

USAID Civic Initiatives Support Program

Quarterly Performance Report #7

April 1 – June 30, 2015

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TABLE OF CONTENTS

<u>I.</u>	<u>EXECUTIVE SUMMARY</u>	<u>1</u>
<u>II.</u>	<u>PROGRAM COMPONENTS</u>	<u>2</u>
<u>A.</u>	<u>COMPONENT I: Subawards in Support of Jordanian Civic Initiatives</u>	<u>2</u>
	• Activity I.A. Democracy, Rights & Governance Grants (DRG).....	2
	• Activity I.B. Partnerships for Jordan’s Development Project (PJD).....	3
	• Activity I.C. USAID Civic Initiatives Support Fund (CIS APS).....	3
	• Activity I.D. Grants for Innovative Approaches in Engaging Students, Teachers, Communities & Parents to Combat Violence & Promote Social Justice (EDY RFA).....	4
	• Activity I.E. Disability Rights and Inclusion Grants (DRI RFA)	4
	• Activity I.F. Enhancing Effectiveness of Grantees and Highlighting Grantee Impact	5
<u>B.</u>	<u>COMPONENT II: Capacity Building for Sustainability.....</u>	<u>6</u>
	• Activity II.A. Targeted Technical Assistance to USG-Subawardees.....	6
	• Activity II.B. Institutional Strengthening Fund (ISF APS).....	7
	• Activity II.C. Internal Strengthening for Change (ISC).....	7
	• Activity II.D. Demand-Driven Off-the-Shelf Courses.....	8
	• Activity II.E. ISO Sustainability/CSO Service Provision -.....	8
	• Activity II.F. Societies Empowerment Fund (SEF) - No activity planned.	8
<u>C.</u>	<u>COMPONENT III: Enhancing Government-CSO Engagement.....</u>	<u>9</u>
	• Activity III.A: Enhancing the Capacities of Registry & GOJ Civil Society Staff	9
	• Activity III.B: Civil Society Research Fund: No activity scheduled this quarter.	9
	• Activity III.C: Technical Assistance Support to the Higher Council for the Affairs of Persons with Disabilities (HCD)	9
<u>III.</u>	<u>Cross-Cutting Initiatives</u>	<u>9</u>
	• Activity IV.A. KMS	9
	• Activity IV.B. Coordination.....	9
	• Activity IV.C. Gender, Inclusion & Environment	10
	• Activity IV.D. Monitoring and Evaluation (M&E).....	10
<u>IV.</u>	<u>Upcoming Quarterly Activities (YII Q4 July-September 2015)</u>	<u>10</u>

ANNEXES

- A. Report on Official Visit of the Higher Council for the Affairs of Persons with Disabilities to the USA
- B. Gender-related Activities and Grants
- C. Monitoring and Evaluation Highlights

I. EXECUTIVE SUMMARY

This report covers the period from April 1 through June 30, 2015, the seventh quarter of the USAID Civic Initiatives Support Program (USAID CIS), implemented by FHI 360. Activities implemented this quarter include:

Component I: Subawards in Support of Jordanian Civic Initiatives

- Submitted 15 packages to USAID and received AOR approval for nine; issued two with June start dates, five with July start dates and two with August start dates.
- Monitored 50+ subawards totaling approximately \$5.1M and provided technical assistance and mentoring as required.
- Conducted compliance reviews of six grantees: Sisterhood is Global, Information & Research Center, Tafileh Women Charitable Association, Jubilee Institute, Generations for Peace and Haya Cultural Center.
- Issued cost and time extensions to Democracy, Rights & Governance grantees Center for Defending Freedom of Journalists, Al Hayat Center for Civil Society Development, Information & Research Center and Sisterhood is Global.
- Continued due diligence with the 20+ CIS Round 2 shortlisted applicants, out of which four subawards were issued. Closed the grant to Al Raha Studies Center and issued no-cost extensions to CIS APS grantees Haya Cultural Center and That Al Nitakain.
- Held the Grant Evaluation Committee for the third and final round of the CIS Annual Program Statement 2014-15 and began due diligence for the 14 shortlisted applicants.
- Monitored the 23 EDY Phase I mini-grants, eight of which completed activities by June 30 as planned. Issued no-cost extensions to Abna Al Watan Association, Desert Revival and Environment Protection Cooperative Society, Tasharok Charity Association, Usharek Association, Creativity Club-Karak. Proposed revisions to the EDY Phase II grant competition process for AOR concurrence.
- Held the GEC for the Disability Rights and Inclusion Grants RFA resulting in nine shortlisted applications after which due diligence began.
- Conducted an advocacy planning workshop for DRG grantee Sisterhood is Global.
- Held three two-day orientation workshops on grant management and financial reporting for CIS Round 2 grantees and shortlisted applicants.
- Participated in customized grants management trainings and consultations delivered by FHI 360's Director of Contracts Management Services.

Component II: Capacity Building for Sustainability

- Convened GEC for the final round of the Institutional Strengthening Fund APS; conducted due diligence for the shortlisted applicants and issued one award.
- Monitored subcontractors' implementation of the Internal Strengthening for Change program (ISC). Conducted a refresher course on strategic planning for ISC subcontractors. Prepared modifications to the three subcontractor agreements to reflect revisions to the program design.
- Delivered open courses for 90 participants representing 60 CSOs on budgeting for proposals (Ma'an and Ma'raq), project management (Aqaba), proposal writing and project design (Amman), monitoring and evaluation (Amman), procurement, (Amman) and communications (Amman).
- Finalized integration of inclusion-assessment resources into ICAT/IDA for DRI grants.
- Coordinated with USAID's implementing Partner Jordan Advocacy, Communications and Policy Program (JCAP) to design a series of customized courses for its Family Planning Coalition meeting scheduled to take place in August and September.
- Conducted ICATs/IDAs for grantees.

Component III: Enhancing Government-CSO Engagement

- Supported subcontractor ABCD in conducting the strategic planning workshop for the Registry of Societies. Reviewed the draft strategy prepared by ABCD and made numerous attempts to secure Registry feedback on the draft.
- Issued the subcontract for the Ministry of Social Development (MoSD)'s Disability Directorate strategic planning consultancy.
- Finalized and implemented the visit to DC and NYC for the Higher Council for the Affairs of Persons with Disabilities.

Cross-Cutting Initiatives

- Continued mentoring grantees on gender equality, inclusion, and monitoring and evaluation, as required.
- Submitted updated AMEP indicators and targets for AOR feedback.
- Held orientation on the USAID Subaward Tracking System for implementing partners and USAID staff.
- Supported USAID's civil society sector assessment. Presented CIS program at the USAID IP meeting in Irbid.

II. PROGRAM COMPONENTS

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

Below is a snapshot of the USAID CIS multiple grant streams through June 30:

Status of Grants as of June 30, 2015						
Grant Competition	Total Applications	Shortlisted by GEC	Withdrawn	Dropped with AOR Concurrence	Awards Issued as of June 30	Remaining Shortlist Under Due Diligence
CIS APS R1	253	44	1	14	27	2
CIS APS R2	311	30	1	2	9	18
CIS APS R3	241	14	0	0	0	14
EDY RFA	170	24	1	0	23	0
DRG RFA	30	9	0	2*	7	0
DRI RFA	112	9	0	0	0	9
ISF APS	69	7	1	0	5	1
Total	1186	137	4	18	71	44

* Two shortlisted were dropped during the second session of the GEC (oral presentations).

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

As described in the monthly reports submitted to USAID, DRG grantees continued with implementation of Phase I of their grants, focusing on their long-term strategies and action plans. In parallel, FHI 360 processed cost and time extensions for Center for Defending Freedom of Journalists (CDFJ), Al Hayat Center for Civil Society Development, Information & Research Center (IRC) and Sisterhood is Global (SIGI).

Meanwhile, design of Phase II cost extensions continued with SIGI, Phenix and HCAC with awards expected next quarter. For SIGI, FHI 360 facilitated a one-day advocacy planning workshop to ensure the design of strategic interventions in advocating for amendments to Article 308. External human rights experts and USAID's Takamol gender project were invited to join, adding a new perspective on policy advocacy for SIGI to consider. An extended review of Phenix's Phase II proposal provided an opportunity to expand the project design to include a partnership with US-based NGO Solidarity Center to provide technical

expertise to enhance a cadre of local Jordanian experts capable of enhancing the capacities and governance of independent trade unions. HCAC will submit its proposal in July.

- **Activity I.B. Partnerships for Jordan’s Development Project (PJD)**

This project ended with the closure of the subcontract to Schema in December. This quarter Schema contacted FHI 360 asking if it can submit a proposal for a follow-on award in conjunction with the Health Care Accreditation Council to develop CSR initiatives whereby health sector companies and CSOs work together to address health issues. FHI 360 responded that funds are no longer available to support this work within YII remaining activities, but will discuss the idea with USAID for Year III.

- **Activity I.C. USAID Civic Initiatives Support Fund (CIS APS)**

Monitoring of CIS Round 1 grantees continued with FHI 360 providing mentoring and technical assistance for those grantees. For example, after observing a training session that the Tafileh Women Charitable Association (TWCA) conducted for its counseling staff, FHI 360 approached for-profit firm Ithra’a Center to explore the possibility of providing pro-bono training for counselors. Ithra’a’s managing director responded positively to this, delivering a one-day session for TWCA as well as CIS grantee Family Guidance and Awareness Center.

Meanwhile, I Dare for Sustainable Development launched its “Youth to Combat Online Hate Speech” project, recruiting 42 youth from across the Kingdom to be engaged in tackling this rising phenomenon. Khotwetna worked with the Justice Center for Legal Aid to provide legal advice and services for people with intellectual disabilities and other members of the community. Jordan Innovators Society held skills-building workshops on entrepreneurship and innovation in Iraq al Amir and Aqaba, providing youth with an opportunity to meet Jordanian entrepreneurs. For9a marked the completion of its project with a “tweet up” event where youth from across the Kingdom participated in person and virtually. One participant tweeted: *“promotes #free access to education and capacity building opportunities in #MENA... [it] gave them forsa (opportunity) when they did not have it.”* Al Qantara in Ma’an continued its work with youth in surrounding municipalities to define action plans for engaging local municipal actors in addressing community problems. Haya Cultural Center finalized its arts education curricula and began designing the second phase of its project. Generations for Peace concluded the first year of its grant, marked by open days in the participating schools attended by teachers, students and parents.

Negotiations with CIS Round 2 shortlisted applicants continued. Due diligence was prolonged for two reasons. First, grantees needed more time to craft responses; opportunely, this contributed to the development of more realistic project designs which grantees can more effectively implement and more well-aligned budgets, including allocation of funds to support their institutional strengthening plans. Second, FHI 360 postponed signing new awards until internal discussions were concluded regarding the status of its incremental funding. Last quarter, FHI 360 stopped its practice of obligating awards in full because total award amounts for the shortlisted applicants exceed its current obligation.

This quarter, FHI 360 submitted 15 packages to USAID and, by June 30, received AOR approval for nine. Subsequently, two awards were issued with June start dates; the remaining grants will start in July and August. As it continued to finalize the remaining grant packages, FHI 360 held three two-day orientation workshops on grant management and financial reporting for these grantees and remaining CIS R2 shortlisted applicants.

For the third and final round of CIS APS applications, two GECs were held for the 208 out of 241 eligible applicants, and 14 were shortlisted. Eleven received scores of 66 and above by the GEC, which evaluated proposals under CDCS themes of economic development and energy, water resources and environment, and population and family health. Eight scored 70+ by the GEC for democracy, rights and governance, education and gender. FHI 360 met with these shortlisted applicants to provide feedback on their technical proposals and budgets with the due diligence and negotiation processes expected to continue through the next quarter.

Grantee Rights & Development continued its struggle to secure foreign-funding approval after the Ministry of Education recommended that the Ministry of Industry and Trade reject the project to advocate for inclusive education for children with disabilities. They submitted a letter of protest to the Minister of Industry and Trade for not submitting the request directly to the Cabinet per the law. No response has been received to date.

- **Activity I.D. Grants for Innovative Approaches in Engaging Students, Teachers, Communities & Parents to Combat Violence & Promote Social Justice (EDY RFA)**

Twenty-four mini-grants (fixed amount awards for up to \$5K) were issued with April 1 - June 30, 2015 periods of performance. One applicant, Al Hanan Charity for People with Disabilities, withdrew due to other project commitments. Of the 23 grantees, 16 submitted their first deliverables. Eight completed their grants by June 30 as planned, and the other eight required no-cost extensions. The remaining grantees did not submit their first deliverables by the end of the quarter for a variety of reasons, with some facing challenges with the Ministry of Education while five are still waiting for foreign funding approvals so had yet to start their projects. One grantee started working without grant funding because the bank refused to release CIS funds without evidence of foreign funding approval, and another two faced challenges with receiving wire transfers from us as they could not provide their bank with the foreign funding approvals. Overall, 11 of the 23 grantees implemented activities without raising the issue of foreign funding approvals and one secured that approval during the due diligence process.

As most grantees were unable to implement activities per the original schedule, FHI 360 presented alternative approaches to the Phase II competition process (for awards up to \$50K), clustering grantees into three groups based on the probable end date of their projects. It was agreed with the AOR to drop oral presentations to the GEC and instead invite all who completed their first phase “mini-grant” to a lessons learned/scale-up workshop after which they will submit their proposals. FHI 360 will convene an internal GEC to review the submitted proposals and provide recommendations for the shortlist to USAID for concurrence. This competition format will be repeated two more times as the remaining grantees complete their work.

On the technical side, the quality of the pilot projects varied, with some interventions demonstrating new approaches to engaging youth and tackling the subject of violence, while others reverted to more traditional activities such as workshops.

- **Activity I.E. Disability Rights and Inclusion Grants (DRI RFA)**

By the RFA’s April 19 deadline, 112 applications were received, 22 of which came in just after the deadline, but in accordance with AOR guidance were accepted. Preliminary administrative review resulted in 89 eligible and 23 ineligible applications clustered by components: Component 1: Inclusive Development Initiatives - 45; Component 2: Accessible

& Quality Service Provision - 37; Component 3: Empowering Disability Rights Actors - 27; three unknown as it did not clearly address one of the three RFA components.

The GEC convened on June 21 with two USAID staff and two FHI 360 staff reviewing the 89 eligible applications. Six proposals received scores of 69 or above. It was agreed with the GEC that FHI 360 would review the other six proposals that scored from 65 to 69 to assess their viability. This resulted in a recommendation to add three to the short list (those scoring 66 and above) as these CSOs and their proposed projects demonstrated a high probability of positively affecting disability rights in Jordan due to their size, outreach capacity, and potential to serve as pioneers and role models of mainstreaming disability rights. FHI 360 proceeded with this shortlist of nine applications and organized debrief meetings with each to provide feedback on the technical proposals and begin the due diligence phase. FHI 360 anticipates issuing awards with September 1 start dates. In parallel, adaptation of the ICAT and IDA tools took place to integrate inclusion-assessment components. Plans were made to pilot the tools with existing grantees to ensure roll out to DRI grantees is smooth.

• **Activity I.F. Enhancing Effectiveness of Grantees and Highlighting Grantee Impact**

FHI 360 staff and consultants provided guidance and technical assistance on programmatic and budgetary issues, performance monitoring and spending in line with the approved projects while supporting grantees in amending their project designs and activities as required. As part of FHI 360’s Fraud Prevention Strategy, ongoing financial reviews took place, and compliance reviews were conducted with Sisterhood is Global, Information & Research Center, Tafileh Women Charitable Association, Jubilee Institute, Generations for Peace and Haya Cultural Center. No major findings were identified and minor recommendations were shared with grantees’ management.

As previously reported, Al Raha Studies Center faced challenges in providing comprehensive financial reports, and FHI 360 conducted a site visit to the Center to do an in-depth review of expenditures. Concerns were shared and actions were agreed upon with Al Raha’s management to address identified gaps. This, coupled with challenges in the technical implementation of the project, resulted in a reduction of scope and a modification to end the grant one month early.

In an effort to provide more in-depth support to grantees, a methodology was designed to cluster grantees by programmatic, technical, and strategic categories of their grants. This will serve as the basis for designing interventions to enhance and advance their work as follows:

Main Categories		
<p>Skills Building: This implementation strategy reflects grantees’ use of skill building approaches/modules to address issues of concern. Skills building is defined as efforts to strengthen skills, competencies and capabilities of people & organizations to reach goals more effectively. This can be achieved through training, on the job training, internships, coaching, mentoring, and engagement activities.</p>	<p>Engagement: This implementation strategy reflects grantees’ efforts to achieve different levels of change in awareness, perceptions, and behaviors or policies regarding a common issue/cause that is of civic concern. These efforts can include directly working on elements of awareness raising, community mobilization, research, and rights based advocacy that is intended to feed into civic action.</p>	<p>Services: This strategy mainly reflects the work of CSOs in providing services directly or partnering with other CSOs or government entities that are services providers in any relevant sector. These may be services that are new to the community in response to an expressed need, or an enhancement of quality standards for existing services provided by the CSO or its partners.</p>

Sub-Categories		
<i>Skills Building</i>	<i>Engagement</i>	<i>Services</i>
• Economic Empowerment	• Rights-Based Advocacy (RBA)	• Gender-Based Violence (GBV)
• Democratic Action & Advocacy	• Behavior Change	• Information Exchange
• Institutional Capacity	• Action Research	• Economic Enhancement
• Arts and Sports	• Civic Action	• Education
	• Awareness-raising	• Disability
		• Health

For newly awarded and shortlisted CIS R2 grantees, a two-part orientation workshop was delivered with a comprehensive review of their grant agreements and the CIS grants manual as well as the main principles of grant accounting, billing methodologies, supporting documents requirements, financial reporting and mandatory provisions. During the second part, grantees had the chance to do practical exercises, including defining and submitting an initial advance request for the first quarter of the grant. These interactive workshops provided an opportunity for participants to perform three different exercises that stressed cash basis accounting principles and actual cost billing as well as to raise practical questions related to their organizations' experience in grant management. Although grantees commented that the workshops were very helpful and validated important concepts, FHI 360 recognizes the need to provide close follow-up and assistance, particularly in the first two months of activities.

In addition, FHI 360's Director of Contract Management Services visited Jordan to work with FHI 360 staff, resulting in streamlined due diligence and grant-making processes, enhanced monitoring of grantee performance, and a review of the grants team's work flow to ensure effectiveness and efficiencies in grant making and monitoring. This resulted in redefining roles and responsibilities of grants team members and restructuring the team to respond to the upcoming expansion of the CIS program through 2018.

B. COMPONENT II: Capacity Building for Sustainability

• Activity II.A. Targeted Technical Assistance to USG-Subawardees

FHI 360 conducted additional institutional capacity assessments (using the ICAT and IDA tools) for grantees, with assessments completed for 21 of 33 grantees to date and final reports and improvement action plans being finalized. Capacity building coaching sessions are underway with grantees Al Hayat, CDFJ, Phenix, Al Qantara and Greyscale. Planning began with SIGI, LOYAC, Haya Cultural Center, That Al Nitakain, Good Land and Disi Women to develop action plans in response to the capacity building priorities which emerged from their assessments. Internal processes were redefined between the grants and capacity building teams to ensure timely follow-up with grantees on their institutional strengthening plans and corresponding IS budget lines.

The USAID Jordan Communications, Advocacy & Policy Activity (JCAP) submitted a request to FHI 360 for customized capacity building support on advocacy for their stakeholders involved in family planning. This initial concept required significant investment of time and resources beyond the scope of USAID CIS so, for the short term, FHI 360 referred them to graduates of the Master Advocacy Fellowship program (conducted under CSP) for potential trainings, with longer-term plans for JCAP-CIS collaboration linked to the Year III work plan. FHI 360 will deliver next quarter three of its flagship courses (Project Design & Proposal Writing, Budgeting for Proposals and Organizational M&E Foundations) to enhance the capacities of JCAP's family planning coalition members.

Two national-level civil society organizations contacted USAID CIS requesting customized technical assistance: Islamic Center Charity Society (ICCS), an EDY grantee, articulated a need to build the capacities of its branches and asked if FHI 360 can deliver training for its managers. FHI 360 met with ICCS suggesting that they start with an ICAT to determine their institutional strengthening priorities after which a discussion could be had on how FHI 360 could help address them. ICCS has yet to respond to the offer. In addition, the Jordan Hashemite Charity Organization approached FHI 360 to conduct an ICAT, and it was facilitated in June.

- **Activity II.B. Institutional Strengthening Fund (ISF APS)**

The GEC convened to score the 12 eligible applications in the final round of the APS. Four were shortlisted: Freedom Pioneers, Taghyeer, SIGI and CDFJ. Two applicants are current DRG grantees and, based on consultation with the AOR, FHI 360 directed them to implement what they proposed through the allotted 10% budget they have for institutional strengthening, and both grantees responded positively to this guidance. Due diligence for the remaining two shortlisted CSOs took place, with Taghyeer's award approved by USAID; Freedom Pioneers redefined its proposed scope per the GEC feedback as this organization is newly established and needed a strategy prior to undertaking its proposed activities.

After several months, grantee Rasheed finally secured GOJ foreign funding approval. A meeting was then held to modify the work plan deliverables and grant timeline. Jordan Green Building Council closed its award and expressed how much they benefited from the grant, which resulted in their ISO certification.

- **Activity II.C. Internal Strengthening for Change (ISC)**

This three-phased project continued with FHI 360 monitoring and mentoring the ISC subcontractors Jordan River Foundation (JRF), Noor Al Hussein Foundation (NHF) and Al Thoria in the delivery of trainings and strategic planning support to participating CSOs. Observation of trainings and review of draft strategic plans revealed the need for refresher sessions for the staff and consultants of ISC subs to address challenges they are facing and to provide feedback on how to improve the draft strategic plans they developed with the CSOs.

Based on consultations between FHI 360 and its subs, as well as the results of an internal assessment of participating Round 1 CSOs, it was agreed to restructure Round 3 implementation by substituting some of the Societies Start-up Toolkit trainings with more focused organizational development mentoring for those CSOs who complete the IDA and strategic planning processes. This was possible because targets for the first two rounds of the ISC program exceeded expectations, and it was agreed that this restructuring of their subcontract scopes of work would allow for higher impact to be achieved by approximately 23 CSOs. A review of the overall ISC project plan, timelines and targets, and an analysis of subs' contracts took place in order to finalize subcontract modifications.

In parallel, Round 2 of the ISC continued with conducting 41 IDAs and strategic planning trainings/mentoring taking place with CSOs in Amman, Mafraq, Zarqa, Ma'an, and Irbid. Al Thoria then proceeded with recruitment for Round 3, holding introductory sessions in cooperation with Social Development Directorates and Societies Union in Jerash and North Badia (East & West). Ninety-two CSOs attended the three meetings, and 60 applications were received by June 30.

- **Activity II.D. Demand-Driven Off-the-Shelf Courses**

In response to public advertisement for open courses, 90 participants representing 60 CSOs from across the Kingdom participated in five workshops this quarter on budgeting for proposals (Ma'an and Mafraq), project management (Aqaba), proposal writing and project design (Amman), monitoring and evaluation (Amman), procurement (Amman) and communications (Amman). Overall, and to date, out of the 252 organizations participating in CIS open courses, 61 are IPs (24%), 26 are CIS grantees (10%), and the remaining 165 (66%) are organizations unaffiliated with USAID or its programs.

Demand for the other courses on strategic planning for CBOs and budgeting for proposals was less than expected, so these were cancelled for now. Interestingly, 70 applications were received from 33 CSOs for the "Introduction to Advocacy" course, but it was decided to postpone this offering until after Ramadan. This provided an opportunity to regroup the CSOs into different clusters according to type, size, and relationship to CIS (as many are already grantees) as well as to customize the intro course in response to their needs.

In assessing the impact of other CIS courses, we noticed that although enrollment in the Project Design & Proposal Writing course has been very strong, the response to the accompanying mentoring component has been less than other courses that include mentoring opportunities. This mentoring assignment requires participating CSOs to submit a proposal using what they learned in the course and in turn, the FHI 360 trainer provides feedback on the proposal and project design (which is excluded from CIS' grants competitions). For those that did complete the mentoring assignment, participants showed good progress in developing their project proposals and showed that they have understood and applied the concepts and skills they were trained on in the workshop. A review of statistics has initially revealed that mid-level CSOs (located primarily in Amman) are more responsive to mentoring. When asked, CBOs and smaller organizations said that they do not have the resources and capacities to fulfill the mentoring requirements.

<i>Snapshot of Project Design & Proposal Writing Mentoring</i>	Total	Governorates	Amman June 2014	Amman May 2015
Courses held	13	11	1	1
Participants in the courses	241	206	15	20
Participants who showed interest in mentorship	152	131	11	20
Participants who submitted assignments	48	22	11	15
CSOs represented	40	17	11	12
Response rate to mentoring assignments	31.5%	17%	100%	75%

Mentoring has been integrated as a mandatory component to two other courses offered this quarter. For Effective Communications Planning for Development Projects, 11 out of 18 participants submitted assignments, and for Organizational M&E Foundations, 12 out of 17 completed their assignments. Mentoring ensures the application of learning within an organization and to that end, FHI 360 dedicates an enormous amount of staff and consultant time to this. In order to better understand why mentoring gets a better response within some courses than others, FHI 360 designed an internal assessment to learn more and will adapt the respective course design for future delivery, as required.

- **Activity II.E: ISO Sustainability/CSO Service Provision** - No activity planned.
- **Activity II.F: Societies Empowerment Fund (SEF)** - No activity planned.

C. COMPONENT III: Enhancing Government-CSO Engagement

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

Support for the Registry of Societies in conducting a cost-benefit analysis of civil society was finalized with a presentation by the subcontractor Enconsult on the results shared with the Registry Council. Next steps are pending feedback from the Registry Secretary General. The subcontract was then closed and the final report shared with others at USAID as a model for conducting similar research.

In parallel, FHI 360 and its subcontractor ABCD worked together to design and deliver a strategic-planning workshop for the Registry of Societies in which Registry Council members and various governmental departments working with civil society participated. Although the turnout was not as robust as expected, the results of the session were satisfactory, thereby enabling ABCD to submit a first draft of the Registry's Strategic Plan and accompanying three-year budget by end of May. Despite numerous attempts by both FHI 360 and ABCD, feedback from the Registry Secretary General on the draft had not been received by the end of the quarter. A no-cost extension is anticipated as ABCD's contract ends July 31.

Support for the MoSD Disability Directorate began with the issuance of a subcontract to Leading Point for facilitating a strategic-planning process. A kick-off meeting with Ministry staff is planned for July.

- **Activity III.B: Civil Society Research Fund**: No activity scheduled this quarter.
- **Activity III.C: Technical Assistance Support to the Higher Council for the Affairs of Persons with Disabilities (HCD)**

See Annex A for an updated report on the HCD official visit to the USA (June 12-23).

III. Cross-Cutting Initiatives

- **Activity IV.A. KMS**

Ongoing KMS data entry continued. FHI 360 held a KMS orientation workshop for new IPs and USAID staff.

- **Activity IV.B. Coordination**

FHI 360 met several times with the USAID Monitoring and Evaluation Support Program team to discuss the civil society sector assessment and the upcoming CIS performance evaluation. Data samples and stakeholder contact information was prepared at the request of the assessment team. Coordination with USAID implementing partner JCAP took place as described above in Section II.A. Also, the Health Systems Strengthening II Bridge Project contacted FHI 360 to explore what kind of follow up on capacity building the two CSOs they started under HSS I could benefit from beyond the IDA that FHI 360 had previously conducted for them. FHI 360 encouraged them to join the Internal Strengthening for Change program and apply to open courses, as appropriate. In addition, FHI 360 participated in the coordination meetings organized on gender as well as the orientation on USAID's new Dev Results M&E system, after which it delivered the required data sheets for CIS indicators.

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

See Annex B for FHI 360's senior gender advisor's report for the period of March-June 2015.

- **Activity IV.D. Monitoring and Evaluation (M&E)**

See Annex C for the M&E update and AMEP reporting.

IV. Upcoming Quarterly Activities (YII Q4 July-September 2015)

Component I: Subawards in Support of Jordanian Civic Initiatives

- Monitor performance of all grantees; provide technical assistance and mentoring as required. Conduct compliance reviews of grantees as required.
- Finalize Phase II cost extensions/awards to existing DRG grantees.
- Continue due diligence and issue awards for the remaining 18 CIS APS shortlisted applicants and 9 DRI shortlisted applicants.
- Conduct Phase II competition for EDY mini-grants for those grantees which completed their pilot projects by June 30; conduct GEC for this group and make recommendations for awards to USAID for Phase II. Monitor remaining grantees and repeat Phase II competition cycle as required.
- Design and convene "All Grantee Meeting" for all sub-recipients of the USAID CIS program.
- Conduct customized workshops for new grantees on (a) gender and inclusion; (b) monitoring and evaluation; (c) procurement; (d) advocacy; and (e) communications.

Component II: Capacity Building for Sustainability

- Finalize remaining ISF grants and monitor implementation of awards.
- Monitor subcontractors' implementation of ISC and issue modifications to subcontracts with time and cost extensions through June 2016.
- Conduct inclusion assessment as part of the ICAT/IDA with DRI grantees as part of the assessment phase of their awards.
- Deliver customized capacity building workshops for JCAP's family planning coalition on project design/proposal writing; monitoring and evaluation; and budgeting for proposals.
- Conduct ICATs/IDAs for grantees.
- Offer proposal writing course to previous CIS applicants that did not receive grants.

Component III: Enhancing Government-CSO Engagement

- Secure feedback from the Registry of Society's Secretary General to finalize its strategic plan and determine follow-on support for the Registry as appropriate.
- Monitor implementation of the MoSD Disability Directorate strategic planning process implemented by subcontractor Leading Point.
- Define technical assistance support for the HCD based on the results of the US visit.

Cross-Cutting Initiatives

- Continue mentoring grantees on gender equality and inclusion, as required.
- Continue outreach and coordination with IPs and other international organizations.
- Develop and submit the CIS Year 3 work plan.

- End -

**USAID CIS QPR #7 Annex A. Report on Official Visit of the
Higher Council for the Affairs of Persons with Disabilities to the USA
June 12-24, 2015**

I. Executive Summary:

A five-member Jordanian delegation from the Higher Council for Affairs of Persons with Disabilities and the Prime Ministry participated in the official visit entitled “The Role of Government in Advancing Disability Rights through Legislation, Monitoring and Enforcement Mechanisms & Inclusive Education”, under the USAID Civic Initiatives Support (CIS) program in Jordan. The visit offered a unique opportunity for the delegates to confer with representatives of U.S. Government agencies and Non-Governmental Organizations to observe disability rights legislation and discuss the inclusion of people with disabilities in all levels of Jordanian society.

II. Activities, Accomplishments, and Deliverables:

Overall, this trip was very informative on several levels: the impact and influence of legislation (Americans with Disabilities Act (ADA); Individuals with Disabilities Education Act, (IDEA)) on the public sector, specifically justice, education and employment areas, and enforcement of legislation. The visit illustrated how U.S. legislation has paved the way to implement disability-related matters and, most importantly, the ways in which the rights of people with disabilities are upheld in an inclusive system that benefits not only them but everyone. One crucial outcome was the realization by the delegation members on the amount of work that is needed to begin mainstreaming inclusion and disability rights across the board. A second take away from all these meetings was that the ADA was an essential piece of legislation that allowed all actors to "fall back on" it and then move forward to where. The trip preceded the United States' July celebration of the 25th anniversary of the Americans with Disabilities Act (ADA) – a time when the key stakeholders stopped to review and identify accomplishments and challenges during those 25 years—which many individuals with whom the delegation met noted was timely and allowed for preparation in this regard.

During their stay in New York, the Delegation met with four organizations: Center for the Independence of the Disabled/NY (CIDNY); Advocates for Children of New York (AFC); Statewide Parents Advocacy Network (SPAN); and Autism Spectrum Disorder (ASD) Nest Support Project. The Center for the Independence of the Disabled/NY (CIDNY) works with government and NGOs to challenge the barriers that persons with disabilities face, for example in voting (information on which is collected via surveys and then compiled and sent to the NY Board of Elections for analysis), as well as their work on the design and implementation of public policy and government programs. They have provided legal aid, served as expert witnesses in court cases, research, training and advocacy, and also worked with New York City on its public facilities' plans for evacuation. Among the interesting issues mentioned during the meeting was a smartphone application (app) that CIDNY is developing to identify "hot spots" – restaurants and pubs that are disability-accessible. Once the app is launched and functioning appropriately and accurately, then it will expand to include hospitals, clinics and other facilities.

This application maybe duplicated in Jordan to better serve people with disabilities and their families, but could also identify service providers such as hospitals and/or clinics, polling stations, government and civil service entities that are accessible.

Similarly at the meetings with AFC, SPAN and ASD Nest, the discussions focused a great deal on inclusive education and the important role of parents and teachers to ensure that children with disabilities remain in mainstream schools. A key factor is the involvement of parents, who have researched their rights as parents and the rights of their child, and who advocate for their child and engage with schools about their child's needs.

While in Washington D.C., the delegation met with government officials, non-governmental representatives and donors. Brief summaries of these meetings follow.

At the National Council on Disability (NCD), the delegation learned about what mechanisms are adopted among NCD's various stakeholders - one of which is MOUs. For its funding programs, given their small team, NCD depends on a pool of experts who serve as a resource and an outreach mechanism by engaging

with PWDs. NCD's 15-member board is appointed by the President and the Senate, are themselves PWDs and also serve as communication channels with the PWD community. These board members hold public meetings in order to learn about public concerns and frustrations, which are then relayed to the decision-makers. Though they have no 'enforcement powers', NCD has a great track record in 'getting people to do what they want'. One primary way in which they do so is via its legislative outreach team which usually takes key recommendations made by the Council to Capitol Hill and leads NCD's congressional hearings. On media involvement, the Council has reached out to journalists who are parents of children with disabilities and has become a strong and credible source of knowledge and, as a result, coverage in the media has changed.

Representatives from the Department of Justice/Disability Rights Section shared about their general role in enforcement and monitoring, and about their mitigation programs. For them, these mitigation programs were designed to the advantage of PWDs once complaints are recorded. If mitigation fails, then the case goes to court and usually takes a long time to resolve, hence DOJ's mitigation programs. On the responsibilities of accessibility, DOJ has a survey team tasked with assessing locations and creating checklists that identify what is needed which are then shared with the county/city who are the responsible party to implement the accessibility changes per DOJ's checklist. DOJ also has the role of monitoring and spot checks.

At the meeting with Judy Heumann at the State Department, she advised HCD to have full unconditional authority to enforce policy to advance the disability rights issue in Jordan. She went on to request that HCD identify its priorities and based on that she, along with others, would be able to guide and provide feedback on what is needed in terms of various technical consultations and/or programs tailored for the country. On addressing the current resistance in Jordan from some agencies, Judy touched on the *"need to educate mid-level bureaucrats, especially at MOE to decrease the resistance felt by the Council."*

The U.S. Access Board meeting provided an opportunity to learn about the organization's 25 members who meet on a monthly basis and has a staff of 28 people. The Access Board develops guidelines and standards in accessible design and the built environment as well as provides technical assistance, training, research (supporting guidance material on standards development) and has the 'rule-making authority' to impose remedial adaptations which are complaint-driven and based on rules set by the Department of Justice.

David Capozzi, Director, also provided insight into accessibility in the US in general, while also expressing his keenness to provide HCD with technical assistance and expertise from the Access Board in the form of consultants, overseas training and monthly webinars. This expression of interest was further discussed in the follow-up meeting with Capozzi, who also said he is willing to provide feedback on the draft code.

An inter-agency roundtable took place after most of the policy-based individual meetings so HCD already had a clear insight into most of the participants at the table. This was an opportunity to observe how federal agencies interrelate and work with one another vis-à-vis coordination, common goals and interests and budgeting issues, in which the Office of Management and Budgeting (OMB) has a central role especially in terms of formal organizational review processes. This is also done informally by each agency internally. The level of sophistication and coordination at work by these agencies was quite clear, and that all of it is done without a national strategy or plan.

'New issues' were highlighted such as those of transport and mobility in relation to training and technical assistance by Carol Wright (Assistant Vice President of Mobility and Transportation, Easter Seals) and Judy Shanley (Assistant Vice President, Education & Youth Transition) who said they mainly work to help individuals and CSOs interpret laws and regulations. The issue of the US ratifying the CRPD and possible changes in roles was also deliberated with most participants noting that this would lead to greater enforcement and technical assistance.

The Equal Employment Opportunity Commission (EEOC) deals with public-sector employment and enforcement. Their work on the latter is complaints-based and remedial, involving mediation by the EEOC. At the meeting, representatives from the EEOC illustrated the step-by-step process undertaken in dealing with complaints, drawing a distinction between mediations (when an agreement is reached by both parties based on EEOC recommendations) and investigations (court ruling over one party per EEOC recommendations). Discussions also focused on the nature and importance of training, follow-up and outreach, with a focus on

specialized training programs for disability program managers. Regulations on reasonable accommodation (a point that is still contentious to many in terms of what it means) and what is 'undue hardships' under the Reasonable Accommodations (RA) are also written by the EEOC. The relationship between the Department of Labor and the EEOC was also clarified, with the latter dealing with public-sector employment and data collation, inspection, enforcement and regulation-writing (with the EEOC). Questions from HCD focused on mediation and court-ruling procedures and the role of medical reports during job interviews (which are prohibited until after the offer is made). The structure presented is very similar to the Jordanian EOC as proposed in the draft law. HCD was able to visualize and benefit from this comparison and received a list of sources and facts.

On donor meetings, the Social Development Goals (SDG) identified at the UN meeting that was attended by the Delegation ahead of the USAID CIS official visit, appear to be one of the driving factors for the international donors and certainly for HCD. The World Bank expressed willingness to review the Bank's funded projects (health, water, transportation among others) to ensure that disability is addressed and implemented. Furthermore, they will work to identify how to partner with Jordan based on the priorities and funding needs in the disability sector as well as looking into funding work with refugees with disabilities. On their work in the education field, the Bank will reassess and discuss areas for change and improvement both within the institution and with stakeholders in the education field. Overall, for the World Bank, "*having the Prince lead the work on disabilities contributes to the level of commitment and seriousness of improving disabilities*", according to the Charlotte McClain-Nhlapo, Global Disability Advisor.

USAID's message for the "best way to sustain" the work on disabilities is to partner with the USAID Mission in Jordan as the Council are currently doing through FHI 360. Neil Levine, Director USAID/DCHA/DRG, and Leah Maxson, Disability Fellow, talked about the various types of funds in DC that HCD may want to look at in the future. On USAID's disability policy (originally designed in 1997), it is currently under review by Leah Maxson and others; once completed will be shared with the local Mission and potentially with a selected number of organizations such as HCD. Like the World Bank team, USAID too was impressed with the level of commitment by HCD to improve Jordan's disability arena.

At the two schools, Chantilly High School and Eagle View Elementary School in Fairfax County, Virginia, the delegation saw the spectrum of wonderful programs designed to promote independence, socialization and inclusion of children with disabilities and also discussed processes for assessing and protecting children with disabilities. The delegation has really pushed to understand and learn about coordination between agencies, mechanisms to monitor and enforce disability-related rights and inclusion, such as covered by ADA and IDEA.

On Assistive Technology, the delegation learned about the role it plays in reasonable accommodations for students with disabilities as well as the importance of involving parents in the decision-making process of assessing the needs for their child and how to create a support mechanism in the home environment that mirrors (as much as possible) the classroom environment. PACER is a non-profit organization founded on the concept of parents helping parents, has a huge base of advocates that understand laws as related to education-rights, extends legal services to parents of children with disabilities in general and provides legal advice on education-related issues such as school enrollment and what the rights for all parties involved are. PACER also has created assistive technology centers open for parents and others in the community to learn about rights and technology.

III. Summary of key priorities/issues identified over the course of the week:

- Policy and Enforcement – there is a clear and strong necessity to work further with ministerial, legislative and other stakeholders on understanding, supporting and adopting the proposed law and that it serves as the fundamental tool that best serves the rights of people with disabilities.
- Accessibility – according to the meeting at Access Board, Jordan's building code is comprehensive and thorough however, the next step is compliance.
- Deinstitutionalization – a strong issue of concern for the Prince; transitioning Jordan's institutional centers into independent living communities, while needed, will require a long and well-planned process as this involves various stakeholders – most importantly the person with a disability - in addition to the long term 'cost value' for this transition.

- Inclusive education and universal design for learning (UDL) – one interesting piece of information made clear during the visits, was the added-value for students attending inclusive schools that adopt the UDL approach. Overall, the performance of students without disabilities improved visibly to their parents, teachers and themselves. As for teachers, in addition to their subject-specific knowledge, they build their interaction skills on working with students with disabilities. The Council has mentioned the need to revisit the structure of the model schools they will work on under the MOU with the Ministry of Education and identify areas to integrate some things they learned from this trip.
- Parent Advocacy – from the meetings, it became clear that a deep level of parent involvement in particular on education is vital for the child as well as the parent. This means that the various players in the disability arena need to further engage parents of children with disabilities into becoming advocates for their child.
- Social media/campaigns – specifically for The Council, there is a need to revisit their media strategy – to include an internal and external approach for interacting with all sorts of media. In addition to revisiting the way in which national campaigns are designed and implemented, taking into consideration budget limitations and tackling them with “out of the box” thinking. Furthermore, analyzing the media and tailoring the Council’s own messages to the manner in which the various media outlets cover news to ensure coverage of their issues. As well as showing journalists the value of using the Council as a source of information and finally allowing “experts” to speak on disability issues thus avoiding the ‘one man show’ style of having a spokesperson handle all interviews. By allowing experts to speak, it adds credibility to the shared information and therefore to the cause.

IV. Persons Contacted:

For final agenda and organizational summaries and speaker bios please refer to appendix A & B.

V. Feedback:

- On the members of the National Council on Disability (NCD), Executive Director Rebecca Cokley explained that the Council’s 15 board members are all people with disabilities. 11 are appointed by the president of the United States and the remaining 4 are appointed by the Senate, adding that “[*the*] *Personality of the Council takes the President’s personality*” due to the direct appointment and the open communication channel with the President.
- Cokley went on to say that “*people with disabilities [are] driving the issues*” based on the town hall meetings the Council’s members have within their own constituencies.
- On deinstitutionalization, a key recommendation noted by various people to the delegation is “*listen to the users [the PWDs] and provide alternative solutions such as redirecting funds into a community to support independent living.*”
- “*The key to HCD’s success is to have [full] authority and enforcement*” is a strong recommendation noted to HRH Prince Mired Bin Raed by Judith Heumann, Special Advisor for International Disability Rights, Department of State during the meeting.
- “*In 2014, 48 cases [labor-related] took place in the United States.*” Adding that “*if the cases are to provide an example or set a precedent [for future cases] then the EEOC would litigate it themselves,*” explained Peggy Mastroianni, Legal Counsel, Equal Employment Opportunity Commission.
- “*Learn from diversity of voices and what you do with that is what matters*”, Judy Shanley, Assistant Vice President, Education & Youth Transition and Co-Director, National Center for Mobility Management, Easter Seals
- “*Rights without remedy is no right at all*”, David Egnor, Associate Director, National Initiatives Team, Research-to-Practice Division, Department of Education when talking about the programs his division works on.

- According to Dr. Jane Strong, Director for Special Education Procedural Support, Fairfax Ridge Administrative Center, “[the] fastest growing population [in schools] is students with autism.” She went on to explain that “of the 27,000 students at Chantilly High School, 400 are students with various disabilities – intellectual, emotional and learning disabilities amongst the highest numbers. Of these 400, 50% go onto college”

VI. Next Steps:

Building on the meetings during the official visit, the Higher Council for the Affairs of Persons with Disabilities will develop a comprehensive action plan on the main priorities identified such as: accessibility; inclusive education; deinstitutionalization; and parent advocacy. Once these plans are drafted, HCD will share with FHI 360 and Judy Heumann, Special Advisor for International Disability Rights, Department of State, to identify the roles and responsibilities in implementing the proposed plans.

One interesting possibility would be to see if USAID CIS can duplicate the mobile smartphone application (App) to identify accessible hospitals (given that Health Care Accreditation Council (HCAC) are thinking of including accessibility in their hospital review process, the app may include the certified hospitals).

USAID CIS QPR #7 Annex B – Gender-Related Activities & Grants

Submitted by Hala Ghosheh, Senior Gender Advisor to USAID CIS

Hereunder is a summary of undertaken work during the period from March 1 – June 30, 2015 for the USAID Civic Initiatives Support Program (USAID CIS). The report is composed of two sections. Section one reflects undertaken activities and Section two, the lessons learned and reflections.

Summary Report of Activities:

During the three month period the Senior Gender Advisor provided four types of technical support to USAID Grantees and staff. The first, focused on providing feedback to grantees as part of program implementation, the second provided feedback on proposal applications, the third in enhancing grantees capacities and knowledge of gender and the fourth in facilitating knowledge sharing sessions for DRG grantees.

A) Review of documents

During the reporting period a number of grantees completed their activity outputs such as research reports, position papers, play scripts, policies and working tools. Only a selection of documents was reviewed due to workload. From the review it was apparent that despite the differences in addressing gender issues among grantees, there are some common observations, and they are:

- **Analysis of gender issues remain shallow and within the traditional framework:** For example, Phenix reference to women was, in most cases, related to their weak participation in trade unions because of social factors there was hardly any analysis of other factors and or role of women in the unions. CDFJ paper had little consideration of gender issues, IRC tool kit and draft report both needed fine tuning from a gender perspective but clearly demonstrated an understanding of issues. SIGI's initial survey analysis report was to a large extent gender blind and weak in reporting statistical information in disaggregated form. There was hardly any analysis of who and how did men and women respond to questions, no significance tests were made to highlight interconnectivity. Nonetheless after making the respective comments SIGI modified their report.
- **Organizations' talk confirms their understanding of issues that are highlighted by the advisor, but their actions do not.** Despite the continued guidance to a number of grantees, the response rate and attendance to the feedback and suggestions is still slow. Organizations tend to express their understanding of the comments and even confirm their agreement to them as well as their willingness to adopt the suggestions but unfortunately, their approaches to address issues tends to reflect otherwise.
- **Addressing gender issues with a number of EDY projects have been challenging at times.** The small and short term nature of this phase of the EDY projects has revealed some of the organizations' weak capacities in analyzing and addressing gender issues effectively. Indeed, projects such as the Badeel and Abna Watan as well as Al Noohod Association can have adverse impact on gender issue if their messages and approaches are not well thought through. For example, Al Noohod Association first draft of the script for the play reinforced the traditional perception of women. Similarly, Al Badeel's initial research approach overlooked protection issues as well as privacy issues.
- **Gender issues are sometimes marginalized, or badly addressed by some of the grantees.** As part of CIS program officer monitoring it was brought to the Sr. Gender Advisor's attention that both LOYAC and Generations for Peace are not addressing gender issues effectively. In fact, in both projects there are indications that can be

worrisome. Actions to address concerns have been planned in coordination with the Advisor and CIS program officer.

B) Feedback to proposals

During this period there were only a few project review: Princess Basma – Aqaba, Forearms, AWLN, SIGI (phase 2), IRC (Phase 2), Phenix (phase 2). Nonetheless, the following observations can be made:

- **The quality of addressing the gender component of the action plan varied between grantees.** For example, IRC and Phenix are improving in identifying, expressing and identifying gender issues and this can be seen in how they are addressing gender issues at least on paper. Organizations such as CDFJ, SIGI and still struggle in addressing gender issues within their programs despite their declared mandate to work on it. For example, SIGI's first draft of the research fell short from providing a sex disaggregated response rate for comparison and the analysis was rather weak from a gender perspective. CDFJ indicated that due to the nature of the project there is hardly any need to account for gender issues (or more especially women concerns) since their work impacts both. The fact that it may impact them differently has been overlooked despite repeated comments to that affect.
- The Princess Basma and Forearms projects highlighted some of the key conceptual gaps among organizations in designing women and or gender related projects. Projects are designed without an analysis of issues and or social and gender dynamics.

C) Enhancing grantees capacities and knowledge

In addition to training a selected number of EDY grantees, the Senior Gender Advisor provided one to one coaching sessions to EDY, CIS and DRG grantees.

- **EDY training:** was attended by more than 10 organizations working through different approaches to address violence among youth with focus on gender issues. The participants' engagement during the training session was exceptional and indeed their willingness and openness to learn and share among each other was promising. Nonetheless, and having worked with a number of the organizations afterwards, the advisor noted that their internalization of the issues and ability to translate the knowledge to their projects was still insubstantial.
- **One to one meetings:** tend to generate more discussions about projects and consequently, more relevant feedback to the grantees. However, in some cases grantees are "unable" to advance the discussions and to integrate it effectively to their work. For example, Abna Watan and Tafileh Women Society. Both teams of these respective organizations dealt superficially with the feedback delivered to them to an extent that suggests that they do not fully understand the comments or simply choose to ignore it. Indeed, discussions of issues during one to one are at length and tend to explain the rationale for comments and most commonly they tend to be on basic issues that are core to research and gender consideration, or in approaching the society e.g. SIGI, Al Badeel, Al Nohood Association and Abna Watan.

D) Gender Focal Point - Gathering

Based on the recommendations from the DRG Gender Focal Point (GFP) trainings, it was agreed that regular meetings to share information and exchange ideas will be held. Accordingly, the project invited the GFP for their first sharing of information meeting. USAID Takamol representatives also joined the group.

While the intention of the meeting was to exchange information and better understand the focal points achievement and challenges, at the end the group suggested to continue the sessions but to also introduce activities that will enhance their skills to undertake gender analysis and mainstreaming in their organizations.

April meeting summary of procedures:

The meeting, because of its informality, was fruitful in creating a learning environment for DRG gender focal points to reflect on issues through sharing their own experiences. To summarize:

- In response to what are some of the changes they noted in themselves after the GFP training, the focal points said: “I am conscious of how I use language now as I realized that it can be biased” (Nour, CDFJ), “I am more aware of issues now especially in relation to gender issues for women” (Laith), “I am trying to use a gender lens but I know I need more” (Rania).
- In response to noted achievements at professional level the focal points reported that:
 - ⇒ For Phenix, they are founding a gender unit at an organizational level and have been hosting meetings with researchers to discuss gender mainstreaming. Moreover, they are reviewing the organizational bylaws to ensure its sensitivity to gender issues. The GFP is also a journalist and has reported that she has become more vocal within her newspaper Al Ghad. Indeed, she eventually convinced the Editor to form a committee to review the paper’s work from a gender perspective and to ensure that articles on gender and women issues are presented in a professional manner.
 - ⇒ For IRC: A gender audit for the organization is planned and perhaps that would lead to more sensitivity.
 - ⇒ For SIGI: In analyzing the 308 law it became apparent to them that they should also analyze the impact of the law on men. A matter that they did not address before.
 - ⇒ For HCAC: there is increased recognition of the fact that we need to “look at things differently” especially for people with disability.
 - ⇒ For CDFJ: considering they are working on changing the law, women and men will both benefit. However, the GFP continues to raise the issue to ensure women representation.
 - ⇒ For Al Hayat: This is the first time the OGP was reviewed from a gender perspective and after analyzing the document it was clear that it is gender blind.
- In response to what are the challenges you are encountering the GFP indicated that:
 - ⇒ Personalization of gender perspective takes time
 - ⇒ Religious perspective should be clarified
 - ⇒ There is still a gap between the theoretical aspect and its application (how to do it with others)
 - ⇒ Work load is high and sometimes distracts from focus
 - ⇒ Lack of tangible indicators
 - ⇒ Competing priorities and gender is generally not included
 - ⇒ Not having access to good quality resources in Arabic in this field
- In response to what are your knowledge and skill needs to enhance your performance as GFP , participants noted:
 - ⇒ Reporting
 - ⇒ Tools for earning support from others (lobbying)
 - ⇒ Defining gender related indicators
 - ⇒ How to priorities project goals

- ⇒ More sessions to exchange information (as this one)
- ⇒ Incorporate a practical and a theoretical aspect within the meeting.
- ⇒ Developing training sessions on gender to train others in the respective organizations.

It was also agreed at the end of the meeting, that we host these gatherings every two months. Hence, the next meeting was planned for June 24th.

Observation:

The meeting was successful in creating a knowledge sharing environment among the GFPs. There was willingness to share and to learn from each other. More importantly, the meeting provided the Advisor and CIS team with additional information about the challenges that GFP encounter and their needs to address gender issues within projects. Clearly, some of the shared information is not portrayed in the organizations’ reports and indeed when asked to report on the different matters, the GFP indicated that they were not aware that that was the nature of information they should report on.

June meeting summary of procedures:

The June meeting was more structured, based on recommendations from GFP in April. Takamol also attend this meeting. It contained managing a session on stereotyping and also providing feedback to CDFJ on their action plan. However, the meeting started with reporting from GFP as to what gender issues they have personally recognized in the last two months.

- Laith: preliminary results of the survey show that the impact of leaving care is different for girls and boys and that girls are judged more than their fellow male care receivers
- Nour: GFP noted that people are full of stereotypes and are not open minded to diversity
- For Greyscale: identifying women and gender experts to participate in their produced episodes is still challenging.
- Rania: leaders of organizations are “double faced”
- Omaima: people and press pick on women leaders more – they do not judge by performance
- Costanza: people perceive women as less capable than men. They respect male trainers more than women in the field.
- Rana: it is a challenge to get approvals on research quotes especially for sensitive matters such as Law 308.

During the meeting the group also discussed how the case of the two teenage girls’ story was handled in the press and by the police. The group expressed their disappointment as to how the situation was managed and how eventually stereotypes and taboos were reinforced.

In reporting on their work issues the participants noted the following:

- For Phenix: other departments in the organizations are starting to be more sensitive to gender issues. The reports they produce as “Labor Watch” have started to include women related issues as well. This is a direct result of raising awareness in the organizations on importance of addressing gender issues.
- For Greyscale: there are only a few women in leadership position many of them do not wish to speak publically about their perspectives. Consequently, women voices are sometimes lost.
- For SIGI: collating the research report is a challenge especially the qualitative aspect of it.

- For HCAC: Preliminary evidence suggests that boys with mental disability are subject to bad treatment more than girls. It is thought that boys need more discipline. Needs of both teenage boys and girls of mental disability are not considered in services provided. By considering some gender aspects in the assessment the organization learnt more about the situation and has made HCAC realize that other assessments need to be reviewed.

After the group reviewed some aspects of CDFJ action plan as an example, it was agreed that in the next meeting more time will be spent practical examples. The next meeting was scheduled for August 10th, 2015 and will focus on a training session as well as insights as to what is considered gender sensitive.

II. Lessons learned and Reflections

During the past few months a number of issues emerged that highlight the need to consider perhaps a change in the working approach that is currently taking place:

- The GFP gatherings revealed more achievements and challenges in mainstreaming gender into programs than is being reported by the organizations officially. Hence, it is proposed that such meetings continue to take place to help overcome the fact that the GFP are not necessarily involved in writing the reports for CIS.
- Not all the GFP are senior in their organizations and as such their contributions and input can be sometimes marginalized and purposely overlooked. USAID CIS and the senior gender advisor should consider more formal ways to involve the GFP in project matters such as writing TORs, reports, designing trainings, etc.
- Although both the CIS and the Senior Gender Advisor continuously confirm the Gender Advisor's availability to support GFP, hardly any contact her. It would be important to explore the reasons why they do not and what can be done to encourage them to optimize on the available resources.
- One-to-one coaching is more intense and more useful for organizations; nonetheless, the quality of outcomes from some of the meetings and feedback remains weak. While this may be attributed to the weak capacity of the organizations it is also indicative that the standards applied extend beyond the practices in Jordan. Although this practice should raise the standards it is also becoming a time consuming matter that frustrates the grantees and does not necessarily ensure a higher quality output.
- The senior gender advisor is providing technical support as needed but does not necessarily have the holistic picture on the projects and is not always updated to support the organizations in avoiding gender issues and in optimizing on opportunities to advance gender discussions.
- Although the delivered trainings to grantees are useful as an introduction to gender relation perspective, the basic scope of the training will not enable them to address gender issues effectively in the projects but at least to avoid reinforcing stereotypes. As such, the program team and advisor's expectations should be realistic. Providing additional one to one sessions with organizations that need further follow up in their projects is a good approach provided they are willing to incorporate the feedback.

- End -

USAID CIS OPR #7 Annex C. Monitoring & Evaluation Highlights – April-June 2015

I. Activity Monitoring and Evaluation Plan (AMEP) Data Collection

Below is a summary of the primary monitoring and evaluation activities from PMP data collection for in-process programmatic activities. This is based on the PMP approved by USAID/AOTR on March 3, 2014.

PMP Data Collection

The following chart displays actual data collected for each program indicator during the period April to June 2015 Year II Quarter III. Please note the following considerations for QIII data:

- Some CIS APS Round 2 grants awarded during QIII will not start until July 1, therefore indicators on grants clustering by strategies (human rights, advocacy and community mobilization) 1.1.1, 1.1.2, 1.1.3 will be reported in Quarter IV.
- Some EDY grantees submitted numbers on their pilot projects as required (using the template provided by CIS). However due to the weak capacity of the grantees and the short implementation period for grants that ended June 30, these numbers require further verification to ensure data can confidently be reported to USAID. To do this, a final M&E report on EDY pilot phase will be compiled from grantees numbers and their supporting documents.
- Al Qantara (a CIS APS grantee) provided data for Q II&III in one report therefore numbers included in this report are compiled from the period from January to June.
- LOYAC (CIS APS grantee) is implementing a project to empower and build the capacity of young females and males to enhance their personal and professional advancement in addition to increasing the sense of volunteerism. For QIII LOYAC focused on providing volunteering opportunities for youth and continuing the training courses all in preparation of the internships that will start at the end of July. The non-unique numbers for youth trained and participated in volunteering opportunities is 2,831 (59% Female and 41% Male). Some of the volunteering opportunities included simple tasks and ushering which include some aspect of learning and serves the purpose of enhancing the sense of volunteerism. For 1.1.5 (# of beneficiaries from grants) FHI 360 has agreed with LOYAC to report data for only number of youth trained so as to reflect evidence of learning and career-development rather than a one-off opportunity such as ushering at an event.

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)		Baseline (CSP & CIS YI)	Q1	Q2	Q3	Q4	Total
P.1	Number/type of public policies changed consistent with CSO advocacy. (USAID 2.3.2)	N/A	N/A	N/A	NA		
P.2	Percentage of targeted CSOs showing improvement within the area of capacity building support received	N/A	N/A	N/A	NA		

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)	33	N/A	N/A	NA		
P.4	Number of laws, policies or procedures, drafted, proposed or adopted in accordance to Jordan’s international and national obligations	7	1	N/A	NA		1
IR 1: CSO engagement is effective		Baseline	Q1	Q2	Q3	Q4	Total
1.1	Number of new laws, regulations or constitutional amendments that protect fundamental freedoms and are consistent with international human rights standards adopted with USG assistance. (USAID 2.2.3.3)	N/A	N/A	N/A	NA		
1.2	Number of laws, policies, and procedures proposed, or adopted to promote gender equality at the regional, national or local level	N/A	N/A	N/A	NA		
1.3	Number of coalitions created as a result of USG support	19	N/A	1	NA		1
1.4	Percentage of targeted CSOs showing improvement on an advocacy index adapted by USAID CIS	N/A	N/A	N/A	NA		
Sub-IR 1.1 : Civic Initiatives supported		Baseline	Q1	Q2	Q3	Q4	Total
1.1.1	Number of CSOs receiving USG assistance engaged in advocacy interventions. (USAID 2.3.1.2)	52	15	N/A	NA		15
1.1.2	Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support (USAID 2.2.3.1)	17	N/A	N/A	NA		
1.1.3	Number of local CSOs supported in conducting outreach, community mobilization and civic engagement. (USAID 2.3.2.1)	N/A	N/A	N/A	23		
1.1.4	Number of organizations supported by USG	595	492	190	132		814
1.1.5	Number of beneficiaries from the grants	226	946	1,370	3739		6055
1.1.6	Number of initiatives led by informal groups with USAID CIS support	N/A	6	N/A	NA		6
1.1.7	Number of joint initiatives by CSOs and the private sector	N/A	N/A	59	163		222
1.1.8	Number of initiatives targeting marginalized groups (youth, women, people with disabilities and refugee host communities).	N/A	N/A	2	NA		2
IR 2 : CSOs function more effectively		Baseline	Q1	Q2	Q3	Q4	Total
2.1	Number of CSOs receiving capacity building support (training & TA). (Non-Unique)	1102	109	181	103		393
2.2	Number of CSOs implementing strategic plans	N/A	N/A	N/A	NA		
Sub-IR 2.1 : CSO capacity building efforts undertaken		Baseline	Q1	Q2	Q3	Q4	Total
2.1.1	Number of CSOs that develop a strategic plan	N/A	N/A	N/A	20		20
2.1.2	Number of individuals trained within USAID CIS direct interventions. (Non-Unique)	1056	821	316	168		1,305
Sub-IR 2.2: ISO service provision expanded		Baseline	Q1	Q2	Q3	Q4	Total
2.2.1	Number of CSOs and/or CBOs trained by ISOs (Non-Unique) (CSP	554	375	40	25		440

	2.1.8)						
IR 3: CS-GoJ interaction is enhanced		Baseline	Q1	Q2	Q3	Q4	Total
3.1	Number of public forums resulting from USG assistance in which national legislators and members of the public interact. (USAID 2.2.1.3)	17	3	N/A	N/A		3
3.2	Number of development issues addressed by CS-GoJ cooperation	6	5	N/A	N/A		5
Sub-IR 3.1: Civil Society - GoJ dialogue increased		Baseline	Q1	Q2	Q3	Q4	Total
3.1.1	Number of opportunities for CS-GoJ dialogue supported(Unique)	N/A	NA	2	3		5
3.1.2	Number of research activities supported	N/A	17	19	1		37
Sub-IR 3.2: GoJ capacity to engage CS improved		Baseline	Q1	Q2	Q3	Q4	Total
3.2.1	Number of trainings in support of government capacity building(Unique)	35	N/A	N/A	1		1
3.2.2	Number of GoJ staff trained(Non-Unique)	234	47	N/A	37		84

II. Gender Breakdown

The total number of individuals reached through CIS Direct Technical Assistance is 168 of which 63% are females and 37% are males. The total number of beneficiaries from the grants is 3,739 of which 68% are females and 32% are males.

III. Grantee M&E

FHI 360 continued to provide technical assistance and guidance to grantees as requested. In response to grantee needs, written guidance on M&E requirements has been developed and provided as part of the orientation kit for new grantees. In addition, planning for the delivery of three M&E Crash Courses for new CIS R2 grantees began with an online survey sent to their M&E focal points to collect data on their capacities, experiences and interest in M&E.

IV. Other M&E activities

FHI 360's M&E Specialist attended the USAID Performance Monitoring Workshop conducted by the USAID Monitoring and Evaluation Support Program (MESP). The workshop brought USAID and IP staff to manage, measure, and report on activity performance in addition to working together to enhance the quality and utility of data. FHI 360 staff also attended a MESP Community of Practice session on conducting DQAs as well as participated in the DevResults pilot.

YII AMEP revisions, including life of project and annual targets were revisited and new indicators were added to reflect program developments, mainly the EDY and DRI RFAs. More gender and inclusion indicators as well as USAID mission indicators were also added. The updated YII AMEP was submitted to USAID on May 31, 2015.