

USAID Civic Initiatives Support Program

Quarterly Performance Report

April 1, 2014 – June 30, 2014

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Submitted to:
Talar Karakashian
Agreement Officer Representative/AOR
tkarakashian@usaid.gov

George Kara'a
Alternate AOR
gkaraa@usaid.gov

Arwa Ghanma
Senior Acquisition Specialist
aghanma@usaid.gov

Ragheda Rabie
Agreement Officer
rrabie@usaid.gov



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I. EXECUTIVE SUMMARY

This report covers the period from April 1 through June 30, 2014, the third quarter of the three-year USAID Civic Initiatives Support Program (USAID CIS), implemented by FHI 360. The outline of this quarterly report reflects the approved YI work plan, including cross-cutting activities such as gender and inclusion, knowledge management and Implementing Partner (IP) coordination, as well as monitoring and evaluation (M&E).

Year I Quarter 3 (YI Q3) marked the program's transition from start-up to full implementation as demonstrated by the issuance of subawards under the Democracy, Rights and Governance Grants program; receipt of 253 applications for Round I of the Civic Initiatives Support Fund APS and convening of Grant Evaluation Committees (GEC) with 31 shortlisted applications moving to the due diligence phase; delivery of training for CSOs across the Kingdom (directly and through subcontractors); and support for the Registry of Societies at the Ministry of Social Development to host a two-day workshop for approximately 100 staff from across the Government of Jordan (GOJ). Finally, FHI 360 responded to USAID's request to submit a concept for Phase 3 funding (\$5M) to support expanded DRG awards, CIS awards, and two additional Requests for Applications for disability and education support. A snapshot of achievements is provided below with more details following in section II - Program Components, complemented by attached annexes.

Component I: Subawards in Support of Jordanian Civic Initiatives

- Activity I.A. Democracy, Rights & Governance Grants (DRG): Following two GEC meetings and guidance from USAID, FHI 360 finalized seven out of the 24 eligible applications for grant support. Following an intensive due diligence process, three grants were awarded by June 30th to Information and Research Center; Phenix Center for Economic and Informative Studies; and Greyscale while due diligence continues with Al Hayat Center; Center for Defending Freedom of Journalists; Health Care Accreditation Council; Sisterhood is Global Institute.
- Activity I.B. Partnerships for Jordan's Development (PJD): Subcontractor Schema and its partners EcoConsult and JOHUD began the preparatory phase of this award which focuses on corporate social responsibility for CSOs and private sector. Consultations took place and the development of training and marketing materials in support of the pilot phase scheduled to begin in Zarqa in late August/early September.
- Activity I.C. USAID Civic Initiatives Support Fund (CIS): A total of 253 applications from 199 registered organizations and 54 informal groups were submitted during the first round of the APS. FHI 360 then conducted a preliminary internal review of eligible applications resulting in a total of 93 applications for GEC review. Three GECs were convened to evaluate small (25), medium (32) and large applications (36); voting members for each GEC consisted of two AORs and one FHI 360 staff. A total of 31 applications was shortlisted and moved to the due diligence phase. Based on Round I results, it was agreed with USAID to reassess and consider refinements to the APS, including dropping informal groups and large grants. Through the rolling submission process, 56 applications were submitted for Round II deadline of September 15.

Component II: Capacity Building for Sustainability

- Activity II.A.1. Targeted Technical Assistance to USG-funded Subgrantees: FHI 360 continued to design its portfolio of technical assistance offerings for USG-funded Subgrantees and CSOs, including design and delivery of a new course on "Project Design and Proposal Writing"; provided customized training to Mercy Corps grantees on advocacy; finalized adaptation of USAID's Organizational Capacity Assessment tool to

become a third-party assessment tool for use by the CIS program; renamed it as the ICAT: Institutional Capacity Assessment Tool and piloted it with DRG grantee Al Hayat Center. In addition, FHI 360 held the two-module course titled “Organizational M&E Foundations” with 17 CSOs participating, six of which represented IP sub-grantees.

- Activity II.A.2. Internal Strengthening for Change Project (ISC): FHI 360 and its subcontractors Al Thoria Studies Center, Jordan River Foundation and Noor Al Hussein Foundation together designed curricula and marketing materials for the program, conducted TOT for ISC trainers, recruited CSOs and facilitated 28 workshops in 7 governorates with 277 CSOs completing the Societies Toolkit trainings. Convened session with ISC trainers to capture lessons learned to date.
- Activity II.B. Institutional Strengthening Fund (ISF): Convened two GECs to review eligible ISF applications. A total of 24 applications was submitted out of which 10 were eligible and 3 shortlisted (Jordan Institute of Directors, Visions Center for Strategic Studies and Al Thoria). With AOR approval, issued the first award to JIOD.
- Activity II.C. Societies Empowerment Program: No activities were scheduled last quarter.

Component III: Enhancing Government-CSO Engagement

- Activity III.A. Enhancing the Capacities of Registry of Societies/MoSD and GOJ Civil Society Staff: FHI 360 completed its support to the Registry on amending the Law on Societies No. 51/2008; released an RFP for a cost-benefit analysis study on the contributions of civil society towards Jordan’s economy; and supported the Registry to host a workshop with 91 GOJ CSO staff.
- Activity III.B. Civil Society Research Fund: No activities were scheduled last quarter.
- Activity III.C. Dialogue for Change: No activities were scheduled last quarter.

Component IV: Cross-Cutting Initiatives

- Activity IV.A. Knowledge Management System (KMS): Expansion of USAID/Jordan’s subaward tracking system is complete with rollout to IPs/AORs planned for next quarter.
- Activity IV.B. Coordination: FHI 360 held multiple briefings with USAID, IPs and other international development organizations and participated in selected conferences. In addition, coordination meetings were held with IPs on disability programming.
- Activity IV.C. Gender, Inclusion and the Environment: Coordination took place with the USAID Gender Program, other IPs and international development organizations. FHI 360 supported the mission-wide disability assessment, organizing specific sessions with disability stakeholders. Participated in USAID’s conference on vulnerable youth.
- Activity IV.D. Monitoring and Evaluation: Ongoing coordination with USAID M&E Support Program; design of M&E training of trainers program; and support to grantees.

II. PROGRAM COMPONENTS

A. COMPONENT I: Subawards in Support of Jordanian Civic Initiatives

- Activity I.A. Democracy, Rights & Governance Grants (DRG)

On April 9 the DRG GEC took place with voting members representing USAID (2), USAID IP National Democratic Institute (1), and FHI 360 staff (2). The GEC scored four applicants 80 and above, moving them to the due diligence phase: Information and Research Center; Phenix Center for Economic and Informative Studies; Health Care Accreditation Council/HCAC; and Greyscale. The next five highest-scoring applicants, with scores of 70 and above, were invited to deliver oral presentations of their proposed projects to the GEC members on April 30, 2014, after which three moved to the due diligence phase: Sisterhood

is Global Institute; Al Hayat Center and the Center for Defending Freedom of Journalists. Greyscale moved to full award, and the six others proceeded with two-phased awards as scopes and budgets were clear for their preparatory phase. Results of Phase I will contribute to the design of Phase II action plans/budgets that, upon successful submission, may result in a cost extension up to the award ceiling of 350,000 JOD for activities through June 2016.

FHI 360 and its human rights advisor provided intensive support to shortlisted applicants to finalize their technical designs while pre-award assessments and budget negotiations took place. Upon AOR approval, FHI 360 issued a full award to Greyscale/Aramram (JOD 294,072) and phased awards to Information and Research Center (JOD 54,387) and Phenix Center for Economic and Informative Studies (JOD 55,485.01) and submitted the Health Care Accreditation Council grant for AOR approval on June 30. FHI 360 continued support to Sisterhood is Global Institute, Al Hayat Center and the Center for Defending Freedom of Journalists to finalize their preparatory phase action plans and budgets. (*See Annex I: Summary of Democracy Rights and Governance Grants Awards.*)

- **Activity I.B. Partnerships for Jordan's Development Project (RFP)**

Subcontractor Schema and its partners EcoConsult and JOHUD began the preparatory phase of this award which focuses on corporate social responsibility for CSOs and the private sector. Schema conducted research and planning with visits to Irbid, Madaba, Karak, Jerash and Zarqa to meet with local chambers of commerce, CSOs, and municipal council representatives and in some cases, Governors. Originally it was proposed to pilot the project in Karak, but Zarqa emerged as the most appropriate place to start. Parallel to this, Schema began designing training and marketing materials, work plan and M&E indicators. (*See Annex II: Fact Sheet on Partnerships for Jordan's Development Project.*)

- **Activity I.C. USAID Civic Initiatives Support Fund Annual Program Statement**

This quarter marked the first-round deadline of the CIS APS, yielding a total of 253 applications from 199 organizations and 54 informal groups, with 17 applicants submitting two or more proposals. In order to respond to this overwhelming response, USAID and FHI 360 agreed to issue a modification to the APS, changing the Round II deadline to September 15th instead of June 15th. This allowed FHI 360 more time to conduct a preliminary internal review of all applications after which three separate GECs were convened to evaluate small (25), medium (32) and large applications (36). Voting members for each GEC consisted of two USAID AORs and one FHI 360 staff members. A total of 31 applications were shortlisted and moved to the due diligence phase. (*See Annex III: Statistics on Civic Initiatives Support Fund Round I Applications.*)

Due diligence is a comprehensive process whereby FHI 360 meets with shortlisted applicants to review the viability of their technical design and jointly define required revisions to the proposal and budget. In parallel, FHI 360 conducts the Pre-Award Assessment analyzing financial, administrative and management capacities of the applicant. Both assessments may result in special award conditions and in an applicant being dropped from the shortlist.

Round I of the APS demonstrated the following trends:

- *Disconnect on APS Support for Informal Groups*: The majority of small grant applications came from informal groups (44 out of 66) and focused primarily on establishing private businesses rather than addressing community priorities with civic initiatives per the APS objectives; and family members comprised the profile of the

majority of informal group applicants. This reveals a “disconnect” between CIS’ intention to support informal groups and applicants’ understanding of the APS opportunity. The project ideas put forth also demonstrate the need to tackle challenges related to economic growth at the local level and may provide an opportunity for the Local Enterprise Support Program’s upcoming grant scheme.

- *Weak Understanding of Capacity Building Support:* The APS sets aside a portion of funding for institutional strengthening and capacity building of applicants at the organizational and/or technical levels. The majority did not clearly define how they would use this support; of those who did, few budgeted appropriately. Many commented that few donors provide such support, and even fewer CSOs discussed how to define and address their organizational or technical priorities or staff professional development needs. Some were clever in utilizing this funding to advance their organization’s growth towards sustainability. During the due diligence phase, FHI 360 will work with those shortlisted to ensure that this opportunity is not lost by offering a menu of assessment tools (ICAT, IDA, advocacy index) to determine priority interventions.
 - *Geographic Reach:* 40% of all applications (102) came from applicants based in Amman governorate, with Irbid governorate coming in at 17% (42); all other governorates were represented on average at 4%. It is important to note that 12% of all applications made it to the shortlist (31 out of 253) with Jerash succeeding at 40% (2 out of 5); Mafraq (3 out of 19) and Amman (16 out of 102) at 16% each; Balqa (2 out of 14) and Madaba at 16% (1 out of 7) each. No applications from Ajloun, Aqaba and Karak made it to the shortlist; however, all governorates will benefit from some type of support through the implementation of Round I shortlisted projects. These statistics will contribute to defining the marketing strategy and solicitation workshops for Round II of the APS as these results demonstrate the need to more proactively target governorates outside of Amman, particularly as Round II will provide support for small and medium grants only.
 - *Broad Representation of CDCS Themes:* All USAID Country Development Cooperation Strategy (CDCS) themes are represented in the Round I response to the APS. Overall Economic Development and Energy emerged highest with 89 applications (35%) with Democracy, Rights and Governance coming in with 56 applications (22%). It is important to note that 25 proposals were categorized under Gender equality and Female Empowerment (10%), but upon closer look, proposed activities focused on raising women’s awareness of their rights or building skills to increase women’s economic opportunities. Other CDCS themes – Population and Family Health; Water and Environment; Education and Youth – emerged equally at approximately 10% each.
- ⇒ *Economic Development and Energy (35% of all applications):* A large concentration of applications focused on employment for youth, women and people with disabilities. Those targeting youth focused on entrepreneurship and aimed to shift dependency on public sector jobs to other professions. Two applicants proposed setting up revolving loan funds to support others in their income-generating projects. A number of projects related to the agriculture sector, e.g., breeding chickens for eggs; purchasing a tractor; setting up a farm; etc. Some “big ticket” projects were proposed as well such as opening a museum, a factory to produce pickles; building a mall in Karak; and building a recreation center in Aqaba. Tourism repeatedly emerged with ideas to set up restaurants, tourist camps, exhibition spaces for local products and renovating a hotel. A number of initiatives aimed to reduce the cost of energy for low income areas; provide revolving loans to buy energy saving products; recycling; etc.

- ⇒ *Environment*: Initiatives ranged from awareness-raising to behavior change on littering to calls for action to plant trees and clean forests and recycling projects; few initiatives proposed more comprehensive approaches to sustainable development.
- ⇒ *Gender Equality & Female Empowerment*: Many applicants focused on enhancing women's economic opportunities, but initiatives were mainly comprised of stereotypical approaches to training women to make and sell handicrafts; cook and sell food products; run beauty salons). Applicants proposing justified this as a way to build women's economic independence, but few analyzed the challenges or tackled the underlying gender dynamics and instead reinforced gender stereotypes. Some projects focused on empowering women to know their rights; others tackled gender-based violence (GBV), the majority of which proposed counseling services to victims with little attention to abusers. The APS asked applicants to describe the main gender and inclusion challenges that affect their proposed initiatives and how they will overcome these challenges and disparities while implementing the initiative however, few were able to effectively answer this and, instead demonstrated a weak understanding of what is required to shift towards equality.
- ⇒ *Democracy, Rights & Governance*: A majority of proposals focused on raising awareness about rights, citizenship and political participation primarily through training but also more creative approaches such as interactive theater, technology, dialogue, and photography. Most proposals included youth as a primary target with projects aiming to convince youth to engage in political participation in settings such as university and local/municipal governance. Initiatives to advance disability rights focused on service provision; tackling psychosocial disability with attitude and behavior change; and inclusive education. Unique projects aimed to assess the situation of Roma (gypsies) and raise their awareness of their rights; tackle online hate speech among youth; and address the illegal trade of antiquities. Issues such as tackling violence (GBV as well as violence in schools) and access to information emerged repeatedly, focusing on awareness-raising to amending the law. And applicants recognized the importance of media (online and traditional) with several proposals focused on citizen journalism and behavior change communications.
- ⇒ *Population and Family Health*: Proposals straddled CDCS themes with projects that promote health food/lifestyles; afterschool programs, parks and school playgrounds; services for persons with disabilities (physiotherapy and speech); patient support groups; road safety; sexual education and counseling programs; opening a health clinic for women; and buying a tractor for spraying pesticides.
- ⇒ *Education and Youth*: The majority of education-related proposals concentrated on establishing/renovating kindergartens and rehabilitation of schools as well as curricula development/revision. Other projects tackled violence in schools; setting up schools for children with disabilities and one for refugees; establishing a creativity center for children; and training on fast reading techniques.
- *Attracting New Partners*: The CIS APS encouraged a broad spectrum of applicants and resulted in 21 out of the 30 shortlisted applications being first-time recipients of USAID funding (determined by analyzing the USAID implementing partner subaward recipient list from 2008-14). This is a testament to the fact that the competition is open and allows new organizations with good ideas to attract support.

In parallel, 56 applications were submitted in advance of the Round II deadline of September 15 and, pending the final modifications to the APS, will be invited to revise their submissions accordingly. It was agreed with USAID to reassess the structure of the CIS APS and define modifications, including dropping informal groups and large grants from the APS.

B. COMPONENT II: Capacity Building for Sustainability

• Activity II.A.1. Targeted Technical Assistance to USG-funded Subgrantees

Responding to civil society demand for capacity building on monitoring and evaluation, FHI 360 offered its “Organizational M&E Foundations” course developed under the Jordan Civil Society Program (CSP). This course was marketed through newspapers and IPs, with 32 CSOs applying for the program, out of which 24 were new applicants (CSOs that had not previously participated in the CSP course offering). 20 were selected and completed the two-module course and mentoring assignments, six from IP grantees: Jordan Career Education Foundation, Taghyeer, Al Hayat Center for Civil Society Development, Justice Center for Legal Aid, Al Thoria Center, and Queen Rania Teacher Academy). Due to the overwhelming response, FHI 360 began adaptation of the course into an M&E training of trainers program.

In response to IPs and their subawardees, FHI 360 developed a new curriculum on “Project Design and Proposal Writing” that provides medium-sized CSOs with the essential knowledge and practical skills to turn good ideas into meaningful projects that donors will want to support. This four-day course takes place over one month and combines training workshops, hands-on mentoring, and an optional fifth day of live simulations to provide participants with a unique opportunity to design and present real proposals to a committee of experienced donor representatives for feedback. A total of 68 applications were received with 15 CSOs selected (10 of which are IP subawardees). Participants were informed that this is a pilot course and that their feedback would contribute to ensuring that the course best suits CSO needs. Overall, participants valued the practical components of the course, in particular analyzing actual RFPs and proposals as well as role plays and mock evaluation committees to evaluate proposals. Plans to adapt this course for the CBO level began.

In addition, FHI 360 delivered a customized advocacy training course to 17 participants from 10 CBO grant recipients of Mercy Corps’ Community-Based Initiatives for Water Demand Management Project. Last quarter, Mercy Corps explored FHI 360’s willingness to engage IP subawardees and defined a priority for mobilizing this group towards collective action. Having participants with similar backgrounds and levels of experience in advocacy enabled the FHI 360 trainers to focus participants on defining common priorities for change, and CBOs acknowledged the benefits of selecting advocacy tactics within their capabilities to move their issue forward. Mercy Corps staff who attended the training expressed how useful the training was and requested that FHI 360 train Mercy Corps field staff on the methodology so they can better mentor their subawardees.

• Activity II.A.2. Internal Strengthening for Change Project (ISC)

FHI 360 and its subcontractors – Jordan River Foundation, Noor Al Hussein Foundation, and Al Thoria – launched this activity this quarter, starting with jointly developing the training curricula on the Societies Start-Up Toolkit; conducting a TOT for ISC trainers; developing marketing materials and recruitment strategies to ensure broad participation across the Kingdom; and implementing 28 workshops in 7 governorates with 277 CSOs completing the full Toolkit trainings. (*See Annex IV: ISC: Participant Feedback Summary.*)

Effectively managing all this in just three months demonstrates the level of professionalism and commitment that all partners have for the project; the cohesiveness and clarity of vision in meeting the goals of the project; and the evolution of FHI 360's partnership with these three intermediary support organizations from CSP to CIS. All ISC partners acknowledge how unique this working relationship is and that the close coordination and FHI 360's monitoring and follow-up contribute to the project's success to date.

The feedback to date on the toolkit demonstrates the importance of the project's targeted design – reaching out at the governorate level as well as targeting community-based organizations and newly registered societies – with practical tools and resources that can enhance their work. Participants overwhelmingly acknowledged the importance and value of the Societies Toolkit and how the content contained there can contribute to their organizational development and sustainability if applied systematically within their CSOs.

In mid-June, FHI convened the ISC trainers to capture lessons learned and define priorities for modification prior to launching the second phase of Round I (to conduct Institutional Development Assessments/IDAs), collecting feedback that emerged from the trainees as well as from FHI 360's monitoring of the workshops.

- **Activity II.B: Institutional Strengthening Fund Annual Program Statement (ISF)**

The ISF targets CSOs with the objective of enhancing their capacities to more effectively perform their missions by strengthening the transparency, governance and effectiveness of their institutions. Through fixed-obligation grants up to 15,000 JOD for institutional capacity building activities, goods, or services, CSOs are able to meet these objectives and contribute to the long-term sustainability of their institutions. FHI 360 accepts applications on a monthly basis APS and convenes the GEC depending on the number of eligible applications.

A total of 24 applications was submitted this quarter out of which 10 were eligible. These coupled with the one eligible application from last quarter were reviewed by the GECs in April and in May, resulting in one award (Bayt Al Hawkameh Lil-Tadreeb/Jordan Institute of Directors for 8,455 JOD) and two shortlisted (Visions Center for Strategic Studies and Al Thoria). The due diligence process with the latter two continues as proposed activities required revisions both technically and financially.

FHI 360 recognizes that the response rate and number of eligible applications are low and that this requires a more targeted marketing of this APS separate from the CIS APS and specialized RFA opportunities which include dedicated line items for similar support. However, the upcoming deadline for the CIS APS dominates the interest of CSO applicants so new marketing activities will take place after the September 15 deadline.

- **Activity II.C: Societies Empowerment Fund: No activities scheduled this quarter.**

C. COMPONENT III: Enhancing Government-CSO Engagement

- **Activity III.A: Enhancing the Capacities of Registry & GOJ Civil Society Staff**

FHI 360 provided support to the Registry of Societies to bring together 91 representatives from across the Government of Jordan (GOJ) in an effort to define the capacity building priorities of GOJ staff responsible for supervising societies registered under Law. No.

51/2008 (“GOJ CSO staff”). The workshop, entitled “Towards a Partnership between the Government Sector and Civil Society”, provided a platform for the Registry to orient GOJ CSO staff on international best practices related to civil society; orient them on the “Societies Start-Up Toolkit” as a resource for daily work; engage GOJ CSO staff in a dialogue with a cross-section of civil society leaders; and identify its main capacity building priorities. Plenary and breakout sessions resulted in volumes of information from two days of interactive sessions, requiring more time for FHI 360 staff to compile, analyze and summarize in a report for the Registry Secretary General.

Overall, six priorities emerged: Redefine roles, responsibilities and accountability of GOJ CSO Staff at the Registry, across Ministries and at all levels vis-à-vis implementation of the Law No. 51/2008; Increase recognition among GOJ CSO staff of the importance and value of civil society and the contributions it makes to Jordan’s development; Enhance understanding of Law No. 51/2008, its regulations, and procedures among GOJ CSO staff in order to effectively support civil society; Introduce best practices in CSO management to empower GOJ CSO staff to address challenges that emerge in their daily work with the sector; Expand access/utilization of the Association Information System for GOJ CSO Staff; and Address work place challenges (systematize professional development opportunities, infrastructure issues, IT, etc.) FHI 360 is finalizing the report and will work with the Registry SG and USAID to define proposed interventions for follow-on support. In the meantime, the majority of technical assistance on the Law on Societies has been completed.

On May 5, FHI 360 released an RFP for a “Research Study on the Cost Benefit Analysis of Jordanian Civil Society Organizations on Jordan’s Economy” to a targeted list of seven Jordanian entities with a track record in such research. A solicitation workshop led by the Registry Secretary General was held on May 11 to discuss the terms of reference and respond to questions. Three proposals were submitted by the May 22 deadline and on May 28 the evaluation committee convened and selected EnConsult as the apparently successful applicant but the procurement was put on hold by the Registry after consulting the Minister.

- **Activity III.B: Civil Society Research Fund: No activity scheduled this quarter**
- **Activity III.C: Dialogue for Change: No activity scheduled this quarter**

III. Cross-Cutting Initiatives

- **Activity IV.A. Knowledge Management System (KMS)**

Subcontractor Zero Point Field completed the customization of the KMS for both CIS and for USAID and its IPs after which it provided links and sample reports for AOR review and feedback. During the USAID Partners Meeting in mid-June, Mission Director Beth Paige announced the upcoming release of the USAID Subaward Tracking System to all IPs, and preparation began for training IPs and AORs on the system next quarter. FHI 360 staff entered \$80M in IP subawards (19 IPs from 2008-14) into the system.

- **Activity IV.B. Coordination**

FHI 360 held a briefing with the US Ambassador and Mission Director and organized a briefing by CSOs for the USAID assessment on municipal governance/service delivery; held coordination meetings with the USAID Gender Project “Takamol” and USAID LENS, as well as the EU-funded civil society project, European Bank for Reconstruction and Development, Relief International, IM/Soir from Sweden and participated in the Arab

Network for Civic Education “Education for All” conference. In addition, FHI 360 participated in the DRG partners meeting, the USAID conference on vulnerable youth and the USAID All Partners meeting. In addition, FHI 360 hosted a third coordination meeting of USAID IPs as part of the Mission-wide disability assessment (see below).

- **Activity IV.C. Gender, Inclusion and Environment**

Per USAID’s request, FHI 360 provided support for the Mission-wide disability assessment led by _____, USAID’s Global Coordinator for Disability and Inclusion. FHI 360 organized roundtables with disability activists, disabled persons organizations, service providers (mainstream and specialized PWD services) and international organizations, and participated in USAID’s meeting with the Higher Council for the Affairs of Persons with Disabilities. The IP coordination meeting with Ms. McClain-Nhlapo aimed to assess how inclusive IPs are and to identify challenges and opportunities for future programming and FHI 360 shared its lessons learned from previous disability work.

FHI 360 engaged a senior gender advisor to provide customized technical assistance to grantees and ensure capacity building interventions and tools are gender-sensitive. And FHI 360 staff participated in the training on implementation of USAID’s environmental policy delivered by USAID/Jordan’s Environmental Officer.

- **Activity IV.D. Monitoring and Evaluation**

Below is a summary of the primary M&E activities from PMP data collection for in-process programmatic activities. This is based on the PMP approved by USAID/AOR on March 3, 2014 after which FHI 360 submitted applicable YI targets to USAID in April 2014.

PMP Data Collection: This is the first report on PMP data, and the chart below displays actual data collected for relevant program indicators from both Q2 and Q3 activities: 1) Grant solicitation workshops (DRG and CIS); 2) nation-wide consultation sessions with CSOs and the Registry of Societies in amending Law No. 51; 3) implementation of Phase I/Round I of the Internal Strengthening for Change project by CIS subcontractors; 4) Registry of Society CSO Staff orientation workshop/training needs assessment session; 5) Organizational M&E Foundations workshop for CSOs; and 6) Project Design & Proposal Writing course.

Project Purpose: Civil society empowered to respond to and promote common interests through the implementation of initiatives at the national and sub-national level. (USAID IR 2.1 and 2.3)		Year I Targets & Quarterly Reporting						Total	Var.
		Target	Q1	Q2	Q3	Q4			
P.3	Number of instances of GoJ-Civil Society communications in which civic concerns are addressed by local authorities. (Unique) (USAID 2.1.4.1; CSP 3.1.3)	13	0	13	0	0	13	0	
Sub-IR 1.1 : Civic Initiatives supported									
1.1.4	Number of organizations supported by USG (Non-Unique)	585	0	0	49	0	49	-536	
IR 2 : CSOs function more effectively									
2.1	Number of CSOs receiving capacity building support (training & technical assistance). (Non-Unique)	285	0	0	560	0	560	+275	
Sub-IR 2.1 : CSO capacity building efforts undertaken									
2.1.2	Number of individuals trained within USAID CIS direct interventions. (Non-Unique)	550	0	0	703	0	703	+153	
Sub-IR 2.2: ISO service provision expanded									
2.2.1	Number of CSOs and/or CBOs trained by ISOs (Non-Unique) (CSP 2.1.8)	275	0	0	277	0	277	+2	
Sub-IR3.1: Civil Society-GOJ dialogue increased									
3.1.1	Number of opportunities for CS-GoJ dialogue supported (Unique)	13	0	13	1	0	14	+1	
Sub-IR 3.2: GoJ capacity to engage CS improved									
3.2.1	Number of trainings in support of government capacity building (Unique)	1	0	0	1	0	1	0	
3.2.2	Number of GoJ staff trained (Non-Unique)	86	0	0	91	0	91	+5	

A few points on the data above: Where appropriate, FHI 360 utilized applicable indicators from the Jordan Civil Society Program as a baseline for USAID CIS. As the implementation of activities began in earnest this quarter, it became evident that some revisions to PIRS data collection methodologies and indicator definitions are required and FHI 360 will update its PMP package for submission with the YII work plan. Finally, out of 1,282 participants engaged either directly or indirectly with USAID CIS, 58.81% were male and 41.19% female.

In addition to PMP reporting, FHI 360 M&E activities included defining project-level M&E plans (baseline, mid-term, and final evaluations); providing guidance on M&E reporting requirements for Democracy, Rights and Governance Grantees; attending the MESP Activity M&E Plan session; and contributing to the Mission's DRG Results Framework.

IV. Upcoming Quarterly Activities (YI Q3 April-June 2014)

Component I: Subawards in Support of Jordanian Civil Society Initiatives

- Coordinate with Schema on the Zarqa pilot for Partnerships for Jordan's Development.
- Finalize awards to remaining Democracy, Rights and Governance Grants; conduct grants management orientation workshops; provide technical assistance support as required.
- Finalize due diligence with 31 short-listed CIS applicants; award grants where possible.
- Conduct grants management orientation workshops for subawardees and provide M&E, gender and technical assistance support as required.
- Design and launch disability programming in response to USAID feedback.

Component II: Capacity Building for Sustainability

- Receive grant applications for the ISF APS per the monthly deadlines, convene GEC, conduct due diligence with short-listed, and award grants. Continue to market the APS.
- Monitor subcontractors' implementation of the ISC; conduct training for ISC trainers on the Institutional Development Assessment (IDA); develop joint curricula on strategic planning; conduct focus groups with participating CBOs to gauge impact of the program.
- Develop the trainer facilitation guide for the training of trainers program on "Organizational Monitoring and Evaluation Fundamentals" course and start recruitment.
- Adapt "Project Design and Proposal Writing" course for CBOs and start-up CSOs.
- Conduct two "Budgeting for Proposals" workshop in Irbid and in Amman.
- Produce marketing materials for CIS off-the-shelf courses and begin recruitment for YII Q1 enrollment among IP subawardees and CSOs.

Component III: Enhancing Government-CSO Engagement

- Issue subcontract for the cost-benefit analysis of the CSO sector on Jordan's economy.
- Design capacity building support and follow-on interventions for the Registry's and GOJ-CSO staff, as defined in conjunction with the Registry SG and AOR.
- Further define the parameters of the Civil Society Research Fund in conjunction with the Registry of Societies and USAID, and support research initiatives, as appropriate.

Cross-Cutting Initiatives

- Update PMP indicators and targeting in line with development of Year II work plan.
- Roll out the USAID/Jordan Subaward Grant Tracking System and train IPs and AORs.
- Continue integration and dissemination of resources to promote gender equality and inclusion through adaptation of tools, curricula and trainings as required.
- Continue outreach and coordination with USAID implementing partners.

Summary of Democracy, Rights & Governance Grants (DRG) Awards

The USAID Civic Initiatives Support Program aims at cultivating a strong and vibrant civil society in Jordan through supporting a broad range of civic initiatives. Through Democracy, Rights and Governance Grants, USAID CIS provides funding for civil society organizations (CSOs) to support an inclusive, accountable and democratic Jordan that advances freedom, dignity, and development and empowers people to take collective action that promotes and defends democratic values by utilizing the Government of Jordan’s commitment to both its national development plans and its international obligations as its framework. Launched in February 2014 through an open Request for Applications, seven awards have been issued and/or are being finalized to date:

Grantee:	Al-Hayat Center for Civil Society Development	Award Amount:	71,843.29 JOD
Project Title:	RASED for Open Government Monitoring	Period of Performance:	July 01, 2014 – Dec 31, 2014
Project Goals:	The project aims to enhance the social accountability among the Jordanian citizens, private sector, civil society, and the Jordanian government. In addition, it illustrates the values of access to information, citizens’ participation, accountability, and harnesses new technologies to enhance government openness & transparency.		

Grantee:	Center for Defending Freedom of Journalists	Award Amount:	65,983.22 JD
Project Title:	Advancing Independent Media Role through Reform of Law, Policy and Practices	Period of Performance:	July 15, 2014- Jan 15, 2015
Project Goals:	The overall goal of the project is protecting and promoting media freedom in Jordan based on universal human rights standards through reforming state policy, legal framework regulating media and reduces violations against media freedom, as well as protecting people’s right to know and access to information in order to foster democracy building and guarantee accountability for public institutes.		

Grantee:	Greyscale Films	Award Amount:	294,072.77 JD
Project Title:	209 King Hussein Street	Period of Performance:	July 01, 2014 – June 30, 2016
Project Goals:	Through the production of 21-episodes of the current affairs television program “209 King Hussein Street” and its online web TV platform “Aramram”, Greyscale aims to enhance parliamentary transparency and public knowledge of the role of Parliament, its oversight and legislative performance. The goal is to change the views and attitudes of Jordanians towards Parliament as well as MPs by highlighting their role as an accountable policymaking body that represents citizens’ views as opposed to personal interests.		

Grantee:	Information and Research Center - King Hussein Foundation’s (IRC)	Award Amount:	54,387.71 JD
Project Title:	Empowering Care Leavers	Period of Performance:	July 1, 2014- Dec 31, 2014
Project Goals:	This project aims to identify and eliminate the legal and social inequalities and discrimination faced by orphans of ‘unknown origin’ in Jordan and provide them with an official support system to allow a smooth transition from alternative care to independence.		

(Continued...)

Grantee:	Phenix Center for Economic and Informatics Studies	Award Amount:	55,485.01 JOD
Project Title:	Enhancing Freedom of Association among Emerging Trade Unions	Period of Performance:	July 01, 2014 – Dec 31, 2014
Project Goals:	The project will focus on fostering workers' rights and enhancing their right to association through building the capacities of the newly established and/or independent trade unions in Jordan. Unions have not been able to develop because of Governmental and legislative restrictions on freedom of assembly and freedom of association. The goal of this project is to enhance the role of these trade unions in democratic processes and transition through building their capacities to be efficient, effective and democratic. In addition, the project aims to enhance trade unions' right to association by advocating for constitutional changes and revising the law.		

Grantee:	Sisterhood is Global Institute-Jordan (SIGI)	Award Amount:	56,451.47 JOD
Project Title:	Together: Stop Protecting Perpetrators ... [and] Condemning the Victim	Period of Performance:	Aug 1, 2014 - Mar 31, 2015
Project Goals:	The project aims to reduce the number of discriminatory national laws and regulations that are against women and girls' human rights. Through this project, SIGI will advocate removing Article 308 in the Penal Code (which allows a rapist to escape prosecution if he marries his victim) and amending the Personal Status Law to eliminate this exception to force girls under the age of 18 (and others affected by this law) to get married.		

Grantee:	Health Care Accreditation Council (HCAC)	Award Amount:	163,505.91 JD
Project Title:	Protecting the Rights of Persons with Disabilities: Development of a Comprehensive Quality Improvement System for Care Centers in Jordan	Period of Performance:	July 1, 2014- June 30, 2015
Project Goals:	The project aims to enhance the quality of life for persons with disabilities (PWDs) and to protect their human rights in line with the Convention on the Rights of Persons with Disabilities (CRPD). This will be ensured through the establishment and strengthening of a Quality Improvement System (QIS), a framework for independent mechanisms to monitor the compliance of services in line with the CRPD by revising and operationalizing existing standards utilized by the Higher Council for Affairs of Persons with Disabilities (HCD). The QIS will provide stakeholders with the ability to assess services, document problems and offer tangible, evidenced based solutions to correct them. In addition, HCAC will expand its own policies and procedures to ensure the rights of PWDs within Jordan's health care accreditation standards.		

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PARTNERSHIPS FOR JORDAN’S DEVELOPMENT PROJECT

Private Sector & Civil Society Creating Shared Value to Address Community Priorities

The Partnerships for Jordan’s Development project works to enhance the capabilities and know-how of civil society organizations (CSOs) and the private sector to come together to tackle Jordan’s development challenges. Bridging opportunities enable private sector and civil society to recognize that the health of communities and the competitiveness of companies are interdependent and by working together, they can address local challenges with local solutions as developed by local partners.

Why Join

Creating shared value is a new model for corporate social responsibility (CSR) that brings together two active and effective sectors — civil society and the private sector — in partnership to jointly design and implement initiatives in response to mutually-defined priorities.

This innovative model creates strategic partnerships towards sustainable societal development by shifting from the common practice of mere donations from the private sector to the concept of joint collaborations between different sectors to create shared value for all. Participating in the Partnerships for Jordan’s Development project will provide the following:

Benefits for Private Sector	Benefit for CSOs
<ul style="list-style-type: none"> Enhances your CSR concepts and enables your company to create a strategic sustainable vision that can be integrated in your daily business processes 	<ul style="list-style-type: none"> Increases your CSO’s understanding of how the private sector works and gives you the skills to develop projects that can attract the private sector to partner with you
<ul style="list-style-type: none"> Enables your company to establish new relationships within the community and in turn, increase access to a new client base 	<ul style="list-style-type: none"> Provides access to human resources, financial and/or in-kind support that enhances your CSO to implement development projects more efficiently
<ul style="list-style-type: none"> Introduces your company to the work of civil society and defining shared values and opportunities for engagement 	<ul style="list-style-type: none"> Improves your CSO’s ability to engage the private sector in sharing your mission and vision to benefit society overall
<ul style="list-style-type: none"> Positions your company as a strategic partner with civil society and as a leader within the community 	<ul style="list-style-type: none"> Presents opportunities to meet a wide range of private sector firms that are interested in contributing to Jordan’s development at local and national levels

Eligibility

The PJD project will engage CSOs and private sector firms at the national level with workshops being held in Amman, Zarqa, Mafraq, Jerash, Irbid, Madaba, Karak, and Aqaba.

- For CSOs:** Not-for-profit organizations and non-governmental organizations that are registered as legal entities in Jordan with headquarters based in Jordan are eligible to participate in this project.
- For Private Sector:** Private sector companies that are either fully owned or majority owned by Jordanians and registered to operate in Jordan are eligible to apply. In addition, senior decision-makers will commit to participating in at least one PJD and commit to investing in a CSO partnership at least JOD 1,000 (either in cash, in-kind or through volunteering) to support social, environmental or economic development projects at the community level.

Starting in August 2014, orientation workshops for the PJD Project will take place in parallel for private sector companies and civil society organizations in Zarqa with nationwide roll-out of the program starting in October 2014 with project implementation through June 2016.

(Continued...)

Project Implementation

Phase I: Increasing Understanding of CSR & CSV

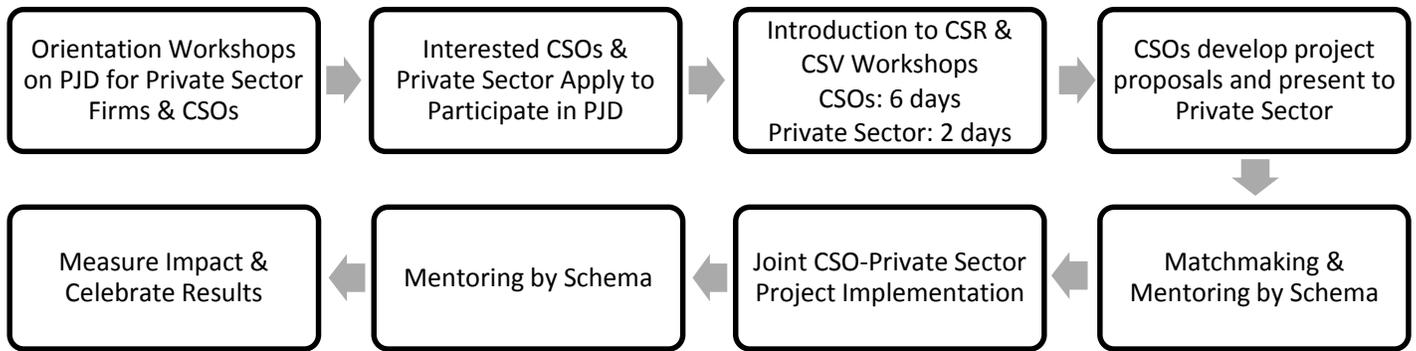
- Orientation sessions for private sector companies and CSO leaders will introduce the concepts of corporate social responsibility (CSR) and Creating Shared Value (CSV) after which participating organizations will apply to take part in the PJD

Phase II: Creating Partnerships (6 Months)

- Matchmaking opportunities will provide the platform for private sector companies and CSOs to build bridges, identify common priorities, define mutually-agreed solutions, and implement joint initiatives that benefit their own organizations and society at large

Phase III: Mentoring For Sustainability (12 months)

- Technical assistance from Schema will ensure that partnerships will go beyond the timeline of this project to ensure the sustainability of your companies, your civil society organization, and in turn the development of Jordan's society



Results for All

- Facilitates trust and cooperation between civil society and the private sector
- Enables private sector and CSOs to effectively resolve issues that affect local communities
- Enables more tangible partnerships that can create larger and more sustainable impact where CSOs, businesses and society at large can benefit
- Provides value to both parties that will contribute to long term, sustainable partnerships

Who Are We

Schema, sustainability partner is a company specialized in sustainability advisory services and is implementing this project in cooperation with the Jordanian Hashemite Fund for Human Development (JOHUD) and Eco-Consult. With support from the USAID Jordan Civil Society program, Schema piloted the “Bridging Program” in 2012-13 which resulted in creating seven strategic partnerships in Amman and Zarqa valued at approximately 40,000 JOD. Through that project, Schema trained and mentored 40 civil society and 12 private sector partners in designing joint projects that created shared value for all while benefiting society at large creating a shift beyond traditional philanthropic and charity-based relationships to collaborative development.

To join the PJD project contact Schema, sustainability advisor at Phone: +962 6 5866448 - Fax: +962 6 5856448 - Email: mariam@schemaadvisory.com. For more information, visit <http://schemaadvisory.com>.

This project is made possible by the generous support of the American people through a grant from the USAID Civic Initiatives Support Program implemented by FHI 360 with financing from the United States Agency for International Development (USAID). The contents are the responsibility of Schema and do not necessarily reflect the views of USAID, the United States Government or FHI 360.

USAID CIS Round I Overall Statistics - Updated as of 30 June 2014

Overview of Round I Applications	Small	Medium	Large	Blank Budget	Total
Total # of Round I Applications (by May 18)	66	90	93	4	253
Total # of Organizations which applied	22	84	91	2	199
Total # of Informal Groups which applied	44	6	2	2	54
Total # of Applicants w/multiple proposals					17
Total # of Unique Applicants					236

Number/Size of Eligible Applications	Small	Medium	Large	Total
Eligible organizations	17	63	78	158
Eligible informal groups	34	N/A	N/A	34
Total	51	63	78	192

Number/Size of Ineligible Applications	Small	Medium	Large	Blank	Total
Ineligible organizations	5	21	13	2	41
Ineligible informal groups	10	6	2	2	20
Total	15	27	15	4	61

Results of Preliminary Internal Review	A	B	C	Ineligible	Total
Small Applications*	20	10	21	15	66
Medium Applications	32	16	15	27	90
Large Applications	36	25	17	15	93
Blank				4	4
Total	88	51	53	61	253

*AOR later reclassified 5 "B" & "C" applications to the "A" list for GEC review for a total of 25 "A".

Grant Evaluation Committee Results and Award Status	Shortlist	Due Diligence	Total Pending Award
Small Applications	19	15	15
Medium Applications*	7	underway	pending
Large Applications	5	underway	pending
Total	31	15	15

* Pending final funding allocations for the first seven medium applicants, FHI 360 and the AOR agreed to invite the next 6 medium-sized applicants to the due diligence phase (65 and above) in an effort to support more grassroots and governorate level initiatives.

Internal Strengthening for Change: Participant Feedback Summary

Launched by the USAID Civic Initiatives Support Program (USAID CIS), the Internal Strengthening for Change (ISC) project aims to serve a wide population of community-based organizations and newly-registered societies from across the Kingdom by introducing them to the fundamentals of good governance, sound institutional practices, and program management. Implemented by FHI 360, in conjunction with Al Thoria Center for Studies, Jordan River Foundation, and Noor al Hussein Foundation, this comprehensive four-month capacity building opportunity is repeatedly offered through May 2016.

The three phases of the program include Phase 1: Orientation and Training Workshops on the “Societies Start-up Toolkit” a CD-rom resource developed under the USAID Jordan Civil Society Program; Phase 2: Implementing Institutional Development Assessments and defining Institutional Improvement Plans; and Phase 3: Training and Mentoring on Strategic Planning. The program is currently being implemented in May in Irbid, Tafileh, Karak, Aqaba, Ma’an, and Petra/Wadi Musa with other governorates targeted for YII Q1.

The goals of the orientation sessions and training workshops focus on introducing participants to the CD resource. Participants provided feedback at the conclusion of these sessions in May and June. FHI 360 will conduct a post-evaluation session with participating CSOs approximately between four and six months after Phase 1 to assess the impact of the ISC project.

- *“It has drawn my attention the order of the project's phases (Learn, Assess, Plan), we used to work without plans or assessments and only focus on immediate results only. Now I realized if we want to succeed in our work, we should follow this order: learn, assess where the society stand and its work, and plan accordingly.”* Mr. _____, Families of Military Martyrs Charitable Society/Tafileh
- *“I received the CD in a solicitation session for the CIS APS. I didn't know how to use it and I didn't have any motivation to review its contents. In this Toolkit training I discovered that I have a treasure! All the topics in the CD are important and will help us in our work... After the training, I will restructure our society work based on the toolkit as it will be our guide in developing a strategic plan and human resources system.”* _____, Ambassadors Badia Cultural Society, Qastal/Central Badia
- *“Previously I participated in many trainings, but this is the first time I participate in training where we use the computer in the practical application. I benefited a lot from this training: the templates in the CD are simple and the CSOs can use them directly. In addition the good governance is a new terminology for me and this is the first time I hear about it.”* _____, Al Talbieh Camp Women's Charitable Society
- *“We represent a newly registered Society and most projects in Jordan exclude us from participating and benefiting from their activities because we were registered less than one year ago. This project will give us the motivation to strive and learn to develop our society.”* Mrs. _____, Bsera Womens' Charitable Society/ Tafileh
- *“Good Governance is a new topic and it was introduced to us in a simple manner and now we can easily apply it in our work.”* _____, Murwed Charitable Society/ Karak

(Continued...)

- *"We received the CD the graduation ceremony of CBO-TAP. We used the CD to check if the organizational structure of our CSO was built correctly, as well as before we joined to this training we planned to start organizing an HR system and financial issues according the guidance in the toolkit. The CD is comprehensive and contains all the information needed for any CSO... to reach an advance position in its work."* _____, Al Talbieh Camp Charitable Society for Environment and Social Development
- *"85 % of CSO needs can be tackled through the CD content. This training opened our eyes on the basics of building strong systems and how to overcome the obstacles facing us in financial issues and HR Management."* _____, Al Wia'm Charitable Society, Al Geeza/ Central Badia
- *"This CD is an excellent resource and will save the time and effort we spend in searching for information we need to enhance our knowledge in administrative issues."* _____, Al Yarmouk Reserve Charitable Society/Irbid-Bani Kinanah
- *"I was introduced to the administrative concepts that I did not know before such as human resources management and strategic planning. I did not know that this can be easily applied at our CBO."* _____, Manshiat Abu Hammour Society/ Karak
- *"This CD will help in building strong CSOs from scratch and assist in strengthening the weak ones."* _____, Hatem Al Ta'i Residents Charitable Society/Irbid
- *I received the Societies Toolkit at the USAID CIS Solicitation workshop in Aqaba found it very useful. After reviewing the toolkit I was more encouraged to use its resources and apply for the USAID CIS grants."* Ms. _____ from Aman Association for Orphans and people with disabilities/Aqaba
- The chairpersons of two CBOs who benefited from CBO-TAP attended the orientation sessions that organized by JRF in Karak and Tafila, and without any previous coordination with them, they replied to some CBOs who were not convinced to participate in ISC and questioned the benefits of technical assistance that will be provided by the project. Mr. _____ from Taybeh Society for Social Development/Karak and Mrs. _____ from Queen Zain Al sharaf Charitable Society/ Tafila explained to the attendees how their participation in CBO-TAP reflected positively on the society work, both of them have stated the benefits they gained as a result of their participation in the project and the changes made on their systems in terms of having HR system, strategic plan,...etc.

Activity	Year I (2013:10)												Year II (2014:10)												Year III (2015:10)											
	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4				
Civil Liberties Support Fund (CFS)	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12
	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4
Institutional Strengthening Fund (ISF)	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12
	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4
Targeted Technical Assistance to USAID funded Sub-Grantees (TAS)	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12
	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4
Societies Empowerment Program (MEP)	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12
	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4
Internal Strengthening for Civil Society Projects (ISCP)	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12
	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4
CSO Institutional Strengthening Assessments (CSISA)	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12
	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4
Engagement of Societies on the Law (ESL)	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12	MOBIL 1	MOBIL 2	MOBIL 3	MOBIL 4	MOBIL 5	MOBIL 6	MOBIL 7	MOBIL 8	MOBIL 9	MOBIL 10	MOBIL 11	MOBIL 12
	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4

USAID CS Approved Year One Workplan Timeline - updated as of 31 July 2014

