen this period?
- **Stakeholder consultations:** A list of stakeholders should be provided with a brief description of their relationship to the advocacy issue, as well as their location. Justification for selection of specific stakeholders should be included.
- **Legal/social/political analysis:** Indicate clearly how your analysis will clarify the context of the issue. What different aspects of the advocacy issue should be considered? What are the main elements that will be focused on? What are the tools and methods that will help to ensure an objective analysis? And, who will contribute in this analysis (ex.: how will you engage stakeholders in conducting the analysis)?

A successful AAR concept paper will clearly answer the following questions:

1. What is the advocacy issue you are proposing to review and why?
2. Why should an AAR be conducted for this advocacy issue?
3. How will the AAR be designed to identify lessons learned?
4. What are the main elements of the AAR process your organization will undertake?
5. How does the AAR approach support a continuous learning environment among CSOs and the desire to find and use best practices and innovative approaches?

Phase I Advocacy Grantees will produce a (1) mid-term report that includes an evaluation of the AAR process to date, (2) final report outlining the results of the AAR process and (3) strategic advocacy plan for a three to five year period.

CSP ADVOCACY GRANTS PROGRAM OVERVIEW

This document describes an opportunity for qualified entities to apply for a grant to carry out activities that support the objectives of CSP's Advocacy Grants Program which aims to increase CSO's involvement in advocacy activities related to the most significant issues for Jordan's future development.

¹ See Attachment IX for detailed instructions.

The overall objective of the CSP Advocacy Grants Program is to:

- Promote specific changes in public policies, attitudes and behavior on priority advocacy issues that advance human rights in Jordan at the national level.
- Enhance the organizational and advocacy capacities of supported CSO's to continue to engage in strategic human rights advocacy initiatives in the future.

To achieve these objectives, CSP will award grants to enable CSO's to implement projects related to advocacy issues identified through After Action Reviews. Applicants should consider that:

- Advocacy Grantees will be individual CSO's or coalitions of two or more CSO's with demonstrated capacity in the proposed advocacy issue and interest to engage in public advocacy, policy dialogue, and watchdog efforts.
- Applicants must demonstrate a strong commitment to cooperation within the civil society sector and between sectors, as well as present a plan for networking and coalition-building on their chosen target advocacy issue.
- Supported projects will incorporate strategies for engaging wider numbers of key stakeholders affected by the issue and for reaching out at the local level to incorporate citizens from around the country. CSP strongly encourages projects which include coalitions of several CSO's working in partnership, networking, coordination and communication among CSO's.

CSP Advocacy Grants will be competed and implemented in two phases.

- **Phase I (September 2010-February 2011)** provides an opportunity for CSO's pursuing advocacy issues to come together and conduct thematic After Action Reviews of the past five to ten years of reform and programming efforts (legal, awareness, service provision, media, etc.) at all levels and considering multiple variables. Through consultations with key stakeholders, Advocacy Grantees will develop strategic advocacy action plans for the next three to five years.
- **Phase II (March 2011-March 2012)** will provide support for strategic advocacy projects that are grounded in the research and priorities identified by emerging coalitions in Phase I of the grant program. Only organizations that successfully implement a Phase I CSP Advocacy Grant will be eligible to compete for Phase II CSP Advocacy Grants. CSP will determine which Phase I grantees are eligible to apply for Phase II based on each Grantee's strategic advocacy action plan and final AAR report.

ADVOCACY GRANT STRUCTURE

This RFA is announcing an open grants competition for Phase I Advocacy Grants. CSP expects to award grants of between 5,000 JOD to 15,000 JOD each to CSO's over a three to six (3-6) month period to conduct After Action Reviews and to develop strategic plans for future advocacy efforts. Phase I will support Advocacy Grantees to:

- Conduct a national-level After Action Review of issue-specific advocacy initiatives carried-out over the past five to ten years.

- Develop strategic plans and prioritize advocacy goals for policy change, legal reform, awareness and/or service provision for a three to five year period.

Only organizations that successfully complete Phase I Advocacy Grants will be eligible to compete for Phase II Advocacy Grants which will focus on implementing an advocacy project based on the priorities identified in Phase I. CSP expects to award up to five Phase II Advocacy Grants of between JOD 50,000 – 70,000 each in 2011.

All Grantees will be required to participate in a kick-off AAR planning workshop and monthly meetings aimed at improving communication and cooperation between grantees, and to assist in fostering a dialogue and consensus on different advocacy issues.

CSP will offer grantees technical assistance and training in the following areas as appropriate:

- Advocacy, media advocacy, and strategic advocacy planning
- Qualitative research and focus group methodology
- Community mobilization
- Monitoring and evaluation
- AAR Planning and facilitation skills

Appendix E:

Participant Profiles for the Certification of Communications Trainers Program

ABDULMONEM OMAR MALKAWI-JICA

Mr. Malkawi has been working in the field of communications for 6 years. He currently holds the position of Communication & Community Development Technical Expert, Japan International Cooperation Agency (JICA) as a technical expert in the areas of community empowerment, behavioral change communication and policy development as well as the project promotion through media. Mr. Malkawi was previously the Population Communication Manager/Project Manager at the Higher Population Council where he was responsible for planning, designing and developing BCC campaigns and advocacy programs on Population, Reproductive Health, Family Planning and Gender issues. His areas of interest include population issues. Mr. Malkawi has an M.A in Population Studies from Jordan University and a B.A in Economics from Yarmouk University.

ASMA'A AL-BTOOSH-Development and Investment Projects Fund (DIP)

Ms. Al-Btoush is a Senior Media and Communication Coordinator at the Development and Investment Projects Fund (DIP)- a construction company. In addition to communication and PR responsibilities, she also follows on the company's CSR efforts. She has a short experience as a reporter in Al Dostour newspaper. She has two International diplomas from Cambridge University in Business and Advertising and Marketing. Ms. Al-Btoush is affiliated with a number of NGOs in Jordan including the Friends of the Environment Society and the Arab Women Media Center. Her areas of interest include issues of violence against children. Ms. Al-Btoush has a BA in Business Administration from the Hashemite University in Jordan

DANA RAMADAN-Freelancer

Ms. Ramadan is a freelance trainer whose conducted over 400 training hours in various soft skills topics including time management, customer service, business ethics, teambuilding and communication skills across Jordan. She is mostly affiliated with the Business Development Center-the Maharat program, training youth on the above mentioned topics. She also has experience in all aspects related to hosting formal events, presenting speakers, delivering announcements, facilitating program flows and voice-overs and recording. Previously she worked as a Monitoring and Evaluation Manager at EJADA- Euro-Jordanian Action for the Development of Enterprise. Ms. Ramadan was also the Anchor and News Editor at the Jordan Television, read the news bulletin live and prepared the news bulletins, conducting interviews and producing reports. Ms. Ramadan is the Amman-Philadelphia Rotaract Club, Secretary and Newsletter Editor. Ms. Ramadan has a BA in Commerce, Double Major in Management Information Systems (MIS) and Finance from McGill University in Canada.

FATEH MANSOUR ABDULLAH-Center for Defending Freedom of Journalists

Mr. Fateh is the Program Manager and Training Manager at the Center for the Defense of Freedom of Journalists (CDFJ); an NGO that works in the field of media freedom in the Arab Region. Previously he was a journalist at a weekly newspaper in Jordan; Al-Hadath and later as the Managing Editor. At CDFJ Mr. Mansour trains on journalism skills and on effective communication with the media. He also coaches students and journalists to produce professional articles to be published in newspaper. Mr. Fateh has a BA in Journalism and mass communication at Journalism school in Petra University, Amman.

GHADA ASSAF-Freelancer

Ms. Assaf is a former journalist in Kuwait with experience covering social issues at al Watan Newspaper. She has also worked at the Kuwait Association for the Care of Children in Hospital as a Play leader providing playful activities to help children in hospital cope with their hospital experiences.

Ms. Assaf also worked at the Kuwait United International Holding company as a Client Relations Manager. She has a BA in Public Relations and Journalism at Al Yarmouk University.

HUSSEIN JBOUR-Higher Council for Youth

Mr. Jbour is head of the youth clubs and youth centres at the Higher Council for Youth. He is also a trainer on aspects related to strategic planning, participatory rapid appraisal, basic life skills for youth. His responsibilities also include liaising with the media, developing media material and representing the Higher Council in the media. He took part in the development of the Jordanian Youth Strategic Plan of Action. He coordinates with various entities including UNICEF, UNFPA, JOHUD and JRF in conducting the plan. He also was part of setting up a training company that delivers training services for various groups and organizations in Jordan and in the region-TAG. He has an MA in peace and development from Juba University in Sudan and an BA in Physical Education from Yarmouk University in Jordan.

MOHAMMAD MOHAISEN-Freelancer

Mr. Mohaisen has experience in both the private sector and NGO sector. He has worked on Management consulting services at the Talal Abu Ghazaleh group, and in MEDAL consulting Company. He has also worked as a Public Relations Coordinator at the Amman Chamber of Commerce and as Client Relations & Business Development Manager of the Emirates for Publishing, Printing & Distribution at the Dubai Media City. He was also the Media officer at the Jordan University Hospital. He is a Certified Project Manager/ CPM trainer. He is also a Board Member and Head of Public Relations & Communication Committee of Ghabati Society- a newly established environment NGO in Amman. He has a BA in Journalism and Mass Communication/Public Relations and Advertising from the Yarmouk University.

MOHAMMAD SAEDEH-University of Balqa

Mr. Saedeh is head of the communications department at the University of Applied Balqa University. He is also affiliated with a number of youth led clubs and organizations in his hometown-Maan. He coordinates the media relations programs for these organizations and trains youth on communications, advocacy as well as interpersonal skills. He has a TOT certificate from the National Training Center and an Advocacy training certificate from Partners Jordan. He has a BA in Arabic Literature from the Al Hussein University in Maan.

MONDA HUSSEIN QUNASH-Noor Al Hussein Foundation

She is a trainer and Coordinator for Women Health Counseling Center of the Noor Hussein Foundation. Ms. Qunash is responsible for coordinating with the media within this project and preparing information and communications material related to women issues, reproductive health and populations issues. She conducts training on communication skills, gender, team work, time management, problem solving, reporting, reproductive health and TOT. She has a BA in Counseling from the University of Jordan.

OMAR HARBI AL ASHUOSH-All Youth Commission

Mr. Al Ashuosh is the coordinator for the All Youth Commission in Aqaba. He is also Al Dostour newspaper correspondent for NGO issues in Aqaba. He has a TOT certificate and trains youth on soft skills and also trained on how to write a press release and how to deal with the media. He was trained by Partners Jordan on advocacy. He has a BA in Economics and Business Administration / University of Mutah.

ROMAN HADDAD-Freelance reporter

He was a reporter with Al Hilal weekly newspaper and the media supervisor of Amman.net as well as a columnist with Al Ghad newspaper. He trains on journalistic skills and trains NGOs on how to deal with the media. He also received a TOT training from IREX. He has a BA in Law from the University of Yarmouk and an MA in Law from Al Beit University in Jordan.

SAHAR ALOUL-Anti Magazine

Ms. Aloul is the Editor in Chief of an Arabic Magazine targeting women called Anti. Previously Ms. Aloul was a reporter with the Jordan Times and a news correspondent for AFP and Monte Carlo Radio as well as program presenter for JTV and reporter for JO Magazine. She also worked with ATV as a news presenter. She has a BS in Computer Science from Kings College-University of London.

TALA ABU TAHA - VARCC (Arabian Communications & Public Relations Company)

Ms. Abu Taha is the General Manager and founder of VARCC. She is also the Editor in Chief of Nox Magazine. Before that she was the General Manager of TRACCS Jordan-a PR company. Previously she worked as the Press Relations and Sponsorship Manager in MobileCom-a mobile telephone network and Senior editor and product manager of Arabia Online. She was also a journalist with Al Dostour and Al Arab Alyawm. She took a communications course from the Syracuse University in NY and took several trainings on Media and communication. She developed communications strategies, PR creative solutions for local, regional and International clients such as Visa International, Damac, Jordinvest, Samsung, LG Middle East, FINE, PSUT, Nuqul Automotive (VW, Porches, and Audi), Jordan Commercial Bank (JCB), XPress, and UNIFEM. She is an active member of the I am also an active member in the Jordanian Press Association, the Jordan Forum for Business and Professional Women and did PR work and training for The Center for Defending the Freedom of Journalists, Center for Liberty in the Middle East, USAID (SABEQ), The Media Diversity Institute, Arab Women Media Center, Peace X Peace. She has a BA in Archeology from the University of Jordan.

YARA KHATEEB-Jordan River Foundation

She is the PR and Media Coordinator at the Jordan River Foundation managing all operations of the media and PR unit. Previously she worked at at advertising company-Horizon FCB in different capacities including Account Manager. She also worked in the Commercial department at Jordan Radio and Television Corporation as an Account Executive. She has a BA in English Literature from the Applied Science University in Jordan.

ZIAD MOUGHRABI-Foundation for the Future

He is the Media/Communication/PR Senior Officer at the Foundation For the Future (FFF)-an International organization that works on Funding Civil Society. Before that he was the Public Information and Advocacy Officer at UNESCO Iraq Office and a consultant for Communication Issues at the Jordanian Hashemite Fund for Human Development (JOHUD). He was also the Head of Communication and Fundraising Section at the Royal Society for the Conservation of Nature (RSCN). He is also affiliated with an environment NGO-APN involved in communications and fundraising. He has a BS in Banking and Export Finance from the Sudan University for Science and Technology.