JORDAN CIVIL SOCIETY PROGRAM

October 5, 2008 – October 4, 2013

Final Report

Funding provided by the United States Agency for International Development
Associate Cooperative Agreement No. 278-A-00-08-00321-00
Under Leader with Associates Cooperative Agreement # AEP-A-00-0I-00004-00

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Washington, DC

January 3, 2014

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Executive Summary

USAID launched the Jordan Civil Society Program (CSP) in the fall of 2008 with the goal of supporting a vibrant civil society that serves as an integral part of Jordan's political, social, and economic systems. Originally designed as a four-year $8M civil society strengthening program, CSP evolved into a five-year $18M program that expanded its reach to engage non-governmental, governmental, media and private sector actors in advancing change in Jordan through grant support and specialized technical assistance.

Over the past five years, civil society in Jordan has evolved in unexpected ways ranging from exponential growth (from 1,500 registered societies in 2008 to more than 3,850 in 2013) to disparate efforts to engage in social change on issues ranging from access to information, citizenship, elections, and disability rights to increase in service provision to cope with the impact of the Syrian refugee crisis in Jordan.

Throughout this period, CSP provided mechanisms for formal and informal groups to design and implement rights-based advocacy and reform initiatives that utilized Jordanian and international frameworks, while creating opportunities for capacity development at the institutional and individual levels. The rights-based approach ensures the empowerment of rights-holders (those who do not experience full rights) to claim their rights and enabling duty-bearers (the institutions obligated to fulfill the holders' rights) to meet their obligations. Resulting in greater accountability from all actors in the development process through legal, administrative, or political mechanisms, individuals, as right-holders, can make claims on the conduct of individual and collective agents, including states, which as duty-holders, can be held responsible for not meeting their obligations.

Working across sectors and across the Kingdom, CSP delivered programs that were responsive to the needs of Jordanian civil society actors and that set a precedent which other donor-supported initiatives have begun to emulate.

- ⇒ ***Civil Society Organizations (CSOs) & Citizens Engaged:*** 1,334 organizations participated in one or more CSP-direct and/or supported projects. 7,402 individuals (3,598 Male and 3,804 Female) participated in CSP-direct events. 3,187 youth (18-25 years) participated in one or more CSP-direct and/or supported events.
- ⇒ ***CSOs Funded:*** Through a variety of program interventions, CSP provided in-kind and financial support totaling $2.73M to 135 Jordanian partners in the implementation of programs that advanced rights-based advocacy, enhanced capacity building and training support to civil society organizations, improved institutional systems of CSOs, contributed to more comprehensive media coverage of social issues and increased understanding of the Law on Societies.
- ⇒ ***Disability Rights Advanced:*** Through its comprehensive Disability Rights program, CSP provided technical assistance as well as in-kind and financial support to activists with disabilities and disabled persons organizations that resulted in: the participation recognition of persons with disabilities within the Jordanian Constitution (2011); Legislative amendments to the Election Law securing the rights of voters with disabilities which were then applied in the Parliamentary elections (2010-13); Policy and procedural reform at the University of Jordan to ensure equal access to higher education for students with disabilities (2013); creation of the Equal Opportunities Committee (EOC) within the HCD to ensure employment rights (2013); and the re-

drafting of Disability Law No. 31 (2013) by the HCD with the participation of TAKAFO' activists.

⇒ ***Enabling Environment Strengthened:*** The Registry of Societies, the regulatory authority governing the 3,850+ societies registered under Law No. 51/2008, streamlined its work flow processes across the Government of Jordan. Due to the creation and deployment of the Associations Information System (AIS), an automation and knowledge management system that connects the 52 governmental departments and Ministries, and the establishment of the Registry's website (www.societies.gov.jo) information on the civil society sector in Jordan can be tracked in real-time to enable the GOJ, civil society organizations and donors with information-based decision-making.

⇒ ***Human Rights Promoted:*** Advanced advocacy actions for human rights promotion through the drafting of 5 laws; 8 policy papers; 15 investigations/reports on rights issues. 38 multi-media productions (animations, short documentaries, radio programs, and social media tools) were created and disseminated through various media channels to highlight democracy, human rights governance issues.

⇒ ***CSO Capacities Expanded***: 250 civil society organizations completed one or more of CSP's extended capacity building program offerings, including 26 intermediary support organizations (ISOs); 149 community-based organizations (CBOs) and 75 mid-to-national level societies. Within these, CSP provided customized technical assistance and mentoring in developing the institutional systems, in designing program strategies and enhancing staff knowledge and skills in the areas of: financial management (85); strategic planning (24); project management (18); monitoring & evaluation (89); human resources management (77); CBO management (47); strategic communication and media relations (71); advocacy (42); qualitative research (41); and budgeting for proposals (27).

⇒ ***Training Content & Skills Enhanced:*** 297 trainers (109 male; 188 female) were equipped with advanced training skills in different areas including adult learning principles, dialogue education, disability rights, advocacy, communications, human rights, and qualitative research methodologies. More than 25 interactive and participatory training curricula and resources were developed for civil society trainers and CSOs contributed to enhanced advocacy skills, rights-based approaches, monitoring and evaluation design, strategic communications and media outreach.

⇒ ***Multipliers Proliferated:*** Investments in CSO training content and trainers resulted in a multiplier-effect both thematically and geographically: 14 certified Partners in NGO Excellence trained and mentored 189 CBOs on institutional strengthening topics; two Certified Dialogue Education Trainers extended training on the GLP dialogue education methodology to 21 participants within CSP-supported activities and an additional 105 individuals outside of CSP; 5 graduates of the Master Advocacy Fellowship program delivered advocacy training on behalf of CSP and other non-CSP resources, increasing the knowledge of rights-based advocacy skills to 73 CBOs and a further 177 individuals; and 3 sub-awardees successfully delivered workshops on the Law on Societies to a total of 575 participants from 357 CSOs across the Kingdom and provided an additional 38 pro bono legal aid consultations.

⇒ ***Resources Adapted & Utilized:*** Partnerships with the New Tactics in Human Rights Project and Global Learning Partners, and the International Center for Non-Profit Law resulted in the customization of international best practices and Arabic-language resources in advocacy, dialogue education and adult learning principles, and non-profit law, respectively.

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USAID Objectives for the Program

In its Results Framework for CSP, USAID defined a long term vision, medium term results and milestones for what was its first large-scale program in support of civil society strengthening in Jordan. These intermediary results and milestones responded to the practical and realistic challenges facing Jordanian civil society sector but also served as the foundation from which CSP designed its program interventions and laid the groundwork for unique approaches to empowering civil society to more effectively contribute to Jordan's development.

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

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

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

- Milestone 2.1. Organizational Development of CSOs Improved
- Milestone 2.2. Quality Training Resources Available and Accessible
- Milestone 2.3. CSO Networking and Collaboration Among CSOs Become the Norm

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

- 3.1 Sound Legal and Regulatory Framework
- 3.2 Strengthened Civil Society-Private Sector Relationships

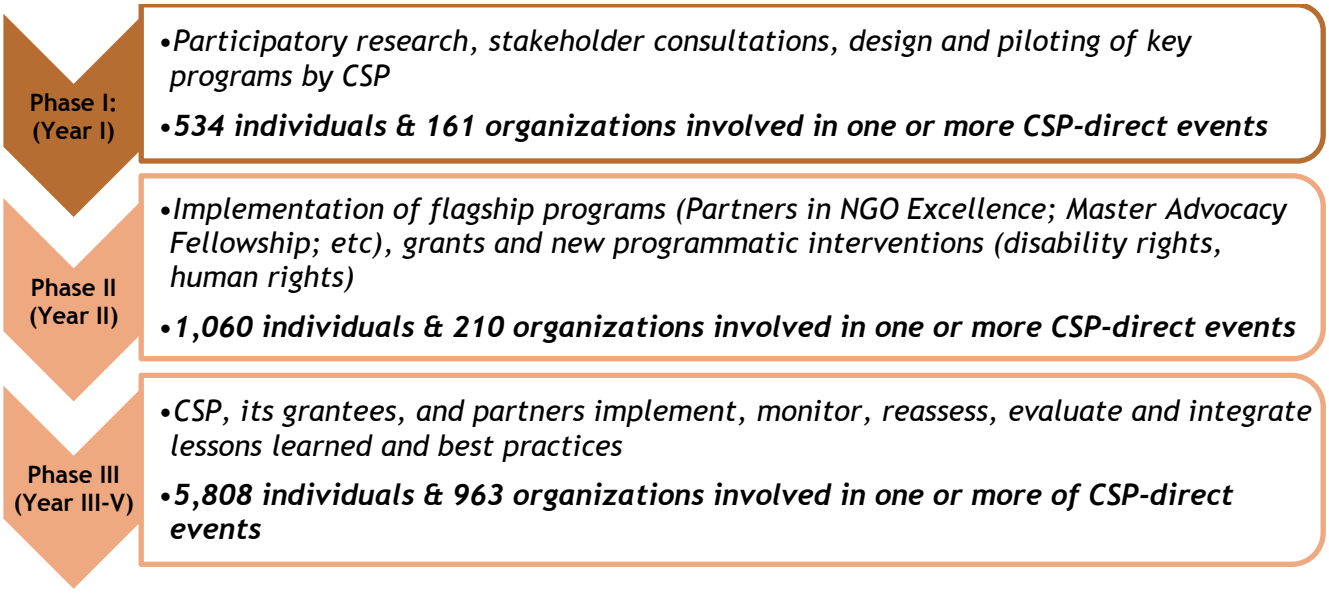
The launch of the Jordan Civil Society Program coincided with the passage of the new Law on Societies No. 51/2008, replacing Law on Societies and Social Bodies (Law 33 of 1966). This law introduced measures to monitor and regulate civil society through the establishment of a Registry of Societies at the Ministry of Social Development and within that, a mandate to create a Fund for Societies for direct financial support of civil society organizations (CSOs). However, the law included some restrictive provisions, including requirements for foreign funding approval, leading to a rise in tensions both between the civil society sector and the GOJ as well as within the civil society sector itself.

Understanding these sensitivities, CSP began a comprehensive research and consultation phase that enabled it to design customized programs relevant to the Jordanian context and driven by stakeholder priorities. Priorities emerged in relation to strengthening advocacy at all levels; enhancing the quality of training delivered by intermediary support organizations; and navigating the parameters of the new legislative environment governing civil society. Integrating a strategy that focused on a multiplier effect, CSP empowered Jordanian civil society actors to affect others in capacity building, advocacy, and public engagement and purposefully created opportunities for its partners to cross-fertilize their program activities and build more thoughtful strategies for change. This approach propelled the USAID Jordan Civil Society Program to the forefront of civil society strengthening where it earned a reputation as one of the most effective, strategic, and responsive civil society strengthening programs in Jordan.

Hallmarks of the Jordan Civil Society Program

The Program increased capacity of the Jordanian CSO sector by providing grant funding and technical assistance support that enhanced the programmatic and institutional infrastructure that will support CSOs in the years to come. During the five-year program, USAID/Jordan supported the

expansion of CSP programming over three phases; each of which provided opportunities to engage formal and informal civil society actors and the Government of Jordan to tackle Jordan's development challenges at multiple levels.



Emphasis on Jordanian Models: Recognizing the frustration among civil society activists at the slow pace of reform, CSP designed an intervention to capture examples of real change that civil society has made at both the national and local levels in Jordan. "Celebrating Jordanian Activism" highlighted how citizens and civil society organizations can come together to improve their lives, preserve their rights and liberties, and effectively advocate with limited financial resources. This initiative connected activists around common issues to identify successful strategies and approaches to achieving change after which these actual Jordanian case studies were integrated into the advocacy training resources developed by CSP's Master Advocacy Fellows together with international strategies and tactics for rights-based advocacy.

> ⇒ *"Participants highly appreciated the process, the new methodology and the material. They mentioned that they are now clear about what advocacy means and can work more constructively on it especially that they have now a clear methodology and approach. Although the methodology was new, they appreciated it and they came up with action plans within their framework. It did not take much time for them to identify the issue and the problem since the needs analysis had been done in cooperation with the communities."* Fotouh Younes, Master Advocacy Fellow (commenting on applying these tools during advocacy training of citizens councils from across the Kingdom)

Customization for the Jordanian Content: The introduction of international best practices, strategies and theories were integrated throughout the Program's offerings coupled with customization to the Jordanian context as required. CSP went beyond simple translation into Arabic to ensure the relevance and applicability of these resources for civil society actors. Piloting such approaches has paid off as organizations and activists alike have integrated these resources into their own program strategies. CSP supported the adaptation of a US-based community organizing methodology in Jordan to expose local activists, mobilizers, and organizers to theories and best practices around organizing for change whether political or social, by embracing the power of constituencies by "giving the work back to the people" and enhancing leadership skills at all levels.

> ⇒ *"In community organizing, introducing change is not only about reaching the campaign's objective but also about building community leadership. Creating a*

network of organizers rooted in values and capable of collective action is a necessary and urgent investment as such leadership and organization will be ready to act when social and political challenges and opportunities arise. CSP's commitment to AHEL enabled our team to support three value-based campaigns that advocated for women's rights, labor rights and disability rights… All in all it has contributed positively to more organized efforts in the country." Nisreen Haj Ahmed, Founder, AHEL (commenting on the technical assistance they provided through CSP to civil society coalitions)

Advancing Rights-Based Advocacy through Coalition-Building: By exposing CSOs, activists, trainers and journalists to the human rights-based approach CSP succeeded in increasing their understanding of the concepts and terminologies essential for successfully advocating for their cause. The benefits of collective action became apparent due to the positive interactions among a broad range of concerned individuals, experts, academics, human rights organizations and professional associations and led to the emergence of networks and coalitions at the national and local levels. In addition, efforts were made to nurture coalitions around thematic issues and to support their collective analysis and planning that advanced reform efforts in the area of environmental protection, disability rights, and gender equality.

⇒ *"In advocacy, you cannot do anything alone. We knew that if we stayed alone, we would never succeed in changing anything. Instead, before any strategy development, we mobilized the community and gathered 77 of the most active individuals and representatives of civil society to take this issue on as their own."* Faisal Abu Sondos, Director of the Royal Marine Conservation Society of Jordan (JREDS) about their campaign to protect Public Beaches in Aqaba

Sustainable Learning Strategies: At the core of its program interventions, CSP grounded a four-step approach to capacity building – assessing, piloting, mentoring and replicating – that ensured local ownership and sustainability beyond the lifetime of the program. This commitment to "learning by doing" enabled Jordanian civil society actors to create and test new methods that served their mission. CSP maintained a long-term vision and focus on institutional capacity building of the civil society sector with time-intensive program interventions that engaged CSOs over a minimum of three to six months on average. Each program component built on the other, ensuring a transfer of knowledge through the application of newly-acquired skills, implementation of innovative approaches and establishment of structured systems that aimed to strengthen civil society overall.

⇒ *"The development of the Disability Rights Training Toolkit is a very admirable effort. And it was most remarkable to observe first-hand, by the end of the Training of Trainers workshops, the emergence of seven "star" trainers on the subject of disability rights...What a real achievement it is when knowledge, skill and empowerment are successfully passed on to enlarge the base beyond the original master."* Jumana Husseini, Consultant (commenting on the results of the on-the-job training for first-time trainers with disabilities)

Upgraded Training and Mentoring Capacities: The Program's training and technical assistance created a cohort of Jordanians who developed innovative training content for civil society in the areas of advocacy, strategic communications, disability rights and institutional strengthening topics. In addition, support for international certification with Global Learning Partners has resulted in the first Arabic-speaking network of 52 Dialogue Education Practitioners out of which 4 are certified as Dialogue Education Teachers in the MENA region and are now training hundreds of CSOs in a participatory approach based on adult learning principles.

⇒ *"Although our organization has vast experience in training, we have benefited a lot from applying the dialogue education methodology and have applied that to all our trainings at NHF. We have successfully certified 15 of our trainers as well as developed 10 curricula on different topics using this methodology. In addition we have introduced the mentoring component in our other projects."* — Hadeel Gousous, Noor Al-Hussein Foundation (commenting on how dialogue education has impacted their work)

Multiplier Effect: CSP's strategy of 'empowering' national CSOs as implementing partners achieved a multiplier effect that went beyond CSP project support. This multiplier effect is evidenced in partner organizations, informal groups, individual activists and trainers adopting the CSP training methodologies and legacy tools within their own initiatives, with other projects and disseminating these to other organizations and professionals.

⇒ *"The likelihood of sustaining the project's impact is mainly due to systems being established and because new skills acquired through training are practiced. The practical application of the training to specific projects was appreciated by most participants because it 'practiced' the learning through actual projects related to the trainees work."* Leyla Moubayed, External Evaluator (summarizing CSP beneficiary feedback on capacity building impact)

Creating Opportunities for Policy Dialogue: Whenever possible, CSP provided essential support to civil society actors and governmental representatives to come together to engage in dialogue on key policy issues, by both directly facilitating such opportunities and/or indirectly through its grants. Technical assistance to the coalition that produced the first civil society status report on implementation of the Convention on the Rights of Persons with Disabilities (CRPD) focused on elevating the recommendations for rights-based policy reform to the highest levels of Government, resulting in the reform of the disability rights law, election law and Constitution. In addition, technical assistance and funding opportunities enabled organizations such as the Debate Foundation and the Jordanian Hashemite Fund for Human Development to organize policy roundtables on reform and research respectively, garnering the attention of governmental, non-governmental, media and international organizations in debating priority issues.

⇒ Building on the work of its "Legal Aid Project", CSP brought together its three grantees with the Registry of Societies Council to share the feedback and lessons learned from their outreach to more than 350 societies. This session focused on the challenges societies face in implementing the Law on Societies No. 51/2008 and resulted in concrete steps taken by the Registry Council to tackle gaps in implementation of the law. This included taking the lessons learned and developing a "Frequently Asked Questions" guide on the law which was posted on www.societies.gov.jo and shared with the 41 field directorates of the Ministry of Social Development for dissemination to registered societies.

Engaging Media for Change: The media plays an influential role in providing society with critical information on the many aspects of Jordan's development, cultivating national aspirations to strengthening democratic principles and fostering respect for rule of law and good governance. CSP recognized that similarly civil society is well positioned to reflect a broad range of community interests in promoting and shaping a transformation agenda and in turn, created various program interventions, such as the Media-Civil Society Co-Production Fund which supported joint initiatives by media and civil society organizations to produce content that promoted broad public debate on key issues of social and political reform through the use of various media and cultural formats.

⇒ Through the Certification of Communications Trainers, customized capacity building programs were delivered to civil society organizations on strategic communications, media relations, content strategies and social media, resulting in more comprehensive media coverage of civil society initiatives and the social issues CSOs are tackling. Many CBOs who participated in strategic communication & media relations commented that they now know "*how to present ourselves to the donors and the community*".

Enhancing Efficiencies of the Registry of Societies: In supporting the Registry of Societies, CSP created program interventions that facilitated dialogue and constructive engagement between the government and civil society to streamline procedures, enhance cooperation, and maintain open communication and dialogue. The establishment of the Associations Information System (AIS) enabled time and effort efficiencies within the overall NGO registration process, responses to NGO queries, reporting requirements and/or requests from official sources across the Government of Jordan, as well as streamlined the preparation and facilitation of and Registry Council sessions.

⇒ The AIS functionality of real-time data availability, application status monitoring, email reminder system, and online publication of Registry Council decisions has engender a high level of transparency within all aspects of the Registry's processes. This increase in transparency is expected to provide greater credibility not only to the Registry of Societies, but additionally to the Government of Jordan before the larger citizenry. As one Government staff member put it: *"Wasta is reduced and transparency has increased."*

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The collective achievements stemming from the work of the Jordan Civil Society Program and that of its Jordanian implementing partners and grantees will continue to be realized for many years to come. In the meantime, intermediary results reveal a shift from "survival mode" towards a more strategic, sustainable future for civil society. Moving away from what is commonly referred to as a "one-man show", CSOs have begun to take the steps required to institutionalize systems and practices that enhance their abilities to achieve their strategic objectives. CSOs acknowledge that more needs to be done in order to secure change which requires them to go beyond awareness-raising to focus on rights-based advocacy as well as attitude and behavior change. Non-profit intermediary support organizations realize that their training methods need to be revamped to put the learner in the driver's seat and to design and deliver responsive, participatory training and mentoring that supports learning at all levels.

Similarly, the Registry of Societies' maintains its commitment to enhancing Government-civil society dialogue and to fulfill its mandate to support civil society. CSP's delivery of the Associations Information System (AIS), the development of the classification system for societies, and the creation of the Registry website (www.societies.gov.jo) all contribute to enhancing information-based management across the Government of Jordan in support of achieving Jordan's development objectives. In addition, the impact of civil society advocacy is demonstrated by the engagement of various Ministries and Governmental departments in efforts to ensure employment equity of women and persons with disabilities, access to information, election rights, and policymaking related to human rights reform.

The civil society sector in Jordan still struggles with the daily challenges inherent to all non-profits, yet it is healthy, sustainable, and working actively toward the social, political and economic development of the Kingdom.

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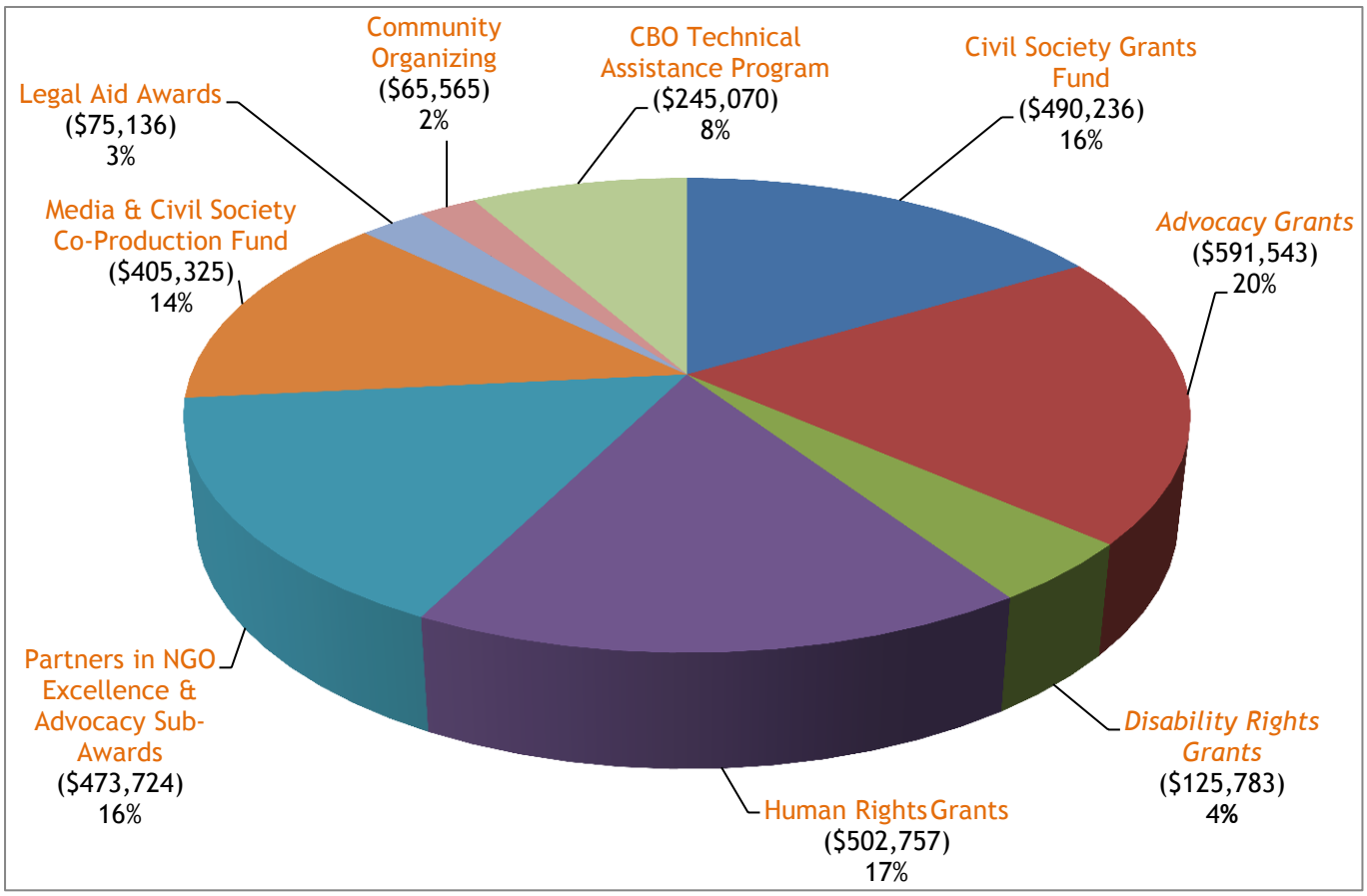
CSP Sub-Awards to Jordanian Partners ($2.73M)

Through a variety of program interventions, the Jordan Civil Society Program provided in-kind and financial support to 135 Jordanian partners in the implementation of programs that advanced rights-based advocacy, enhanced capacity building and training support to civil society organizations, improved institutional systems of CSOs, contributed to more comprehensive media coverage of social issues and increased understanding of the Law on Societies.



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

Although Jordan maintains a public pledge to promoting democratic values and principles of good governance, it continues its struggle to meet citizens' demands for reform while maintaining its position as a model of stability in the MENA region. Similarly, civil society organizations face their own challenges in representing the demands of their stakeholders to undertake collective and strategic action, and in aggregating their individual efforts to ensure systematic change at the legislative, policy and practical levels.

CSP's initial consultations revealed a fundamental weakness in Jordanian advocacy efforts with many citing a weak understanding of the rights-based approach, a lack of strategic advocacy planning resources, limited number of trainers with practical experience in implementing advocacy campaigns, and few success stories that demonstrated real change. Although nascent advocacy initiatives were identified, they were not considered strategic or collaborative, with fewer examples being consultative or grounded in research and analysis. And finally, individual activists and informal groups felt disconnected from formal efforts.

In response, CSP launched a comprehensive and interrelated approach that resulted in a cadre of Jordanian advocacy trainers and mentors utilizing the rights-based approach; the creation and dissemination of advocacy resources that celebrate Jordanian civic activism; and the support for legislative and policy change in the area of human rights, gender equality, and disability rights.

Legacy Overview & Results

Through open grant competitions and customized technical assistance, CSP supported CSOs, informal groups and individual activists to utilize a combination of traditional advocacy strategies and awareness campaigns on legislative reform with innovative approaches such as the integration of social media tools, community organizing, as well as social marketing and behavior change strategies.

Advocacy grantees - Royal Society for the Conservation of Nature and its coalition partner Jordan Green Building Council - launched a nation-wide campaign to amend the forestry law and advocate for environmental protection.

Jordanian Frameworks and International Obligations: CSOs more effectively respond to opportunities that are grounded in the Jordanian context and which utilize nationally-defined priorities for reform. These include recommendations stemming from the National Dialogue Committee as well as the commitments made by the Government of Jordan to comply with the recommendations made by the monitoring bodies of the international treaties that it has ratified. CSP grants programs were grounded in these domestic and international obligations and this unique approach provided a credible framework for civil society advocacy that extended beyond any externally-driven agenda. Complementing these efforts, CSOs worked with Jordanian, regional and international human rights experts to integrate international best practices, strategies and tactics into the design of more strategic and relevant campaigns that respond to the needs of Jordanian society.

⇒ Disability rights activists utilized the Convention on the Rights of Persons with Disabilities (CRPD) to create the first civil society report on the status of Jordan's implementation of the CRPD in advance of the Government report to the UN CRPD committee. This two-year consultative research initiative engaged more than 400 stakeholders in defining priority recommendations which activists took forward to amend the Constitution, as well as the election law and disability rights law. This also triggered initiatives by nascent groups to change their reality through advocating for better accessibility and reasonable accommodations within their environments. Most significantly is the Sar Waqtha (It's Time) coalition of youth with disabilities at the University of Jordan who successfully advocated for their right to education on an equal basis with others and together with the UJ administration will take this initiative to other Universities across the Kingdom.

CSP Advocacy Programming

In response to challenges revealed through consultations with advocacy trainers, CSOs, and informal groups, CSP developed the following program offerings.

Advocacy Capacity Building Resources

- Master Advocacy Fellowship (16 MAF trainers train others on rights-based advocacy)
- Adaptation of New Tactics in Human Rights advocacy methodology (Arabic & English)
- Creation of Jordanian Civic Activism Toolkit highlighting indigenous advocacy resources (Arabic & English)
- Adaptation of USAID/OTI Advocacy Capacity Index (Arabic & English)
- Creation of Advocacy Readiness and Advocacy Impact Indices (Arabic & English)

Grant-Making Mechanisms & Technical Assistance

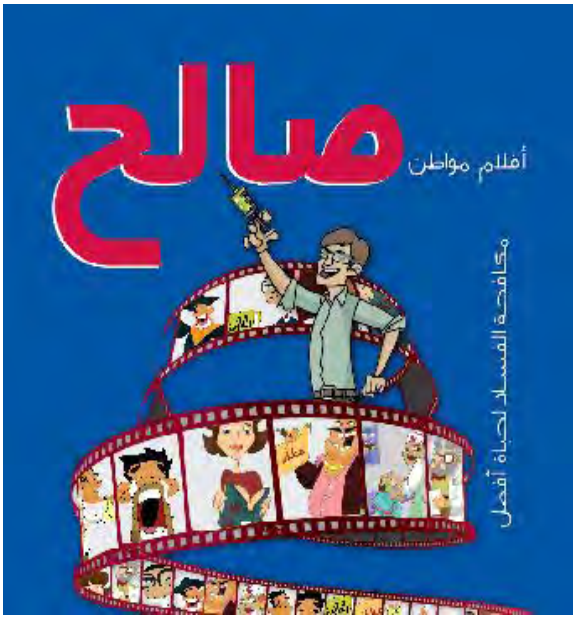
- Advocacy Assistance Grants, After Action Review Advocacy Grants, Human Rights Grants, and Disability Rights Grants in support of Legal Rights, Women's & Children's Rights, Minority Rights, Freedom of Information, Freedom of Movement, Gender Equality, Elections, Access to Information & CSO reporting on the UPR

⇒ In anticipation of Jordan's Universal Periodic Review (UPR) in October 2013, CSP gathered CSOs to understand the role that civil society organizations play in the UPR process. CSP's follow-on technical assistance to four coalitions resulted in civil society submissions to the UN on freedom of information, freedom of the media, freedom of expression, labor rights, civil and political rights and women's rights. In addition, CSP organized briefings from Jordanian media on the UPR process, facilitating introductions for the coalitions which led to media coverage of the findings and recommendations of civil society activists.

⇒ Further integration of cross-cutting rights issues took place when CSP introduced women activists with disabilities to join mainstream women's rights CSOs in producing and presenting the 2012 civil society report on Jordan's compliance with the Convention on the Elimination of Discrimination against Women (CEDAW) in Geneva. The Jordanian CSO report dedicated a specific chapter to documenting violations against women with disabilities stemming from the CRPD report and resulted in specific recommendations by the UN Committee to the Government of Jordan in combatting such violations.

Action-Research: CSOs are beginning to understand how the power of research and documentation contributes to the achievement of their strategic advocacy goals. By defining and adhering to a strict research methodology, civil society actors are now able to provide decision-makers with key facts and undisputable evidence to support their demands for reform, consolidating the shift from raising awareness on an issue to advocating for a cause. In addition, documentation and investigations undertaken by grantees brought forth human rights violations affecting hundreds of individuals; inconsistencies in Jordanian legislation with regards to how different laws relate to other laws; illegal authorities given to certain administrative branches of Government and revealed how some unlawful practices do not effectively stem from cultural and social norms, but from abusive implementation of the law.

Through its Human Rights Grants Program, CSP introduced internationally-recognized strategies for advancing rights, including documenting and monitoring, investigations and litigation, advocacy and UN mechanisms, in lieu of conventional training and awareness-raising. CSOs traditionally not involved in human rights expanded their scope of work to integrate these protection strategies into their ongoing work and engaged human rights defenders into their projects.



Partners Jordan created "Saleh" the first animated series explaining corruption, its impact on citizens and ways to remedy its consequences. These resources have spread across the Kingdom and are being utilized by Transparency International chapters throughout the MENA region.

- ⇒ Community Media Network conducted research on religious minority rights in Jordan and produced the only such study publicly available on record. CMN utilized the findings to create dialogue with policy makers, interfaith religious leaders, media and civil society and highlighted the results in audio, video and print formats for radio and the web, demonstrating how legal evidence enhances the quality of journalist reporting and rights-based advocacy.

- ⇒ Methaq Center's work on Fair Trial Guarantees brought together for the first time a group of lawyers to conduct a systematic and in-depth review of the intersection of counter-terrorism and human rights. They successfully engaged young lawyers to develop a comparative study of national and international standards and drafted proposed legal instruments to close the gap related to counterterrorism and exchange of convicted prisoners in line with international human rights standards.

Stakeholder Reviews & Collective Action: CSOs are recognizing the benefits of initiating consultations with relevant stakeholders, of assessing the past, and of inventorying current efforts prior to defining their goals and objectives for future steps. By conducting such "after action reviews", CSOs are more empowered with the lessons learned, successful strategies, and partnerships to move forward their agendas for change. Formal and informal coalitions emerged to advance gender equality, disability rights, forestry protection and access to information.

- ⇒ The Information and Research Center at the King Hussein Foundation (IRC) embarked on an initiative to tackle nationality rights of Jordanian women and within a year created a broad-based coalition of organizations, individual activists, artists, politicians and writers who substantially reframed the debate on nationality among decision-makers and the public at large. For the first time, all previous coalitions working on this subject came together under one umbrella to jointly advance the issue and set the ground for legislative reform on gender equality. IRC was able to do this because of the strength of their research studies, particularly in investigating the economic, social and comparative legal aspects of the issue, along with the firmness of their organization's position regarding nationality rights.

- ⇒ Utilizing the results of a comprehensive research effort, the Royal Society on the Conservation of Nature (RSCN) and its partner the Jordan Green Building Council (GBC) analyzed forestry protection legislation and proposed new strategies for legislative reform and environmental protection. Working closely together as two of the country's leading environmental protection organizations they took this research and expanded the pool of engagement to include key stakeholders beyond the environmental sector to define the direction of their campaign, acknowledging that the success of this project was grounded in the "after action review".

Advocating for a Cause Versus Awareness-Raising: The traditional understanding of advocacy by Jordanian civil society focuses on awareness-raising efforts on certain social topics or issues. Through a variety of program interventions, CSP contributed to a shift in the mindset of its CSO partners towards advocacy as a structured methodology aiming to effecting policy and legislative change. Granted that the various advocacy campaigns supported by CSP are still more focused on social issues rather than political reform, nevertheless, the understanding and practice of advocacy witnessed a shift to more professional and systematized approaches.

⇒ The Election Law now secures the rights of both persons with disabilities as well as illiterate voters to vote in secrecy and independence through a personal assistant of their own choosing (rather than announcing verbally to the electoral committee present at the polling station). This is based on follow-on advocacy from the TAKAFO' campaign during the 2010 Parliamentary elections which secured Ministry of Interior approval at the time to commit to providing accessibility and reasonable accommodation for PWD as well as an exit poll with more than 1,500 voters with disabilities.

⇒ Emphasizing the need to integrate the priorities of stakeholders into their advocacy efforts, two national-level networks worked with CSP to define their strategic advocacy plans for advancing women's rights by engaging their respective constituencies. The Musawa network of 86 CSOs benefited not only from reviewing its performance and defining its advocacy strategic plan, but analyzing the structure of its network to ensure sustainability in advocating for implementation of the Convention on the Elimination of Discrimination against Women. Similarly, the General Federation for Jordanian Women (GFJW) consulted its governorate level members to define the expectations of its 180+ member network to define its strategic plan and identify the required resources to advance their mission.

ADVOCACY STRATEGY: UTILIZING THE GOLDEN HOUR

"In emergency medicine the 'Golden Hour' refers to a short period of time when a patient's life can be saved with appropriate treatment. In advocacy, it's similar," commented Nidal Mansour, President of the Center for Defending Freedom of Journalists when describing their campaign on Access to Information. "It is essential to continuously monitor the changing political environment to evaluate how it affects your advocacy strategy. Once a window of opportunity is identified, you should act fast to seize it before the window closes. In our case, the dissolution of Jordan's 16th Parliament could have been seen as an impediment to our lobbying campaign on a new draft law on access to information. Instead we recognized this as a window of opportunity and in a matter of weeks, backgrounders were developed, candidates identified and a cross-country road show was organized to reach out to them. The results were unprecedented in Jordan's history: 50.6% of the new deputies had committed to an issue before being elected!"

Media-Civil Society Partnerships: Through its Media & Civil Society Co-Production Fund, CSP provided a mechanism for innovative approaches to creating original content that promotes broad public debate on key issues of social and political reform. Through these partnerships, CSOs and media partners found new ways of working together and elevated debate on issues of human rights, anti-corruption, elections, and civic participation. Utilizing new media strategies, video formats, and street theatre, youth were introduced to these concepts and provided a platform for expression, participation and debate.

⇒ The initiative launched by Arab Renaissance for Democracy and Development/Legal Aid organization in conjunction with Ma3mal 612 production house introduced to university youth the issues of freedom of expression, freedom of assembly, rule of law, tax law and the right to a fair trial from both the legal and rights-based perspectives. Through a combination of live

street performances, university debates and a five-part animated series, the "Hak Ma3ak" (The Right is Yours) project highlighted the rights and duties of citizens by illustrating real life situations facing youth. Utilizing social media channels such as YouTube and Facebook, the Hak Ma3ak series was viewed by thousands of Jordanian viewers.

⇒ Ahead of Parliamentary elections in January 2013, the Amman Center for Human Rights Studies and Qais Elias production developed a campaign to cultivate youth participation in political life. The campaign "Futeisheh" (Spark) introduced five major themes through animated videos including international principles for free and fair elections; the design of national electoral systems; how best to choose a candidate; youth's role in society and the role of the Independent Elections Commission. Not only were these videos streamed on social media channels, but the content cultivated an off-line engagement by various groups of youth across the Kingdom to discuss and debate concepts tackled by the campaign.

Challenges & Opportunities

The complexity and length of time involved in preparing and awarding grants was a source of frustration, but, ultimately, also benefited the CSOs. With mentoring from CSP, they became better equipped to prepare proposals grounded in international and national obligations, utilizing strategic advocacy planning tools that outlined detailed activities and results that also improved their chances of leveraging other support. Once the grants were awarded, their proposals served as road maps for management and reporting of their projects.

CSP continued to engage its grantees and partners to consider the broader context of human rights and equality for all, and to push them to dig deeper, analyze situations and determine a specific position on the issues at hand. Some grantees have been cautious and have hesitated to take a public position since they have either not yet addressed the issue internally to determine their institutional stance on the issue or not ready to challenge the status quo. Others have pushed back, claiming that what they are doing addresses the needs of their constituencies and that is all that is required.

Despite CSP's efforts in the area of advocacy and rights programs, more needs to be done to support civil society in its efforts to advance change. A longer-term commitment to investing in enhancing rights-based programming and launching a concentrated effort that tackles rights from both the technical perspective (international mechanisms, Jordan's State obligations, advocacy, legal reform, etc) and value perspective (societal morals, behavior, attitude, culture, etc) would well serve Jordan's civil society sector to ensure the shift from needs to rights.

Policy Support for Advancing Human Rights in Jordan

With CSP support, Jordanian civil society organizations have integrated international best practices inside their organizational strategies and programs, resulting in the drafting of laws, policy papers and investigative reports in support of human rights protection.

Draft Laws Produced: Extradition of Accused and Convicted Person ◊ Prevention of Terrorism ◊ Access to Information ◊ Forest protection ◊ Disability Law

Policy Papers Produced: Administrative Detention ◊ Discriminatory legal framework related to religious minority rights ◊ Practices and state of affairs in FOIA arena ◊ Tribal evacuation ◊ Legal framework on nationality and gender ◊ Personal Status Law recommendations ◊ Nationality and gender equality

Studies/Investigative Reports: Investigation on Rights of Religious Minorities ◊ Freedom of Information monitoring report and survey ◊ Impact study of investment on Aqaba beaches ◊ Study on community violence in Salt ◊ Literature review of forest protection in Jordan ◊ Early childhood education in Ma'an ◊ Civil Society Report on the Status of Jordan's Implementation of the Convention on the Rights of Persons with Disabilities ◊ Jalwa investigative report ◊ Media monitoring report on human rights coverage in Jordanian dailies

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

At the outset, USAID challenged CSP to create a sustainable mechanism for capacity building that would serve civil society organizations operating across the Kingdom. This included a focus on strengthening Jordanian non-profit intermediary support organizations (ISOs) for long-term service provision to the civil society sector as well as institutional strengthening of CSOs at all levels, including community-based organizations, newly-established organizations, as well as medium to national-level CSOs.

Through a series of consultations, CSP identified a number of challenges such as the lack of policies, procedures and systems on both the administrative and programmatic levels; weak engagement of senior management and Board; unclear roles and responsibilities for staff; lack of communications skills and stakeholder feedback; nor systematic approaches to project evaluation. In response, CSP identified a multi-level approach to enhancing the capacities of ISOs to deliver more effective and responsive training as well as creating a holistic approach to institutional strengthening delivered at the individual CSO level to address differences at each level through targeted capacity building and grants for the different tiers of CSOs.

CSP's interventions resulted in a core of qualified training organizations; instituted professional training standards and certification programs; and developed materials and reference resources in Arabic to support future learning. Participating organizations and individuals agree on the project's sustainability prospects because of its multiplier effect as evidenced in partner organizations adopting the CSP training methodology and tools with other projects, and the integration of CSP legacy tools by project beneficiaries as references in their daily work and also in training others.

Legacy Overview & Results

Two hundred fifty (250) civil society organizations participated in CSP's various capacity building program offerings, including 26 intermediary support organizations (ISOs); 149 community-based organizations (CBOs) and 75 mid-to-national level societies. Customized technical assistance included a combination of learning assessments, group training workshops, and one-on-one mentoring at the organizational level in the areas of finance (58); strategic planning (24); project management (18); monitoring & evaluation (50); human resources management (77); CBO management (47); strategic communication and media relations (71); and advocacy (42).

Customized Organizational Development: One hundred eighty nine (189) CSOs benefited from CSP's institutional development offerings which consisted of a phased methodological approach through first, the implementation of an Institutional Development Assessment (IDA) tool which evaluates four major areas of an NGO's performance: management systems; financial resources; external relations; and programs/service delivery. IDA results then facilitate the development of an Institutional

Institutional Strengthening "Pays Off"

The Justice Center for Legal Aid (JCLA) directly attributes CSP's support for strengthened systems to their $2.6M grant from the Japanese Social Development Fund for a three-year project titled "Enhancing Community-Driven Legal Aid Services to the Poor". JCLA executive director Hadeel Abdel Aziz stated: "The support we received to develop a strategic plan, financial policies and regulations through CSP grant funds enabled us to apply and win this funding which is directed only to organizations with strong governance and clear strategies." The new funding allowed JCLA to expand its existing operations to the national-level to ensure pro-bono legal aid to the poor.

Improvement Plan (IIP) which identifies areas for improving organizational performance. Following the IIP, CSOs select priority areas for organizational development (i.e. financial management, human resources management, strategic planning, communications, monitoring and evaluation), after which CSP extends customized support to organizations through training, mentoring, and technical assistance.

The great majority of CSOs that completed the institutional strengthening cycle reported great improvements in their internal organizational work, in defining their strategic missions and plans, in enhancing their strategic communication and in improved understanding of advocacy. By developing the internal management and project systems of Jordanian organizations through its various technical assistance programs, CSP triggered a shift away from individualism and personalization - a general characteristic of Jordanian civil society - towards more institution-building due to the establishment of internal and project systems which are not dependent on an individual but rather the organization.

⇒ *"After the IDA process, and to sustain and develop the status of our organization, we chose to work on our strategic plan as well as our human resource management systems as a priority. Our participation in this project reflected positively on our organization; internally, we have established a documentation system, clarified our vision and mission, defined duties and responsibilities of employees, and developed an integrated action plan. Externally, we have become more transparent through a clear recruitment system, as well as increased participation from the local community in developing our plans. This project is distinguished in its ability to work on internal empowerment and proper institutionalization of work leading to solid systems that are not affected by changes in administrative boards." – Mohammad Al-Btoush, Al Taibeh Association for Social Development*

Sustainable Programming Design Strategy: CSP's five-step approach to capacity building served as a cornerstone of its program strategy and contributed to its reputation as a partner of Jordanian civil society organizations. These five steps include: consultation and research with stakeholders; design, pilot and customize support to CSO partners; tweak approach and invest in CSO partners; support CSO partners to replicate the model and implement with others; and monitor, follow up, integrate and share lessons learned. Overall, CSP crafted and institutionalized an effective approach and methodology to improve organizational development of CSOs which is being continued, expanded and replicated by Jordanian ISOs to others.

⇒ *"We were looking for what is "new" in training and what stuck in my mind was 'application'. Confucius' said: 'What I hear I forget, what I see I remember, what I do, I know' was a key trigger for me to introduce change in my training department. Our training should be designed in a way to ensure learning by application, immediacy, and respect to our trainees. We had no adopted methodology in developing our training curricula. After taking the three GLP Dialogue Education courses, I found a methodology that was clearly structured and that looks at training from many important angles. I insisted that our trainers utilize this methodology. We partnered with CSP and another national organization – Noor Al Hussein Foundation - to make this opportunity available for all our trainers. Now our training curricula are of much better quality!"* — Dina Shafaqouj, Jordan River Foundation (Graduate of GLP and Candidate for Certified Dialogue Education Teacher)

Quality Training Resources Available and Accessible: CSP initiated a consultative process with ISOs and individual trainers to ensure that its program design would complement existing initiatives, respond to priorities of the sector, as well as address the obstacles and opportunities facing trainers, training organizations and their beneficiaries. Overall findings identified a lack of established training management systems and well-defined processes for design, delivery and evaluation of

training programs, quality control over content or performance monitoring of in-house and external trainers. The research also revealed that a number of CSOs shifted away from their core mandates to deliver multi-subject training services in response to donor-funded opportunities. Despite numerous training of trainers programs, many trainers continued with traditional lecturing approaches rather than delivering interactive, learner-driven content based on adult learning principles.

The results of stakeholder consultations contributed to the design of three interrelated programs that served multiple goals of strengthening training service delivery and the quality of specialized training content offered by ISOs, while simultaneously building the institutional capacity of these ISO training providers to ensure their sustainability; both of which contributed to provision of quality institutional strengthening support to more than 150 community-based organizations across the Kingdom on behalf of CSP.

Partners in NGO Excellence (PIE)
Through the PIE, 25 Jordanian ISOs upgraded their training content on CSO management topics (human resources, strategic planning, monitoring and evaluation, advocacy, etc.). Fourteen were certified and competed for subcontracts to train on behalf of CSP with four subcontracts awarded for implementation of CBO-TAP. CSP and its subs jointly produced the "Societies Start-Up Toolkit" to further disseminate these essential tools and resources for civil society organizations

Certification of Dialogue Education Practitioners (CDEP)
Working with Global Learning Partners, CSP supported the certification of 52 trainers in Dialogue Education methodology, creating the first network of Arabic-language trainers in the Middle East. Integrating the principles of adult learning, Dialogue Education ensures participatory, learner-driven approaches to training. Subsequently, Jordan River Foundation, Noor Al- Hussein Foundation and Business Development Center revamped all of their training curricula and invested in certifying their training staff in this methodology.

Community-Based Organization Technical Assistance Program (CBO-TAP)
One hundred thirty one (131) CBOs from across the Kingdom completed this three-phased program providing a mechanism for strengthening their internal systems, as well as building their capacities in new areas such as advocacy and outreach. Each undertook an institutional development assessment, created institutional improvement plans, and received customized training/mentoring on priority needs. Upon successful completion of the capacity building phases, in-kind grants were awarded to 85 CBOs. In addition, CSP subcontractors took the CBO-TAP model forward on their own by applying it to the implementation of the Poverty Pockets project.

Learning by Doing: This approach to formal training is followed with a practical application period which is then reviewed in assessment of the learning. This approach ensured that the training moves from the theoretical level to the actual application and integration of the new concepts and processes into an organization's work. Observed trends among civil society organizations that CSP supported during its tenure include:

- ⇒ CSOs are more *aware of the importance of capacity building, the gaps they may have, and what needs to be done*. This can be validated through the interest CSOs showed in the supplemental trainings and technical assistance that CSP offered and that were not linked or related to the requirement of the program or the grants.
- ⇒ CSOs *created basic systems, improved documentation, and adopted tools that* improve their work. This will enhance sustainability, transparency, and the smooth transition between CSO leadership when that occurs.

- ⇒ More and more CSOs have started to have a *strategic orientation* in their thinking, as evidenced by those that took the strategic planning course, setting their longer term objectives and working towards them.
- ⇒ Through the different trainings (i.e. advocacy, strategic planning) CSOs have started to assess and improve their *role in developing their communities* and not just in providing services. CSOs were always reminded of their role in creating change and not only providing temporary solutions.
- ⇒ CSOs are more aware of the importance of the need to *respond to community needs*, and engaging their local communities in identifying them.
- ⇒ Some of the CSOs have become more aware of monitoring and evaluation, and the value of accountability. They are better in planning for M&E, providing it to their donors, and utilizing it to support their work in their communities.

Participation vs. Non-Involvement: One of the important indirect results of CSP programming is the increased application of participative methodologies in civil society work. Trainings and application of the focus group methodology in research and needs assessments, M&E in project design and implementation, dialogue education in capacity building demonstrate how a shift has been made to increase enhanced stakeholders participation in civil society as opposed to previous approaches.

- ⇒ CSP's Stakeholder Feedback Project (SFP) provided a unique opportunity for CSOs to understanding qualitative research methodologies over a three-month period, providing them an opportunity to apply what they learned to real-life case studies during the lifetime of a CSO project cycle. Demand from CSOs resulted in CSP offering the course four times for a total of 39 organizations and the development of a dedicated legacy tool for CSOs to utilize in their work. *"The focus group tool helped us assess the needs in the community and recognize how to obtain the information that will help our organization strategically and to design the best programs that serve the community."*

Transforming Monitoring and Evaluation Tools into Institutional Practices: A priority need to address the lack of systematic monitoring and evaluation across varying levels of CSOs emerged at that the start of the program. CSP responded by creating a unique series of programs under its Monitoring and Evaluation Program (MEP) that tackled this at the foundational, intermediate and advanced levels which resulted in the integration of practices at the institutional level among civil society organizations.

- ⇒ 54 participants representing 39 civil society organizations participated in one or more of the MEP courses. Follow-up with participants captured impact stories of improved reporting, improved proposal writing, easier executive of projects and integration of new methodologies across organizations. *"We found where the problems and gaps in our project designing and in what way we can change our planning and improve implementation of our projects,"* commented a participant in the Evaluation Design, Targeting and Baseline course.

Established Training Systems: The production of the Training Management Manual (TMM) proved to be the first such resource of its kind in Arabic that provides intermediary support organizations and CSOs alike, with a systematic approach to managing, delivering and evaluating training programs. Developed in conjunction with the TMM, the Training Standards Review measures a CSO's systems related to training management and provides a guide for organizations to develop the policies, procedures and structures to enhance their training program offerings.

- *"I want to express my gratitude for the amazing effort of the program in putting together the Training Management Manual. It is such an amazing resource and a reference for NGOs! You have saved us money and efforts in having ready mix solutions and clear steps of how things are done!"* — Huda H. Hakki, Programs and Projects Department Director, King Khalid Foundation (Saudi Arabia)

Specialized Training of Trainers Programs: During its tenure, CSP invested in a cadre of trainers in advocacy, strategic communications, human rights, and institutional strengthening topics to build CSO capacity. The list below summarizes the number of trainers in each of the specific training of trainers' (TOT) opportunities, out of which half participated in multiple TOT offerings.

CSP Specialized Training of Trainers Programs	*Male*	*Female*	*Total*
Certification of Dialogue Education Practitioners w/Global Learning Partners (GLP)	46	80	126
Professional Development Courses for CSO Trainers (training skills courses)	33	48	81
Disability Rights Toolkit Training of Trainers	3	24	27
Master Advocacy Fellows Program (MAF)	7	9	16
Certification of Communications Trainers (CCT)	8	8	16
Human Rights-Based Approach Training of Trainers	7	8	15
Legal Aid Training of Trainers (Law on Societies No. 51/2008)	5	6	11
Stakeholder Feedback Project Mentors (qualitative research methodology)	0	5	5
Total	**109**	**188**	**297**

Arabic-language Resource Materials. Ensuring its efforts will extend beyond the lifetime of USAID funding, CSP developed a series of legacy tools and resources for posterity. Already being referred to and utilized by ISOs, international implementers, as well as the Government of Jordan, these resources tackle the 360 degrees of sustainability that civil society organizations require. (Available online at www.csp-jordan.org and at USAID's Development Clearinghouse www.dec.usaid.gov.)

- *The Societies Start-Up Toolkit*: This comprehensive resource for organizational management was developed jointly by CSP and its partners Jordan River Foundation (JRF), Noor Hussein Foundation (NHF), and King Hussein Foundation/Information and Research Center (IRC), marking the first of its kind in Jordan where national-level NGOs came together to develop a joint product for dissemination to other CBOs and for integration into their own training service provision. In addition, CSP distributed the *Start-Up Toolkit* at all close-out events and has provided 1,000 copies to the Registry of Societies at the Ministry of Social Development which has agreed to distribute it to all new societies upon registration.

- *Jordanian Civic Activist Toolkit*: This publication captures CSP's ongoing efforts to empower and support an emerging generation of Jordanian activists pursuing change. The toolkit includes lessons learned, case studies from actual Jordanian advocacy campaigns, advocacy training curricula utilizing the New Tactics in Human Rights methodology, as well as other advocacy capacity building tools and evaluation indices.

- *Training Resources DVD*: This resource includes original curricula created under CSP on advocacy, strategic communications, media relations, social media, as well as disability rights.

- *Manual on Creating Blogs for CSOs on Wordpress*: Developed in response to CBOs' needs, this resource assists CBOs to create blogs on Wordpress (instead of costly websites) and is a user-friendly resource supported with snapshots for each stage of the process.

- *Strategic Communications Guidebook For Civil Society Organizations*: This resource complements the training curricula developed by CSP and includes practical information on strategic communications, media relations management, content strategies, as well as writing newsworthy stories, designing media relations campaigns and crisis communications management. Practical examples and step by step templates are also provided to assist the reader in linking the theory with the practice on the national and international levels.

- *Arabic Sign Language Dictionary*: The first of its kind in Arabic sign language, this dictionary was developed by the deaf community and sign language experts to create customized signs for 200 democracy and human rights terminologies which previously did not have equivalent signs in Arabic. Produced in video format, this resource will be uploaded to the website of the Higher Council for the Affairs of Persons with Disabilities which has officially endorsed this new resource.

Islam Zgoul, a member of the core team of deaf community representatives and sign language interpreters that developed the first Arabic Sign Language Dictionary on rights-terminologies, demonstrates how to use the tool.

- *Good Governance Guide*: Developed for CSP by the International Center for Non-Profit Law, this resource is built around the legal framework that governs societies registered under Law No. 51 with a focus on good governance and includes a simple checklist for Societies to utilize to ensure they are in compliance with the law's governance requirements.

- *A Guide for Civil Society Organizations on Using the Social Media Networks*: This is a theoretical and practical guide on how to use the social networks such as Facebook, twitter and YouTube and was developed in response to the needs of societies enrolled in CBO-TAP.

CHALLENGES & OPPORTUNITIES

Accompanying the growth of Jordan's civil society sector is the need to create more sustainable mechanisms of support at multiple levels and for the different types/tiers of organizations. This includes enhancing the role and sustainability of intermediary support organizations to deliver responsive and comprehensive capacity building programs and identifying funding sources to support these costs. The performance of grantees and CSOs evolved significantly over the duration of CSP, yet common challenges persist and require further consideration when designing future programs in support of civil society strengthening.

As a civil society strengthening program, CSP was never considered a "hands-off donor" and through its various program offerings pushed the boundaries of traditional capacity building and grant making in Jordan. By providing in-depth technical assistance to advance programmatic and technical capacities of its partners along with institutional strengthening and internal systems, CSP pushed its partners to make both an organizational and mind-set shift in order to advance their organizations.

But CSOs face a reality of high turnover of permanent staff and a reliance on freelance consultants to deliver the bulk of the technical work and this contributes to a lack of specialization within organizations and weak institutional memory from which lessons are learned or from which new initiatives can build on previous efforts. CSP's investment in human resources management and strategic planning saw results as CSOs began to take the steps required to ensure holistic change management processes within their organizations. Through the implementation of the institutional development assessment, CSO leaders recognized the importance of reflecting upon their

organization's mission and mandate with staff, board and stakeholders, which resulted in their becoming more involved in monitoring their organizational performance and making the commitments required to achieve what they set out to do. But good governance remains a priority as the recognition of its main principles are not yet translated into practice nor embedded as a mainstay of organizational best practice. Commitment and time are required to ensure this as it requires a shift in attitudes, practices and processes.

On a project level, civil society organizations in general did not submit proposals that are completely thought through or include budgets that accurately reflect the proposed activities. This resulted in substantive and prolonged back and forth with short-listed applicants to receive fully-fledged project designs. Despite such delays CSP approached this as a capacity building opportunity and worked with short-listed applicants to flush out their program strategies and develop practical work plans that could be implemented within the grant timeframe and funding ceiling. Once awarded, CSOs eventually utilized the grant funds but faced challenges in spending money effectively and in a timely manner that corresponded to their proposed work plans. However in working with grantees on this, CSP succeeded in bringing together their grantee's finance and program staff to improve the processes required for effective grants management. In particular, strengthening monitoring and evaluation processes proved to CSO managers how essential strong internal systems are to the institutional and programmatic health of an organization. By being able to measure before, during and after results, CSOs were able to identify strategies for remedying problems and/or building on successes.

The legacy of CSP in delivering on USAID's two primary milestones under Result II (Quality Training Resources Available and Accessible and Organizational Development of CSOs Improved) are clearly evident, only some indirect measures of collaboration between participating organizations emerge for the third (CSO collaboration and networking become the norm). Undoubtedly, CSP's holistic approach – programming design strategy for institutional strengthening and enhancing capacity of CSO trainers – has proved its effectiveness and opens the door for further replication.

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

Through the Jordan Civil Society Program, USAID reconfirmed its commitment to strengthening the enabling environment within which civil society works. This included the different relationships, legal framework, and overall cross-sectorial respect and understanding for one another's roles among CSOs themselves as well as partnerships with government and the private sector. CSP interventions fostered a holistic approach that brought civil society organizations together with the government, media and the private sector, providing an opportunity for these other sectors to demonstrate their understanding and appreciation for the role that civil society can and should play in a democracy.

In December 2008, the *Law on Societies* (Law 51 of 2008) was enacted and although an improvement of the 1966 law, the new law was met with criticism for not doing enough to remove restrictions on civic space. As a partial response to these criticisms, the 2008 *Law on Societies* was amended in 2009 by the *Law Amending the Law on Societies* (Law 22 of 2009). Several contentious provisions remained particularly the requirement for prior approval to receive foreign funding; however procedures for registration were streamlined with the creation of a one-stop location for registration.

This new legislative framework stipulated the creation of the Registry of Societies, an independent entity operating within the Ministry of Social Development (MoSD) to act as the umbrella for societies registered under the law. With USAID support, the ensuing partnership between the Registry and the Jordan Civil Society Program resulted in a wide set of activities aimed to meet the mandate of the Registry for Societies (herein referred to as the "Registry) as stipulated in the law. In addition, CSP facilitated civil society-Government dialogue on the law as well as initiatives to increase the understanding of societies on compliance with the Law on Societies. CSP then expanded its efforts to support civil society and the private sector in creating shared value that advances the work of the civil society sector in meeting Jordan's development challenges.

Legacy Overview & Results: Enabling Environment

Given that Government resources for the newly-established Registry were limited and key personnel had yet to be appointed, CSP worked closely with the Minister of Social Development (Jan 2009-June 2010) as the chairperson of the Registry Council to provide essential start-up support. The initial areas of cooperation were defined in a letter addressed from the USAID Mission Director to the Minister of Social Development in July 2009. With the appointment of H.E. Dima Khleifat, Registry Secretary General (whose mandate began in July 2010), USAID expanded its commitment to support the evolving needs of the Registry and to ensure its sustainability beyond CSP's period of performance.

Starting in 2009, CSP supported the Registry of Societies to launch an outreach and communications campaign to introduce the newly-passed Law on Societies 51/2008, including a direct mailing on readjustment requirements and a website with information on the law and reporting guidelines.

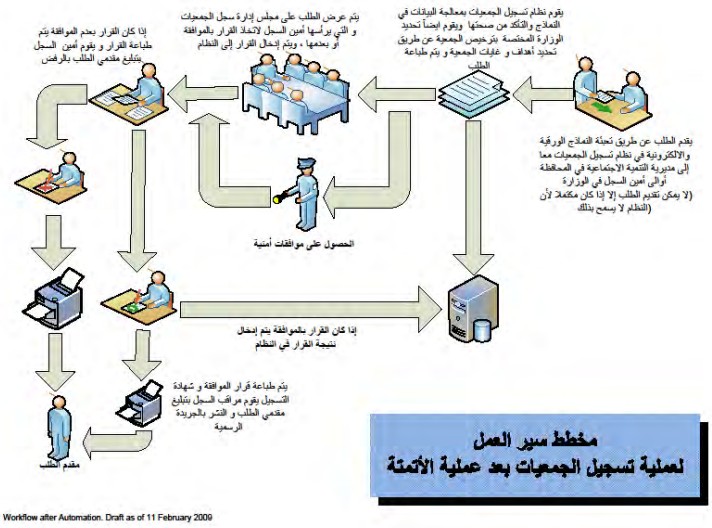
Most significantly, USAID invested in the creation of an integrated automation system that links the Registry and 11 relevant Ministries and 41 MoSD field directorates across the Government of Jordan, to manage the registration of new societies, annual reporting, and data-tracking. Through a team of dedicated consultants and subcontractors, CSP provided customized technical assistance and legal drafting support to the Registry; built the capacities of Registry and

other relevant ministry staff responsible for civil society; provided hardware and software to support the automation development and implementation; as well as designed communications interventions that increased societies' understanding of the law's requirements. The International Center for Non-Profit Law, with support from CSP, produced a white paper on Government funds in support of civil society and led a strategic planning retreat with the Registry to outline the parameters of the Registry's Fund for Societies which was also established through the Law. CSP provided further support in setting up the procedures for the Fund for Societies (the grant-making arm of the Registry) and developed a classification system for registered societies, the first of its kind in the Middle East.

Creation of Information-based Management Tools: One of the main challenges that emerged when the Law was first issued was the lack of existing information about registered societies in specific, and the civil society sector in general, in terms of numbers, locations, objectives, specialization, funding, programming, services, etc. CSP's first step was to tackle this lack of systematic data collection and information storage across Ministries by supporting a nation-wide survey of the registered societies. Implemented over a nine-month period in conjunction with the 41 field directorates of the Ministry of Social Development, this effort resulted in the creation of the *Societies Management Information System (SMIS),* a database of updated information on societies that would serve as the backbone for decision-making and reporting on the sector by the Registry and relevant ministries. The survey was designed as a self-assessment with 1,552 registered societies providing the required information for the fiscal years 2007 and 2008 with some reporting on 2009 as well. For the first time, a sector-wide analysis of registered societies took place with initial findings revealing the following:

- ⇒ *Impact of Civil Society:* 1.5 million Jordanians benefited from the services provided by the 1,552 CSOs who completed the survey. 57% of these societies operated on less than 50,000 JOD each per year while providing support to 40% of the beneficiaries.
- ⇒ *Programs, Services & Geographic Reach:* 70% of the societies provided multiple programs and services ranging from culture, childcare, women, education, youth, orphans, health, disabilities, environment, human rights, senior citizens, tourism, political issues, and heritage. 67% of societies are located in urban areas, 26% in rural areas and 7% in the Badia. 45% are located in Amman delivering services in Amman and other communities.
- ⇒ *Membership & Employment:* Overall association membership in 2009 reached approximately 188,000 with women representing 24% of the total. Board members reached approximately 10,633 of which 94% are elected. 10,860 salaried employees were reported in 2009, of which 59% are women. This employment figure surpassed other major service sectors in Jordan.
- ⇒ *Funding Sources:* 67% of societies relied exclusively on local funding while only 4% of the societies on foreign funding; 11% received support from local and foreign funding sources.

Building Effective Internal Systems and Efficient Processes: For more than 40 years, societies' registration applications were passed between multiple ministries in a lengthy process that allowed for



During the AIS design, analysis of the Registry's and relevant Ministries' business processes and work flows resulted in reducing the steps and time for registration of a new society between 30 and 45 days!

independent approval or rejection of applications by different authorities. Law No 51/2008 changed that with the creation of the Registry of Societies and mandating it to lead the registration process across the Government of Jordan; albeit with input from the 11 "relevant" ministries (those with jurisdiction over designated societies according to their relevant specialization) and day-to-day management among the 41 MoSD field directorates.

CSP responded with support to automate the Registry functions as stipulated by the law and to enhance information-based management through the creation of an automation system that proved to be one of the first fully-operational e-government solutions connecting multiple line ministries and field offices. Over three years, CSP and the Registry engaged governmental and non-governmental stakeholders in assessing the necessary requirements, streamlining the work flow procedures and processes as well as increasing the transparency, speed and efficiencies of civil society registration.

⇒ The Associations Information System (AIS) automates the key functions of the Registry by linking it to 52 ministries and governmental entities involved in the civil society sector, in addition to enabling the Registry to process information, and requirements of the civil society organizations electronically on the directorate level, and connecting the central MoSD with its 41 field directorates, ensuring follow up on the sector in an effective and timely manner. Requiring all business processes to interface through the AIS system has resulted in significant efficiencies through the shift from processing paper to an automated environment.

⇒ A major initiative that stemmed from automation was the creation of national identification numbers for registered societies which links to the society's relevant ministry, the date of establishment of the society and the governorate in which it is located. Similar to the company's registration at the Ministry of Industry and Trade, this unique identification number is now used for banking and legal documentation.

⇒ Previously, the majority of the Registry's effort was given to obtaining and storing information from CSOs without time or ability to analyze the information. With the time and effort efficiencies being realized through the AIS, the Registry Council is starting to discuss planning, trending and further analysis opportunities the new system provides. Discussions about how to leverage the organized and available information are forming, indicating that information leveraging is beginning.

⇒ The defined business processes for all Registry functions, and real-time status updating (internal AIS and online through the Registry website) is providing verifiable data to all stakeholders. This definition and real-time data access has shifted the Registry from its previous preverbal black box/closed system operation to one of transparency. This increase in transparency provides greater credibility not only to the Registry of Societies, but additionally to the Government of Jordan before the larger citizenry, particularly among societies where Registry Council decisions are regularly posted.

"One of the Registry of Societies goals is to reinforce communication with societies and citizens. This is why we established a website for the Registry (www.societies.gov.jo). This website shows in real-time the updated number of registered societies, their names, location and contact information. Also societies can know the minutes of the meeting from the Registry Council's board meetings." – Dima Khleifat, Secretary General, Registry of Societies

Capturing the Landscape of Jordan's Civil Society Sector: More than 8,000 different objectives emerged from the data collected during the CSO survey and entered into the MIS database, making it immediately apparent that a solution was required to systematically track the nature of the work, services, programs and targeted beneficiaries that these societies serve. Based on this situation CSP

worked with the Registry to create a new classification system based on international standards that met the needs of societies in Jordan and which cover their areas of specialization. Decision-makers are now able to decide where to direct financial and logistic support and to which sector.

⇒ Drafted and tested in consultation with relevant ministries, experts, and civil society organizations before being officially endorsed by the Registry Council, the classification system is the first of its kind in the MENA region that categorizes civil society work into a consolidated system based on international standards. Facilitating information-based knowledge management, reporting and research utilizing the AIS, the classification system also provides societies with a framework against which to define their work. In addition, the MIS and AIS were revised to accommodate the new classification system, making this information available to the public on the Registry's website. Regional meetings were held for all MoSD field directorates to inform them about the system and to provide them with the necessary skills to help societies define their area of specialization in line with the classification system. Registry staff now assists newly-registered organizations to complete this information during the registration process.

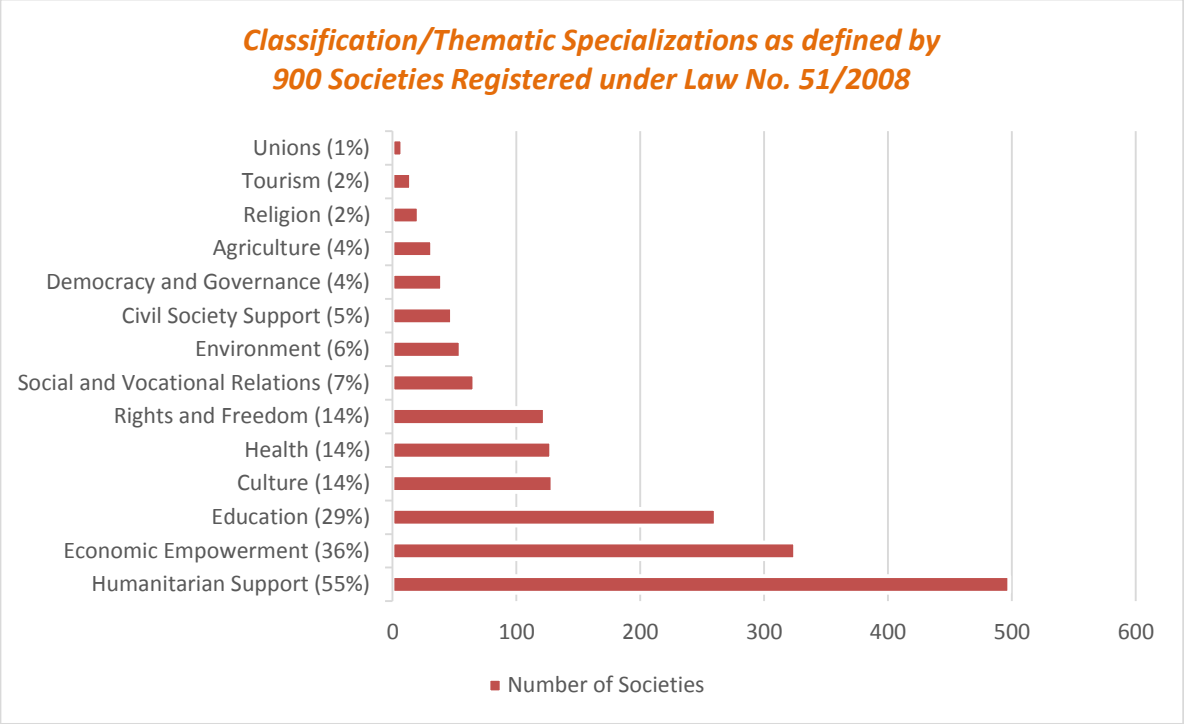
Societies registered under Law No. 51/2008 are required to submit annual reports but standardized guidance had yet to exist. CSP worked with the Registry to develop an annual reporting template and this along with the classification guidelines were distributed through a direct mail campaign in mid-2013 to all 3,800 registered societies. Both publications are available in Arabic and English on the Registry for Societies website at http://www.societies.gov.jo/SitePage.aspx?PageId=108. Overall, consensus emerged that the classification booklet helps societies better identify their areas of expertise and also better articulate their objectives and that using the annual report template as a unifying reporting tool will make it easier for all.

Increased Understanding of the Law on Societies: Jordan's Law on Societies and its implementing regulations impose a number of requirements on societies which many remain unfamiliar with despite the fact that the law came into effect in 2008. Consequences for noncompliance with particular requirements, for example can include the appointment of a temporary board of directors by the relevant ministry, and ultimately lead to the dissolution of the society. Although the Registry of Societies has maintained an open door policy to respond to CSOs and organized platforms for clarifications on the law, many societies and some field directorates continue to operate as if nothing has changed. To complement these efforts, CSP launched its *"Civil Society Legal Aid Fund"* for Jordanian legal aid organizations to deliver training on the Law on Societies and provide pro-bono legal consultations to societies to assist them to operate legally and to defend their rights.

⇒ CSP's sub-awardees Al-Thoria, General Federation of Jordanian Women and the Human Forum for Women's Rights successfully delivered workshops on the Law on Societies to a total of 575 participants from 357 CSOs from across the Kingdom. The collective feedback from these sessions revealed numerous challenges, including a lack of understanding by Ministry staff on the details of the law, weak communication between the societies and the Ministries as well as Governmental efforts to control the work of the societies, weakness in the application of good governance principles inside the associations in accordance with the requirements of the law; and challenges in adhering to funding procedures, i.e. local funding or collecting donations.

⇒ CSP facilitated a dialogue session between the Registry Council and the legal aid sub-awardees to share this input and discuss recommendations for how the Registry can tackle these challenges. This session resulted in the Registry Council committing to a number of action items, including the development and posting on the Registry

website a list of Questions and Answers that emerged from the legal aid consultations. Nawal Faouri, a member in the Registry Council, stated that this dialogue session *"exceeded our expectations as it provided us with the opportunity to hear the challenges that associations face on the ground in understanding the law and being compliant with it. The Questions and Answers document summarizes the main issues raised during the consultations in a user-friendly way which a wider number of associations can now access."*



CHALLENGES & OPPORTUNITIES: ENABLING ENVIRONMENT

The addition of more than 1,500 newly-registered societies since 2008 is not without its challenges, whereby both governmental and non-governmental actors have criticized how this growth has led to increased competitiveness for already limited resources and a duplication of effort, particularly within the same communities at the local level. The Registry of Societies recognizes that this growth requires strategic interventions and shifts in the Government's approach to supporting the sector. In addition, this requires more proactive outreach to ensure societies understand the law and how to comply with its regulations, including support to the Registry to establish a hotline for societies to refer to when needed.

Though the law stipulated that the Registry is an independent body, its creation within the Ministry of Social Development affects its autonomy and in many cases, the Registry's functionalities are dependent on the MoSD field offices. Delineation of authorities and work processes need to be reexamined, including revising job descriptions for field offices to incorporate the new dimensions stated in the law and define lines of reporting with customized capacity building programs to be delivered for Registry and relevant Ministry staff. In addition, Jordan's economic situation has led to a reduction in the Government's allocations for the Fund for Societies, resulting in less support for the civil society sector.

Initial feedback on the Association Information System has been overwhelmingly positive with Registry staff and the Registry Council recognizing the power of automation in knowledge management and information-based decision making. However it is dependent on the information provided by societies and requires them to provide updated information to the Registry and field

directorates. The creation of the annual report template is one step, but real-time updating is a challenge given the limited internet access that field offices have to the web and the AIS Future steps towards automation, including authorization of societies to view and update their organizational profile on line, would require technical expansion of the AIS and capacity building for both to ensure the credibility of information provided.

Finally, amendments to the Law on Societies are still required and the Government of Jordan has indicated their willingness to consider these, as demonstrated during the Universal Period Review in October 2013. This creates an opportunity for societies to capitalize on this momentum to ensure an enabling environment that advances the rights of the civil society sector.

Legacy Overview & Results: Strengthening CSO-Private Sector Relationships

In Year IV, CSP conducted a study of corporate social responsibility (CSR) in Jordan which revealed that both civil society organizations and small and medium enterprises (SMEs) lack sufficient understanding of strategic corporate social responsibility and it identified gaps in how civil society organizations design and communicate potential projects to the private sector. In response, CSP supported a unique pilot program that aimed to build strategic sustainable development partnerships between civil society organizations and the private sector. Subcontractor Schema Sustainability Partner designed a "bridging" program which provided training and mentoring support to 40 civil society and 12 private sector partners to design joint projects that created shared value for all stakeholders while benefiting the community at large.

"We piloted an innovative model for strategic partnerships towards sustainable societal development by building capacities in the areas of corporate social responsibility and sustainability in order to impact society in a tangible way. This helped to shift from the common practice of mere private sector donations to the concept of joint collaborations between different sectors to create shared value for all." — Schema CEO & Founder, Maali Qasem Khader commenting on the Bridging Program

By the end of the program, seven strategic partnerships valued at approximately 40,000 JOD were created in Amman and Zarqa targeting youth and communities around access to education, human rights, HIV/AIDS and multiple sclerosis awareness, environmental awareness, and reducing community violence, among others.

- ⇒ The CSR concept is in its nascent stages in Jordan and different research show there is still a misunderstanding of the concept by both the private sector and civil society. Different attempts have been made to link the private sector with CSOs, but the reality is that only a few well-established companies have succeeded in adopting the concept of CSR with most support targeting a few national-level, high-profile CSOs. The majority of the community-based organizations and medium-sized CSOs end up competing with national CSOs for existing support from well-established companies and are totally unaware of the available opportunities that come from reaching out to the SMEs that are willing to engage and support them in different ways. Schema's response focused on building the understanding of both CSOs and SMEs about CSR; providing the CSOs with the skills and techniques needed to present and communicate their work to the private sector and creating an opportunity for both to interact directly, resulting in joint partnerships between the CSOs and SMEs.

- ⇒ A number of interesting cooperation ideas emerged during the process. A production company "Masmou3 for Audio Knowledge"' produced audio stories for a CSO that raises awareness on human rights issues among school children. The company produced these pro bono and promoted the audio stories on social media channels, creating a win-win for both by attracting further attention of the CSO's work while promoting Masmou3' for their work and concern for societal causes. Another company, Izzat Marji Group, a provider of heating &

cooling systems, sanitary ware and kitchen sinks, as well as power tools, offered to collaborate with a CSO that works on environmental awareness amongst university students. The company conducted a project with a CSO to measure the impact of the awareness on actual energy saving reports and provided some of its energy/water saving products to assess the actual energy/water saving impact.

⇒ During the final "close-out" event participating civil society organizations and private sector companies who were involved in the program shared their successes and challenges and provided lessons learned for future implementation of the model. Overall the feedback was positive and examples of sustainable partnerships were shared during a panel event describing how they overcame challenges faced at the start of their cooperation, primarily due to the fact that they speak different languages when it comes to expectations and responsibilities. NGOs admitted that they had expected the SMEs would "do everything" for them and give them money, while the SMEs discovered that they can provide value-added through technical support rather than monetary support. All agreed that they learned a great deal on both a personal and professional level. NGO representatives spoke about how they now know that they need to be realistic about their requests and should do their homework before approaching the private sector. SMEs also described how they better understand and value the role that NGOs play in the community and recognize that these partnerships benefit their business through the creation of shared value.

CHALLENGES & OPPORTUNITIES: STRENGTHENING CSO-PRIVATE SECTOR RELATIONSHIPS

The Bridging program experienced its growing pains at various levels: participating CSOs ranged from proactive, determined ones to passive ones with a "solve-it-for-me" approach while in some cases private sector representatives did not have decisions-making power which delayed implementation of some activities that required managerial approvals. Fotouh Younis from the Arab Network for Human Rights Education (ANHRE) explained that "*One of the challenges we faced was the short-timeframe of the project. The other thing is we were afraid that the partnership and requests from the SMEs will change the purpose of our project so we were always willing to get out if it jeopardized the project or was going to change it. But we now know how to deliver our message to the private sector so they come to know us, be interested and get involved in what we do. We no longer want to have a partnership that just depends on money and ends with the project implemented but go beyond that.*"

73% of NGOs & **100%** OF SMEs *participating in the Bridging program agreed that their perception of cooperation among one another has changed from being philanthropic-based to a sustainable-engaging partnership!*

Considering the resource limitations facing many CSOs in Jordan as they try to meet the demand for their programs and services, long-term financial support remains a priority to ensure smooth implementation of social development projects. Larger social investments from the private sector would better enable the execution of such projects and although SMEs can play a role, they may not always be the best partners for projects operating on a national scale. A systematic approach must be developed to engage larger companies that can afford both a social investment and contributions through their core capacities and expertise in support of social issues. In addition, it is essential to identify and attract companies with areas of expertise in line with the civil society organization's mandate (i.e. matching health-services CSOs with companies involved in the health field) in order to develop more strategic and longer-term partnerships. Through the Bridging program, a pilot has been developed and Schema is committed to taking this forward on a national-level.

Integrated Approaches to Managing Cross-Cutting Issues

Inclusion of Gender, Youth & Disability

CSP addressed key cross-cutting issues within its portfolio of programs by utilizing integrated approaches: maintaining its strategy to integrate the principles of inclusivity of rights, gender, youth and disability; continuously monitoring the performance of grantees and partners and supporting them to overcome any challenges they faced in implementation; assessing its impact on civil society strengthening; and engaging civil society organizations and other international implementers in lessons learned. These approaches had a direct impact on the performance of CSP partners and grantees as is evidenced in the implementation of their efforts to advance Jordan's development.

Legacy Overview & Results

Gender Equality: Throughout CSP's direct efforts as well as CSP-supported initiatives, issues related to women's rights and gender equality were addressed in different ways including advocacy campaigns, legislative reform efforts, documentation of human rights violations and behavioral change programs. However, common challenges prevailed among CSOs, with a pronounced deficit emerging around the understanding, integration and application of gender concepts in a comprehensive and systematic way. CSO gender-related initiatives were primarily limited to talking about "women's rights" with few tackling the broader context of gender equality or addressing the barriers that prevent both men and women from exercising their rights on an equal basis. Similarly the same challenge existed among CSOs working on human rights with few utilizing the rights-based approach as the foundation of their efforts and operating principles of their work.

Creating Linkages Between CEDAW & CRPD Results in GOJ Action Item

With support from CSP, a member of the CRPD coalition core team participated in the 51st CEDAW session in Geneva (February 2-12), a first for a woman with a disability to be part of the Jordanian women's rights coalitions to the UN CEDAW. Reporting on the double discrimination that women with disability face resulted in the UN CEDAW committee including a recommendation for the Government of Jordan to mainstream the rights of women with disabilities (WWD) within national policies and strategies. The experience of a woman with a disability taking a leading role in the CEDAW coalition and representation of Jordanian women issues impacted women's rights groups. On the one hand, WWDs have shown great ability and capability in working within a delegation and discussing issues related to disability from within women's rights groups of gender equality and non-discrimination, while on the other hand, women's groups realized the importance of integrating WWDs issues within their agendas as well as the importance of providing WWDs an opportunity to represent their issues as women and as women with disability.

⇒ ***Giving Weight to the Clarity of Concepts and Terminologies:*** A primary focus of CSP programming has been in promoting the significance of clarity of concepts and terminologies in project designs and development of strategies, particularly on gender and human rights. Grantees and partners were required to clearly define the terms and concepts associated with their respective issues in line with international human rights definitions, which resulted in significant debate and discussions on the concepts of gender equality and gender-based violence. Although many CSOs actively engaged women in their workshops, many were satisfied with simply reporting participant numbers without considering the role men play, or identifying what men may need, or tackling the root causes that prevent women from being involved or targeted in such efforts. CSP pushed them to consider these issues in their design and delivery of

programs and supported them in overcoming obstacles to engaging stakeholders on an equal basis with others. Many grantees emphasized that CSP's flexibility was a key in shifting the focus of some projects to integrate gender-related issues and rights-based strategies into their work and because of this flexibility, CSOs were encouraged to redesign strategies and project goals rather than be confined to their original proposals.

⇒ ***Addressing Gender Equality at the High Policy-level:*** One of the essential steps in promoting gender equality is to give particular attention to a state's institutional capacity in addressing and tackling gender equality. In response to a request from the Minister of Social Development and in partnership with the Gender & Social Fund (supported by CIDA), CSP conducted two assessments to evaluate the MoSD's gender performance as an institution and its efforts in promoting women's rights and combating GBV. This encouraged the Ministry to take particular steps to equip its staff with the knowledge and skills needed to tackle gender equality and gender-based violence based on the assessments' recommendations. The Ministry then leveraged support from other international donors who provided the necessary means to follow-through on these recommendations.

GENDER AND INCLUSION-RELATED INITIATIVES

CSP-Direct Implemented Activities:

- Design and implementation of the Women and Disability Rights Program where 23 women with disabilities participated in this six-month fellowship program on gender equality, international human rights, and the intersection of CEDAW and CRPD, and assessment of inclusivity of programs and services offered by three leading CSOs that provide services for women.
- Advocacy training and mentoring to the Musawa women's rights Network to develop a 3-year strategic advocacy plan on women's economic empowerment.
- Advocacy training and mentoring for the General Federation of Jordanian Women (GFJW) to develop a strategy for their 180-CBOs member network.
- Technical assistance to integrate gender within the work of the soon to be established Equal Opportunities Committee at the Higher Council for the Affairs of Persons with Disabilities.
- Coordinating with UN Women to integrate disability rights into their "Gender Equity Seal" project in conjunction with top Jordanian companies.
- Technical assistance to coalitions involved in developing submissions for Jordan's Universal Periodic Review (UPR).
- Media monitoring analysis of human rights issues.
- Mentoring support for CSO trainers designing curricula utilizing the gender and human rights based approach in their work.
- Mentoring to community-based organizations on defining their advocacy action plans (i.e. early marriage in Mafraq, sexual harassment for women farmers in Ghor).

CSP-Support to CSOs Activities (grant and in-kind):

- Sisterhood is Global-Jordan - Grant in support of advocacy on the personal status law with a focus on early marriage, inheritance, alimony, visitation rights, etc.
- National Council for Family Affairs - Grant in support of amending the family violence law, and establishing an accreditation system for CSOs that provides services for abused women and children.
- Information & Research Center/King Hussein Foundation – Grant in support of advocating for nationality rights for Jordanian women married to foreigners
- Justice Center for Legal Aid - Grant for pro bono legal aid services
- Circassian Charity Association – Pass-through grant from USAID in support of social services
- SADAQA Campaign – In-kind support for community organizing to advocate for implementation of Article 72 of labor law to provide day care centers at workplaces for working mothers.
- CEDAW/CRPD Collaboration – Technical assistance and scholarship support to participate in Jordan's CEDAW session in Geneva in 2012.
- Gender Assessments of the Ministry of Social Development's programs and policies.

⇒ ***Gender priorities emerging through consultations and research.*** CSP encouraged consultations among CSOs and put an emphasis on the importance of research and investigation in program design. This resulted in the issue of gender emerging as a prevalent concern across grantee projects, such as the National Council for Family Affairs efforts on drafting a family violence law and development of an accreditation system of GBV services by CSO providers as well as Jordan River Foundation's development of strategies for child protection.

⇒ ***Integrating gender principles into training design and delivery.*** CSP encouraged trainers and civil society organizations to integrate the human rights based approach (HRBA) and gender as cross-cutting issues into training tools. For example the Master Advocacy Fellowship included various sessions on gender and advocacy while the disability programs constantly linked disability and gender with several trainings conducted jointly by disability and gender experts. CSP also convened a "training of trainers" session on how to understand gender and integrate gender related issues into training curriculum. During the work on the women and disability rights program, CSP discovered that there is no sign language term for "gender" and that interpreters use the same sign for sex and gender interchangeably. During the trainings, the term gender was explained visually and alternative signs were used and resulted in the creation of new sign that takes into account the difference between the two terms. This sign was included in the sign language dictionary that CSP created as part of its disability rights program.

⇒ ***Building the capacity of CSO coalitions on the rights-based approach and using international conventions as main reference points:*** Specific sessions on HRBA were delivered to grantees during the inception phase of their projects to equip grantees with the needed knowledge and skills to design and strategize their projects. Through such efforts and analysis, CSOs realized the importance of conducting a gender analysis within their projects and reconsidering their projects utilizing a "gender lens". For example, the campaign led by Information and Research Center/King Hussein Foundation on the residency rights of children and spouses of Jordanian women married to non-Jordanians made a significant shift towards advocating for full gender equality in Jordan's nationality law. Their proposal did not originally include a gender analysis but after CSP engaged their staff on HRBA, IRC decided to tackle the issue from a human rights perspective meaning that full nationality rights was the only position they could take for true gender equality to exist, meaning that automatic nationality for the children of Jordanian women, and a 'naturalization' process for foreign spouses, as currently entitled to Jordanian men.

Inclusion of Persons with Disabilities: With additional support from USAID, CSP developed a specific component dedicated to advancing the rights of persons with disabilities which succeeded in making a significant shift from needs to rights, at both the policy and individual levels. Since 2008, the Jordanian Government has taken a number of steps towards meeting its international obligations as one of the first signatories to the United Nations Convention on the Rights of Persons with Disabilities (CRPD). However, these steps have fallen short in ensuring the rights of persons with disabilities within a legislative framework, policy-making or governmental procedures and initial efforts by the Higher Council for the Affairs of Persons with Disabilities (HCD) and disabled persons organizations (DPOs) focused primarily on service provision in education, rehabilitation and health.

⇒ ***Utilizing International Conventions to Advocate for Legislative, Policy & Behavior Change:*** With support from CSP, a group of activists with disabilities emerged to challenge the status quo by analyzing Jordan's compliance to its CRPD obligations and advocating for a shift from the medical/charity approach to the rights-based approach.

Over a two year period, research on the status of implementation of the CRPD resulted in the 2012 release of the first Civil Society Report on the CRPD in the entire Middle East. Today this report and the subsequent advocacy campaigns that emerged from it are now referred to by human rights activists across the Middle East and North Africa as a model to emulate and learn from. Activists utilized the findings of the CRPD report to mobilize others and initiate a series of legislative and policy advocacy initiatives led by TAKAFO', the CRPD Coalition, and Sar Waqtha (youth and disability advocacy network). These initiatives have subsequently led to:

- The recognition of persons with disabilities within the Jordanian Constitution (2011)
- Legislative amendments to the Election Law securing the rights of voters with disabilities based on the amended regulations adopted in 2010 parliamentary elections and then applied in the recent Parliamentary elections (2013)
- Policy and procedural reform at the University of Jordan to ensure equal access to higher education for students with disabilities (2013)
- Creation of the Equal Opportunities Committee (EOC) within the HCD to ensure employment rights (2013)
- Re-drafting of Disability Law No. 31 (2013) by the HCD with the participation of TAKAFO' activists.

⇒ ***Ensuring Accessibility of Persons with Disabilities:*** Reasonable accommodation and accessibility were priorities for CSP to ensure that persons with disabilities were provided the opportunities to fully participate in CSP direct and supported activities. Logistically, this included utilizing venues that enabled wheelchair users and persons with physical disabilities to move freely; engaging sign language interpreters for persons with hearing disabilities; and ensuring the persons with visual disabilities had the support of a personal assistant or assistive devices such as screen readers, braille printed materials, etc. CSP shared its experiences in this field with other USAID implementing partners and CSOs, giving them the means and ways to which they could adapt their program delivery to ensure full participation of PWDs.

Programmatically, CSP responded with interventions that recognized the challenges facing persons with disabilities and designed strategies for eliminating the discrimination and removing obstacles that they faced. Through its Women and Disability Rights fellowship program, CSP invested in a core group of 23 women with disabilities to not only understand their rights as women but to claim their rights for accessibility and reasonable accommodation among mainstream women's rights organizations.

Fellows were introduced to concepts and terminologies related to gender and GBV and worked together to create a checklist to assess the accessibility and inclusion of women with disabilities offered by three leading CSOs that provide services for women: Institute for Family Health/King Hussein Foundation, Jordanian Women's Union and the Justice Center for Legal Aid. The results revealed that none were targeting this marginalized group nor had

ENSURING INCLUSION OF GBV SERVICES

General Director of the Jordanian Women's Union Nadia Shamroukh, stressed on the importance of the inclusion of women with disabilities and gave credit to CSP in addressing such an important issue by pushing JWU to be part of this program: *"Before our engagement with the women with disability project, we considered the Union open for all Jordanian women. However, we discovered that unless we have facilitated the accessibility of all women to the Union and our programs at all levels, we cannot claim we are representing all women. We are studying the ways by which the JWU can be accessible and inclusive to women with disabilities."*

adapted their services or facilities to accommodate them but the CSOs responded positively to making the change required to ensure inclusion.

Youth Engagement at Multiple Levels: Youth have been both direct and indirect beneficiaries of CSP's program offering over the years. CSP-direct programs such as the Youth Shadow Mayors program (2009-11) and the Youth and Disability Advocacy Network "Sar Waqtha" (2012-13) provided opportunities for youth to become engaged citizens who understand their rights and demand not only that their voices are heard, but that they are actively part of creating solutions. CSP-supported grantees Change Academy, Partners Jordan, Baitona, Bushra, Business and Professional Women – Amman, Al Hayat and JREDS specifically targeted youth on priority topics such as community violence, mediation, employment and rights, while the Media and Civil Society Co-Production Fund projects all chose to target youth on issues related to civic participation, human rights, and elections by utilizing social media channels.

⇒ ***Youth Participation in Local Decision-Making:*** The Youth Shadow Mayors program created an opportunity for youth in four municipalities to engage with local municipal councils to understand the needs of youth and ensure local government responsiveness to their needs. Despite the dissolution of elected municipal councils, participating youth proceeded to bring together other youth from across the community to define their priorities and design projects which the Ministry of Municipal Affairs then provided funding for implementation at the community level. The efforts of this initiative created a model where youth were able to participate in the decision-making process in their communities; created a platform for municipal representatives to engage youth directly and value the active role that youth can play in local decision-making. This contributed to building the confidence of citizens overall that local government is considering the interests of all members of the community and demonstrating how stakeholders can act collectively to advocate for better services. Naart Bakir from the Ministry of Municipal Affairs praised the Youth Shadow Mayor project as a model for engagement with local government and challenged the youth to serve as watchdogs of municipal performance on mandated services.

CHALLENGES & OPPORTUNITIES: CROSS-CUTTING ISSUES

CSP's contributions to engaging civil society organizations on tackling gender equality and inclusion of youth, women and persons with disabilities were significant both from a design perspective and outreach. But more needs to be done to ensure that civil society organizations integrate the principles of equality and inclusion into their mandates and within their program designs and delivery.

Women's rights organizations rarely strategize their actions based on a conceptual framework of gender equality as confusion and misunderstanding of main terms and concepts prevail among different members and result in superficial efforts rather than tackling root causes. This requires strengthening the capacities of CSOs to conduct gender analyses and to take a critical look at multiple levels, such as gender roles, access to and control of resources, needs and rights; to assess the perceptions, attitudes and values assigned towards the rights of men and women; and to evaluate the commitment of groups to making a change in society and scrutinizing the roles of duty-bearers and rights-holders in ensuring this.

Other constraints to addressing gender equality is that efforts to tackle the root causes of the problem are still at the surface level (given the dual legal system of Sharia and civil law) and that tribal influences on various social issues and customary harmful traditional practices against women remain untouched. A lack of solidarity and coordination among CSOs makes it easier for conservative groups to undermine initiatives related to gender equality, particularly when those initiatives are innovative and tackle root causes issues. This requires CSOs to be more strategic, use research for

action to confront the status quo and to push for political will to achieve change to existing gender power structures.

Although a number of projects demonstrated civil society organizations' recognition of the power that youth have in shaping Jordan's future and how important they are as the majority population in Jordan, a challenge remains in how to effectively engage youth. Most grant proposals included youth as "targets" of their work, yet few CSOs demonstrated an understanding of the subtleties required to design programs that effectively empower youth. Many utilized the same approaches for engaging adults rather than defining specific strategies for segmenting, addressing and integrating youth in their work. Opportunities exist here for future support to building civil society capacities to more effectively engage and integrate youth, in addition to providing youth with the space and support to define their own priorities and their own solutions.

Overall, principles of human rights and substantive equality are not yet rooted in the heart of civil society work where organizations normally shy away from using the concept of equality and instead promote concepts such as gender equity or equal opportunity. Similarly, the needs of marginalized groups such as women, youth and persons with disabilities are considered secondary by CSOs in their program designs, if at all. Highlighting successes, no matter how large or small, can encourage activists to move beyond short-term or thematic coalitions and recognize that long-term strategies developed in conjunction with stakeholders and implemented through multi-sector coalitions can contribute to achieving change.

Conclusions:
Lessons Learned & Legacies that Remain

Around the beginning of CSP's third year, Arab streets were sparkling with waves of demonstrations and protests as part of what became known as the Arab Spring, reshaping the political space in which new and informal groups were demanding political reform and change. However, Jordanian civil society organizations struggled to effectively engage with these emerging forms of collective activism. CSP explored how to support informal groups yet most were wary of engaging with international organizations, while traditional CSOs felt a disconnect with informal groups. CSP maintained its strategy to utilize national and international frameworks for civil society engagement and created new opportunities for CSOs to address human rights issues and advocacy themes at both the local and national levels. The lesson learned from utilizing these frameworks is that it enabled organizations to define their own position vis-à-vis an issue based on the Jordanian context and with support from CSP to understand different advocacy strategies and tools, grantees were able to define their position as organizations with regards to rights-based issues which allowed them to maintain their organizational commitment to fighting for change.

Advocating for change requires a thorough understanding of the context in which one operates and the need to be flexible in order to seize opportunities in advancing change. The use of a structured advocacy framework enabled CSOs to plan strategically to achieve their objectives by inspiring a way of thinking, planning and taking action. Participating organizations and activists began to recognize the value of such planning, and how it served their advocacy goals by analyzing issue(s), targeting influential stakeholders and identifying alternative solutions to the problems they were trying to change. By utilizing these lessons learned through documentation, CSOs were able to share outcomes and disseminate them widely, providing a space for sharing and learning for others to benefit from in their future advocacy efforts.

Marking the completion of the Jordan Civil Society Program, a series of "close-out" events were held in August 2013, bringing together more than 300 participants from 150 civil society organizations from across the Kingdom. These included three regional events aimed at celebrating Jordanian activism at the governorate level, as well as a national-level event that focused on advancing change. These events not only supported networking among CSOs but also provided an opportunity to share experiences from Jordanian advocacy initiatives at the national and local levels and highlight how CSOs are contributing to creating change, with a focus on the concept of "people power".

The reflection of the local and national organization on their learning curve with regard to advocacy highlighted such lessons. Participants reflected on the impact CSP had on their organizations and themselves, recognizing the importance of evidence-based advocacy and ensuring that the core of the problem is identified, the issue is thoroughly researched, that stakeholders and decision-makers are clearly targeted, and that organizations define their position vis-à-vis the issue and the change that they seek. All agreed on the importance of engaging those impacted by the issue. A debate on political space also took place whereby participants recognized the importance of analyzing the legal framework that governs the issue and how to utilize Jordan's international obligations to advocate for rights. Collective action emerged as a priority with participants acknowledging the importance of enhancing voluntary work and institutionalizing it within Jordan's educational system; as well as the benefits of networking and coalition building with others who are working on achieving similar goals. During the events, it became evident that the most vocal were those who have been actively engaged in the various program offerings provided by CSP, particularly related to rights-based advocacy.

The legacies of CSP range in shape and form, from individual empowerment and institutional systems to training curricula and resource tools, and are guaranteed to live on through the individuals and

organizations with whom it worked. The strategies and approaches designed and delivered by CSP will be maintained beyond the program period of performance for others to learn from and replicate as appropriate.

- ⇒ CSP's strategic approach to programming design promises good sustainability of the project results. The likelihood of sustaining CSP results within civil society is mainly due to systems being established and practiced prior to the end of the project; and new skills gained through training are practiced and related to trainees work and projects. This 'learning by doing' approach whereby formal training is followed with a practical application period which is then reviewed in assessment of the learning ensured the transfer from a theoretical level to the actual application and integration of new concepts into an organization's/trainer's work.
- ⇒ The development of an 'advanced training model' with supportive tools for training services and organizational development of CSOs is most likely to be continued by training organizations and individuals as it has proven both learning and development value. In addition to its application by participating organizations, this model is already replicated by some of the CSOs in other projects.
- ⇒ CSP direct and indirect impact indicates it has facilitated a shift / change along a spectrum of development approaches – including rights-based advocacy to institutional strengthening to dialogue between civil society and government. Although the measure of change experienced by each CSO varies relative to its initial stage of development and also in direct relationship with the frequency of participation in the various CSP activities, concrete change has occurred at the programmatic, technical and institutional levels across the sector.
- ⇒ The Institutional Development Assessment is generally credited by the great majority of organizations with a high value as an assessment tool because of its participative approach and the buy-in that comes with the results, with some CSP partner organizations adopting the IDA in other projects which are not supported by CSP. Although introductions to governance in general and board governance in particular have started, more is required to institute a mindset change of the civil society sector towards governance issues.
- ⇒ A particular characteristic which distinguished CSP from past programs is the creation and application of various assessment tools that served to create benchmarks against which civil society organizations could gauge their performance, define and implement improvement and action plans, and measure their progress by delivering verifiable changes.
- ⇒ The development of core trainers (individuals and organizations) and customized content based on the Jordanian context resulted in a multiplier effect which facilitated CSP's outreach both thematically and geographically and to a larger constituency. These graduates of CSP –whether individuals or organizations – will further the learning to other civil society organizations in the future.

In short, CSP managed to craft an effective approach and methodology to improved organizational development of CSOs and succeeded in 'instituting' a viable model for empowering national CSOs as capacity building providers for other civil society organizations. This model is already being continued, expanded and replicated, both by Jordanian and international actors.

Although great strides have been made in strengthening the capacities and strategies of a cross-section of civil society organizations, informal groups and individual activists, Jordan's overall legislative framework continues to impact the work of civil society actors, limiting their role in

various ways. Challenges remain, not only with Law 51/2008 which governs the civil society sector (from registration to operations to foreign funding approvals), but with restrictions of freedom of assembly and freedom of expression. This continues to affect the ability and sometimes the willingness of civil society organizations to act as watchdogs or join coalitions. For these efforts to be successful, unified strategies for change must be defined. Competition among organizations and individuals remain, but things are slowly changing and people are starting to recognize the benefits to engaging other key stakeholders in collaborative action to advance legal rights and policy reform. A priority remains for civil society actors to reflect on its role in securing change, advocating for rights, and engaging in Jordan's development process.

JORDAN CIVIL SOCIETY PROGRAM (2008-13) *A selection of legacies achieved in support of a vibrant civil society that serves as an integral part of Jordan's political, social and economic system*	
Result I: Civil society actively engaged as a key player in the overall reform process	⇒ *Informal groups and activists mobilized communities to engage in* ⇒ *Civil society leaders are equipped with insights into developing long-term advocacy strategies, coalition-building, lobbying and outreach.* ⇒ *Jordanian civil society organizations have integrated international best practices in human rights protection inside their organizational strategies and programs.* ⇒ *Legacy tools on reasonable accommodation and accessibility as well as the CRPD are widely available and utilized by public and private sector organizations to achieve equal access for all.* ⇒ *A model of youth with disability advocacy has been created as a first step towards the creation of a more vibrant disability rights movement that responds to the needs of youth with disabilities across the Kingdom.*
Result II: CSOs at all levels more professional, capable, strategic, collaborative, and sustainable.	⇒ *Systematic learner-driven approaches to training and adult learning are applied across Jordan's civil society sector, resulting in engaged, informed, and enhanced performance by both trainers and participants.* ⇒ *Community-based organizations have solid and transparent systems that allow more effective institutional development and strengthened programming. In addition, they are more capable of engaging in local change and more effectively communicate with their constituents and media.* ⇒ *Relevant and practical resources – grounded in the Jordanian context – are created and utilized by civil society organizations and activists, enabling them to more effectively design, deliver, monitor and evaluate their work.* ⇒ *International best practices and innovative approaches in monitoring and evaluation are introduced to and adopted by a broad range of civil society organizations at the introductory, intermediate and advanced levels.* ⇒ *Intermediary support organizations have a transparent, accurate mechanism for tracking their CSO training delivery, beneficiaries and M&E activities which has strengthened their service offerings and institutional capacity.*
Result III: Jordan provides a more enabling environment for civil society to work throughout the Kingdom.	⇒ *A transparent mechanism for managing civil society-government relations is being utilized across the Government of Jordan, streamlining business processes, improving inter-governmental communications, and providing a platform for more effective engagement with civil society. Through the establishment of www.societies.gov.jo, timely information is made public on decisions made by the GOJ on the status of civil society.* ⇒ *A classification system based on international best practices is applied by civil society organizations in defining their work and providing a framework around which the Government of Jordan, bilateral donors, and international organizations can provide strategic funding support.*

	⇒ *A cadre of lawyers and trainers knowledgeable regarding the Law on Societies and its regulations are available to train CSOs across Jordan on the Law, provide consultations to CSOs on issues that arise under the law, and monitor government implementation.* ⇒ *Civil society organizations increase their knowledge and skills with respect to compliance with the law.* ⇒ *Innovative approaches to civil society-private sector partnerships are piloted for replication beyond CSP.*