



Final Report

September 28, 2010 – September 27, 2013

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I. Summary of Accomplishments

The Arab Freedom of Association Network (AFAN) project supported an informal network of civil society and government leaders working to protect and advance the freedom of association. In particular, ICNL supported a network of civil society leaders, human rights activists, lawyers, academics, and media representatives as they worked together to deepen their expertise on particular civil society organization (CSO) law issues and create tools, models, and analysis that can support reform. ICNL also provided technical assistance in support of the drafting and adoption of new laws affecting the legal environment for civil society. We are pleased to report that the project’s achievements included the following.

Communities of Practice. The AFAN project facilitated the development of regional “communities of practice” around issues related to freedom of association and CSO law. Through these communities, network members worked together to develop resources and tools that will support activists in promoting the right to associate across the region. ICNL provided grant support to allow the groups to meet, as well as mentoring and drafting advice. These communities of practice: (1) deepened the knowledge and skills of their members, leaving in place a cadre of experts on key issues related to the right

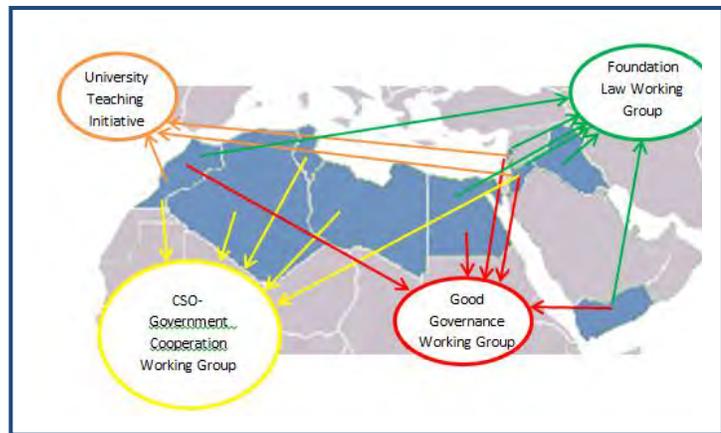




to associate; (2) strengthened linkages among the experts across countries; (3) fostered learning on “second generation” issues of CSO law; and (4) created manuals and other resources that can be used by activists across the region to advance law reform initiatives. Significantly, the communities of practice were demand driven; the groups chose the issues that they viewed as the greatest priority and designed and led all activities. This ensured local ownership and promoted sustainability of the communities. These resources and the expertise developed through the AFAN project will be instrumental in pushing back on restrictive laws and practices and continuing to advance freedom of association in the Arab region.

Developments during the project related to the communities of practice included:

- *Foundations Law Working Group.* A community of associations and foundations developed and agreed upon a model foundations law for the philanthropic sector. With a small grant from the AFAN project, the Arab Human Rights Foundation, in cooperation with the Arab Foundations Forum, used



these guidelines to analyze the existing legal framework for foundations and draft an outline for a foundation law for Lebanon.

- *Good Governance Working Group.* A second community of practice prepared “Guidelines for Good Governance of CSOs.” This handbook on CSO good governance will serve as a tool to promote awareness about principles and practices in CSO accountability and governance.
- *University Teaching Initiative.* To ensure that universities can educate the next generation of lawyers and activists to provide support to CSOs and lead CSO law reform initiatives, a third community comprised of university professors designed a university curriculum on civil society and civil society law.

The AFAN project facilitated learning on other topics through its annual trainings, small grants, and research. Given the success of the original “communities of practice,” network members expressed an interest in developing communities of practice on several of these topics and continuing to work together to deepen their expertise and share best practices. The topics on which parties have expressed the greatest interest include:



- *CSO-Government Cooperation Working Group.* ICNL drafted a guide identifying formal and informal mechanisms to promote CSO-Government Cooperation and held a regional training on the topic in Casablanca, Morocco in September, 2013. These mechanisms include policy documents for cooperation, contact persons in various Ministries and the parliament, councils for civil society development, other cross-sectoral advisory bodies focusing on specific areas or issues, civil society funds/foundations, and codes and regulations on citizen participation. For example, participants shared learning regarding national dialogues in Yemen and Morocco, and experiences with funds to support civil society in Jordan. The workshop and the guide paved the way for new learning and sharing among community members about how to promote more cooperation between civil society and the government. Network members from several AFAN countries plan to advocate for the implementation of some of these mechanisms in their own countries and continue to share best practices.
- *Freedom of Assembly Initiative.* ICNL held an online training focused on the Right to Peaceful Assembly. We further provided a grant for a Network member to prepare a paper analyzing Jordan's compliance with the international standards protecting freedom of assembly, identifying restrictions that impede this freedom, and recommending enhancements to the laws on the topic in Jordan. Given the ongoing protests in the region, network members are interested in sharing best practices and information as they continue to analyze assembly laws and implementation practices in the region, and advocate for the reform of these laws.

Law Reform Initiatives. AFAN's regional initiatives led to opportunities for ICNL and its network partners to support law reform initiatives in the project countries of Yemen, Palestine, Lebanon, and Iraq.

- As discussed above, ICNL supported a Lebanese foundation in researching and drafting a Foundations Law for Lebanon and preparing an advocacy plan to support its adoption. If adopted, the law would be the first of its kind in the region.
- ICNL provided advice and technical review for civil society and government officials in Iraq as they drafted a law on the National Fund to Support NGOs in Development Projects. The Law, once adopted, will provide a local funding mechanism to support CSOs.
- In Palestine, ICNL worked with partners to improve implementation of the Law on Charitable Associations and Community Organizations No. 1 of 2000 (Law No. 1 of 2000). ICNL and its partners held a workshop for lawyers on the Law and its regulations; organized an open forum for civil society and the government to discuss how to improve implementation of the Law; and reviewed and provided feedback on the guides on Law No. 1 of 2000 prepared by the NGO Department.



Because of these activities, lawyers and CSOs are more aware of their rights under the law, and the government has agreed to implement an existing Memorandum of Understanding between CSOs and the Council of Ministers. In addition, they discussed the need for financing for the sector, and the government is now considering the establishment of a fund to support civil society.

- ICNL prepared comments on a draft regulation that seeks to regulate Morocco's fund for civil society. The draft contained problematic restrictions that may restrict other sources of funding for civil society – including foreign donor funding. Moroccan civil society objected to the new circular and the government agreed to engage in broader dialogue with Moroccan civil society before making changes to Morocco's legal framework. These consultations are ongoing and the government intends to revise the law within the next year.
- In Yemen, an AFAN partner brought together CSO representatives and government officials to recommend amendments to the CSO law and implementing regulations. The group developed 29 recommendations to improve the legal environment. The Ministry of Legal Affairs recently suggested that he may be willing to work with CSOs on amending or drafting a new law, and the partner continues to work with civil society to advance the agreed-upon recommendations.

ICNL and its partners continue to support these initiatives even after AFAN project closeout, and we anticipate that several will yield enabling new laws or regulations in the short to mid-term.

Capacity Building. ICNL has strengthened the capacity of hundreds of network members on a variety of freedom of association issues, including rights and best practices relating to foreign funding, and built skills, such as effective engagement with legislatures. We have engaged network members on these issues through in person and online trainings, a large Forum for Network members, eight peer-to-peer fellowships, and 31 small grant, video essay grant, and research grant projects. ICNL and its partners also held 30 events, which resulted in 1,108 people completing USG assisted civic education programs; 1664 people have accessed the online trainings and videos created by ICNL and our AFAN partners. As a result, Network members have the capacity to counter restrictive government proposals and seize upon opportunities for reform. As just one example, Network members in Yemen mobilized civil society and submitted a list of recommended improvements when the Minister of Legal Affairs announced a willingness to revise the legal framework for civil society. Similarly, for over a year, Network members in Egypt fought against restrictive amendments to Egypt's legal framework for civil society.

Resources for Advocates. The AFAN project created a host of resources that can be used by activists to support the right to free association. The project produced 38 written



products, nine online videos, five radio programs, a poster, a cartoon, and at least two new Facebook pages dedicated to improving the CSO legal frameworks in Yemen and Jordan. ICNL and partner ANND prepared and completed the translation of an in-depth manual on Freedom of Association, which includes an analysis of international law governing freedom of association, implementation practices in the Arab world, and recommendations for launching effective advocacy campaigns to promote freedom of association. AFAN subgrantees also produced a number of resources. As but two examples:

- The Egyptian Union of Liberal youth (EULY) launched a campaign to raise awareness about the purpose of civil society and foreign funding of CSOs in the face of the Egyptian government's assault on organizations receiving funds from abroad. EULY prepared two short videos, two research papers, and engaged a variety of media outlets. A popular show on Dream TV, an Egyptian TV station, aired portions of the videos and provided a platform for two EULY representatives to explain their campaign to the Egyptian public.
- In Yemen, the small grant program supported radio broadcasts on the freedom of association, a cartoon brochure explaining in plain language the value of civil society, as well as a number of trainings. This small grant helped raise public awareness of the role of civil society in Yemen, and the importance of protecting freedom of association.



Research grants allowed grantees to advance local and regional knowledge on issues related to freedom of association. For example:

- Saber Nayal of (Egypt), drafted a research paper analyzing how Egypt has used its penal code to criminalize certain exercises of the rights to association, freedom of opinion and expression, and peaceful assembly.
- The Saada Center for Human Development completed a research paper spelling out how CSOs can file lawsuits to protect their rights under Iraq's Law on Non-Governmental Organizations (Law 12 of 2010).

Video Essay grants supported projects such as Qabila TV's videos, including a cartoon that explains in simple terms the meaning of "civil society" for the Arab public, and an essay consisting of interviews with CSO representatives on how to develop civil society in the Arab world.



The project will leave in place resources that will reach CSOs and the public throughout the region and continue to benefit advocates after the project concludes.

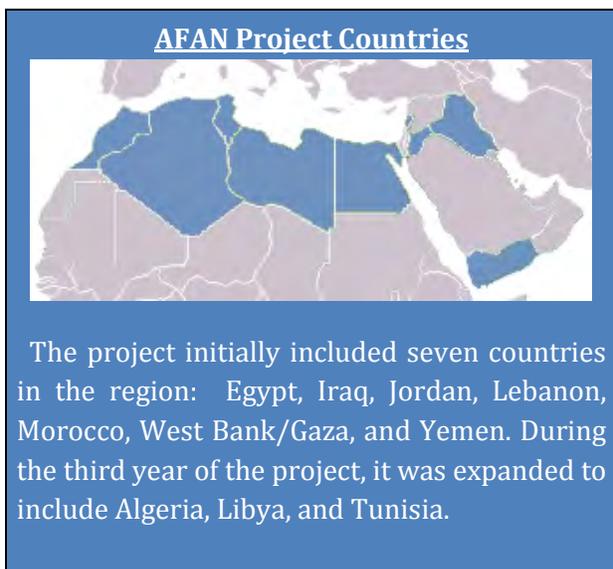
Building linkages between CSOs and Media. AFAN built linkages between CSOs and media, so as to improve the ability of media to report on legal restrictions imposed on civil society and CSO legal reform initiatives, as well as CSO capacity to engage with media. The AFAN conference on CSO/media relations for regional CSOs and media institutions led by partner IMDA engaged 121 CSO and media representatives. Eight CSO/media relations guidebooks, which were also prepared by IMDA, explained key media concepts, the role of media in addressing civil society development, and provided tools for engaging media in advocacy campaigns.

The AFAN project fostered effective communication within the network and with the public by providing regular updates via the AFAN Facebook, Twitter, and YouTube accounts. The project also issued email alerts to Network members, other interested civil society representatives, and the international community when governments threatened restrictive measures against civil society; and held in-person forums and trainings for Network members.

II. Overview of the Project and Major Activities Undertaken

AFAN supported a network of civil society leaders, human rights activists, lawyers, academics, and media representatives by:

- (A) Strengthening the Capacity of Network Members on Freedom of Association Issues;
- (B) Fostering Effective Communication within the Network and Between Network Members and the Public; and
- (C) Supporting Initiatives to Protect Freedom of Association in Target Countries.





A. Objective: Strengthen the Capacity of Network Members on Freedom of Association Issues

A key premise of the AFAN project was that in order to be effective in meeting common challenges surrounding the right to associate, activists must have:

- Knowledge of international and comparative law regarding the right to association as well as of best practices with respect to the legal framework for civil society;
- Models, analyses, research and other tools to assist them in advancing the freedom of association, whether through advocacy against restrictions and for enabling CSO laws, research and teaching, or representation of CSOs.

ICNL therefore sought to build the capacity of CSO leaders, human rights activists, media practitioners, academics, and legal experts to advance the right to Freedom of Association and an improved CSO legal environment. ICNL led a number of activities designed to advance capacity of regional activists, including in person and online trainings and development of regional research. In addition, we supported a number of peer-to-peer learning opportunities for our partners to allow them to leverage their expertise to educate others. These included peer-to-peer fellowships and grants to support development of research and tools.¹ Details follow.

Regional Trainings on Freedom of Association. ICNL held a regional training on a topic relating to freedom of association during each project year to explore some of the most critical legal issues facing civil society and increase the knowledge and skill of partners to address these issues.

May 2011 Training: ICNL's first regional training provided the opportunity to bring together some of the leading experts in the region who focus on freedom of association. The group, which met in Cairo, discussed how the democratic transitions in Egypt and Tunisia and the continuing protests and unrest in the region present new opportunities and challenges for reform of the laws governing CSOs, and articulated new strategies for CSOs to improve freedom of association in the Arab region.

Participants identified specific activities that can be taken in individual countries to improve the legal framework for civil society. The workshop participants also identified

¹ *Needs Assessment.* Before commencing other project activities, ICNL engaged partner ANND to conduct a needs assessment. The assessment was shared with network partners throughout the region and formally presented at the Arab Forum on Freedom of Association. The needs assessment identified the capacities and needs of freedom of association activists and CSO networks in our target countries. The needs assessment helped guide the design and implementation of project activities.



several ways in which a regional network on freedom of association and assembly can help improve the legal framework for civil society, including: 1) providing training and resource materials; 2) making available experts who can provide technical assistance, and share their experiences working on these issue in their own countries; and 3) monitoring the legal environment for civil society throughout the region. Throughout the remainder of the project, ICNL followed-up on these recommendations by:

- 1) providing training through its AFAN Forum, annual trainings, and through small grants;
- 2) facilitating members' preparation of materials through small grants and mentorship;
- 3) providing technical assistance and creating opportunities for AFAN Network members to share their experience and expertise at AFAN events and regional trainings; and
- 4) engaging members in monitoring by providing regular updates about the legal environment for civil society through its email alerts and online tools.

Perhaps the most significant outcome of the meeting was the identification of the “community of practice” as an approach for advancing a regional network. Participants expressed interest in developing a sustainable, effective, and democratic network through these communities of practice. ICNL acted on this suggestion by using subsequent activities to offer opportunities for network members to form communities and to support their work. Specifically, at our Forum on Freedom of Association in the Arab Region, participants established priority issues to be addressed by communities of practice. ICNL then provided grant funding and technical support to assist these learning networks. As a result, the communities of practice achieved the results described, supra p. 2, and supported efforts to propose new laws, educate the next generation of CSO leaders on freedom of association, and oppose threats to freedom of association.

June 2012 Training: ICNL’s second workshop focused on good governance for CSOs, one of the thematic areas around which a community of practice formed. The workshop brought together experts from the community of practice to discuss regional standards for good governance and accountability for CSOs. As the participants had significant experience working on these issues, they facilitated the interactive sessions.





Participants agreed upon regional norms related to CSO governance and accountability. At the end of the workshop, the group decided to draft a handbook on good governance and accountability and selected three persons from the group to lead drafting, drawing on the information prepared and agreed to during the workshop. The handbook will continue serve as a tool to promote awareness about the principles and practices on CSO accountability and governance.

September 2013 Training: ICNL held its third workshop, “Models to Promote Cooperation between Civil Society and Government,” in Casablanca, Morocco. The objectives of the workshop were 1) to discuss mechanisms to promote greater cooperation between the government and civil society; and 2) to explore mechanisms currently being developed in the MENA region, as well as examples from other regions. During the final session of the workshop, participants worked in country teams to prioritize the mechanisms, practices, or laws that should be advanced to create an environment that supports more cooperation between government and civil society.



Online trainings. ICNL also held four online trainings to ensure that information on CSO legal issues was available to a broader range of regional activists:

- The first training focused on how to analyze legislation affecting civil society. The training provided participants with an overview of international law and good regulatory practice, equipping them with the information and tools necessary to do an initial analysis of a draft CSO law.
- ICNL’s second online training focused on international law and best practices regarding foreign funding and civil society. The training provided participants with an overview of international standards and best practices, as well as alternative solutions to restrictions imposed by governments on foreign funding of civil society organizations.
- Egyptian attorney, civil society leader, and network member Negad El Borai led the third online training, which focused on Accountability and Good Governance for CSOs in the Arab region. Mr. El Borai presented a set of Principles for CSO Accountability and Good Governance. Mr. Borai then led a discussion demonstrating how these principles can be used to assess the standards and practices relating to accountability and good governance in the project countries. This good governance



community of practice incorporated information from this training into its good governance guide, now available throughout the region.

- The fourth online training provided an overview of international protections for the right to peaceful assembly, including the scope of this right. The training highlighted several common restrictions on the right to assembly, including advance notification requirements and restrictions on the time, place, and manner of an assembly; and provided participants with the necessary tools to distinguish between permissible and impermissible restrictions.

Creation and Distribution of Practical Research, Models, and Advocacy Tools. Throughout the project, ICNL provided practical research, models, and advocacy tools to our partners as they undertook initiatives. For example, ICNL conducted research and analyzed the legal frameworks for foundations, philanthropic organizations, and grant-making institutions in various countries in the region. ICNL then presented this information during a session of a conference organized by the Arab Foundations Forum in Cairo, Egypt. The presentation provided an overview of the laws governing foundations in the countries in the region and highlighted the lack of enabling legal frameworks for foundations, and identified the potential benefits of prioritizing foundation law reform. ICNL introduced a conversation about what a model foundations law for the region would address, and then facilitated a discussion about potential next steps for improving the legal frameworks for foundations in the region. The research and presentation ultimately provided support for the work of the community of practice on foundations law and philanthropy.

In advance of the September 2013 workshop in Morocco, ICNL prepared a paper, “Models to Promote Cooperation between Civil Society and Public Authorities,” which identifies and describes the variety of institutional mechanisms that can help promote collaboration, the policy frameworks for cooperation, as well as principles for public participation in decision-making. As discussed above, p. 3, the training generated interest in a new community of practice surrounding CSO/government cooperation.

The AFAN project produced an Arab Freedom of Association Manual in both Arabic and English. The manual is an 85-page analysis of international law governing freedom of association, implementation practices in the Arab world, and recommendations for launching effective advocacy campaigns. The paper was drafted by our partner in Lebanon, the Arab NGO Network for Development, and authored by Ms. Mervat Rimshawi, a prominent professor and human rights advocate.



Focus of Training, Grant, and Fellowship Programs

In developing trainings and selecting fellowship and grant recipients, ICNL prioritized the following:

- 1) **Activities or initiatives that advance one of the communities of practice.** For example, we issued small grants to support work done by the communities of practice on foundations law; good governance and accountability; and development of a university curriculum on civil society law. We further supported the work of the good governance and accountability community with an online training and a peer-to-peer fellowship that resulted in revisions to the community’s Guide to Good Governance.
- 2) **Activities or initiatives supporting law reform in a project country.** In Palestine, research grant papers laid a foundation for understanding problems with implementation of the CSO laws; peer-to-peer fellowships introduced Palestinians to models for more effective relations between CSOs and government; and small grants supported a dialogue between government officials and CSOs on improved implementation of the laws. Peer-to-peer fellowships exposed Yemeni CSO leaders to models for legislative drafting and advocacy from Lebanon and Egypt, while small grants to two Yemeni CSOs promoted development of recommendations for a new CSO law and public education to build support for enabling laws governing freedom of association.
- 3) **Innovative or advanced “second generation” topics or issues, on which further research and expertise is needed.** ICNL initiated training and research on freedom of assembly and CSO/government cooperation, two issues of increasing relevance to CSOs in the region. Through grants and fellowships, partners explored challenges posed to freedom of association in countries in transition, tax exemptions for philanthropy, and models to encourage public participation, among other topics.

*Research Grant Program.*² Throughout the project, ICNL provided several research grants to enable partners to share learning on civil society law issues and made this information available on the AFAN website. Three papers supported our initiative to support better implementation of the laws governing CSOs in Palestine by examining aspects of the laws and implementation practices:

² The AFAN project includes two types of grants: research grants and small grants. The research grants support the development of research that can be used across the region to build knowledge and support initiatives relating to freedom of association. The small grants enable partners to design and implement projects to promote the right to freedom of association in their countries or across the region. The research grants are discussed in detail below and the small grants are discussed in detail in section II.C.



- **Adnan Sulliman** prepared a paper on the laws that affect the enabling environment for CSOs in Palestine.
- **Fateh Hamasha** prepared a paper on the role of designated governing authorities in supervising CSOs in Palestine.
- **Enas Suhweil** prepared a paper comparing the legal environment for Civil Society Organizations (CSOs) in Palestine before and after the enactment of the Law No. 1 of 2000, which governs CSOs; identifying the challenges that impede the implementation of the law; and identifying approaches to improve implementation.

Other papers considered innovative topics relating to the right to freedom of association either in a project country or in the region:

- **The Saada Center for Human Development** completed a research paper explaining the process by which CSOs in Iraq can file lawsuits under Iraq's Law on Non-Governmental Organizations (Law 12 of 2010).
- **Saber Ahmed Nayal** drafted a research paper on the impact of the Egyptian Penal Code on civil society.
- **Hussein Alteibi** prepared a paper analyzing Jordan's compliance with the international standards protecting freedom of assembly; identifying restrictions that impede this freedom in Jordan; and recommending enhancements to the laws governing freedom of assembly in Jordan.
- **Sadam Abu Azzam** prepared a paper summarizing legal and field research on the right to freedom of association in Jordan.
- **Mounir Snoussi** prepared a paper on the legal environment for CSOs in Tunisia.
- **Saada Al-Kilani** prepared a research paper examining tax exemptions and deductions for donations made to CSOs in the MENA region.
- **Amour Boubakri** prepared a comparative study on the transition and challenges to freedom of association in four countries in the Arab region: Tunisia, Libya, Egypt, and Yemen.

Peer-to-Peer Fellowship Program. Over the course of the project, ICNL arranged and funded eight peer-to-peer fellowships. The peer-to-peer fellowship program enabled practitioners to learn from CSO law initiatives in other countries. One fellowship supported the work of the Good Governance Community of Practice:

- **Alaa Shakir Dohi**, Researcher and Head of Civil Society at the Freedom of Opinion Media in Iraq, was hosted by the Arab Anti-Corruption Organization in Beirut, Lebanon. Over the course of his fellowship, he was able to learn more about good



governance for CSOs. He helped to revise the Guide on Governance of Civil Society Organizations, and further helped to organize the launch event for the Guide.

Several fellowships supported exchanges of experience with respect to law reform initiatives and advocacy in the project countries:

- **Rekar Hussein**, a CSO representative from Iraq, completed a fellowship with the Arab NGO Network for Development (ANND). During his fellowship, Rekar learned how engagement with the international community might help advance reform and about the role Iraqi CSOs can play in raising the international community's awareness of CSO legal issues in Iraq..
- **Yasmine Ibrahim**, founder of the Madarek Organization for the Right to Knowledge in Egypt, completed a fellowship with the Land and Human to Advocate Progress organization (LHAP) in Jordan in April 2012. She participated in the fellowship program to learn more about advocating for an enabling legal framework for civil society that promotes public participation and respects the freedoms of association and expression. By working alongside the LHAP, Yasmine was able to observe the organization's current initiative to draft a law on associations. She also visited a number of organizations and civil society partners to learn more about the issues facing CSOs in Jordan. Her fellowship helped prepare her to support the drafting of a new Law on Associations in Egypt consistent with Egypt's obligations under international law and to develop a code of conduct for CSOs.
- **Khaled Alshameri** of Yemen's National Organization for the Development of Community was hosted by the Organizations for Civil Activities in Tripoli, Lebanon. During his fellowship, Khaled focused his research on means of reducing government interference in the establishment of CSOs and effective advocacy tools for CSO law reform. The host shared with the fellow information about the relationships between CSOs and the government in Lebanon, how CSOs have been able to reduce government interference in their work, and models for advocacy.
- **Naji Ashal**, president the Mareb Dam Foundation Organization for Social Development (MDF) in Yemen was hosted by the Arab Program for Human Rights Activists (APHRA) in Cairo, Egypt in May-June, 2013. During his fellowship, Naji completed a comparative study on the different drafts of the restrictive and controversial CSO Law proposed in Egypt. He also conducted research, observed media conferences, and provided assistance to studies about the Laws on Associations and Local Administration. He also helped with APHRA's project to monitor violations of law affecting CSOs with respect to incorporation, exercise of



activities, funding, etc. His fellowship helped him learn about developing legislative proposals for legal reforms and gain experience monitoring the space for civil society and implementation of a CSO law.

- **Enas Sahwil**, Executive Director of the Arab Federation for the Protection of Intellectual Property Rights in Palestine, was hosted by Réseau Espace Libre de la Citoyenneté, de la Formation et du Développement à Mohammedia (ELCIFODEM), in June-July, 2013 in Mohamadia, Morocco. During her fellowship, Enas learned about and helped to support the host organization's documentation, media and communication center. She further assisted with the issuance of a communication bulletin and helped organize a local seminar in Yusifia about "the role of civil society in strengthening participatory democracy after the Arab spring." She also participated in civil society's parallel discussion on the margins of Morocco's National Dialogue. Her fellowship allowed her to learn about the dynamics of Moroccan civil society and methods for promoting understanding of civil of society and public participation in Palestine.
- **Ibrahim Muamar**, Chairman of the Board of Directors, National Association for Democracy and Law, was hosted by ICNL LLC in Amman, Jordan in January 2013. Ibrahim focused on how to improve implementation of Palestine's CSO law. Ibrahim focused his research on means of reducing government interference in the establishment of CSOs; methods of improving CSO/government cooperation; and effective advocacy tools for CSO law reform.
- **Reem Chalak**, a civil society leader from Lebanon, was hosted by ICNL's Jordan office. During her fellowship, she wrote two essays on freedom of association and freedom of assembly, and developed a plan to engage the media on these issues.³

B. Objective: Foster Effective Communication within the Network and Between Network Members and the Public

The AFAN project further sought to foster both internal Network communication and external partner outreach on freedom of association and CSO law issues. ICNL created

³ ICNL had also hoped to place one additional fellow, but the fellow cancelled his fellowships. Khaled Ahmed Jumaili, Head of the Humanitarian Organization for Mesopotamia in Iraq, accepted a fellowship with the Forum des Alternatives Maroc in Rabat, Morocco. Khaled asked to postpone his fellowship because he felt he needed to remain close to home due to the deteriorating security situation in his neighborhood. He was thereafter unable to obtain a visa and travel to Morocco before the end of the project. Due to the challenges with Iraqi citizens obtaining visas to Morocco, we offered to place him with an organization in Lebanon. He initially accepted, but then cancelled his fellowship several days before he was due to depart.



online portals for the exchange of information by partners, and provides forums for partners to meet and share experiences. ICNL worked with partner IMDA to improve partners' capacity to reach out to the media and the public.

Forum on Freedom of Association in the Arab Region. ICNL and ANND organized the Forum on Freedom of Association in the Arab Region, which was held in Beirut, Lebanon November 16-17, 2011. The Forum brought together a group of prominent participants to review the obstacles facing CSOs and to discuss methods to overcome these challenges and ways to improve the enabling environment for civil society. The Forum also provided participants with the opportunity to discuss the role of CSOs following popular uprisings across the region.

The Forum concluded with an Idea Exchange, where participants delved into ideas that were proposed or discussed at the conference in detail. Participants worked in groups to identify the tools and products that would help advance their work on particular topics relating to freedom of association and to develop plans of action. ICNL supported communities of practice formed by participants to follow-up and implement these priority initiatives.

CSO / Media Relations Conference and the Development and Distribution of CSO/ Media Relations Guides. The International Media and Development Agency (IMDA) held the CSO-Media Relations Conference November 3-4, 2012, in Cairo bringing together media and civil society representatives from Egypt, Lebanon, Morocco, Jordan, Iraq, West Bank/Gaza, and Yemen. Media representatives learned about the legal restrictions imposed on civil society and CSOs' initiatives to improve the legal enabling environments in the seven project countries. Civil society also learned from media representatives about how it can engage the media on these topics.



Development and Distribution of CSO/ Media Relations Guides. IMDA and its local partners developed seven media guides – one media guide per country for Egypt, Palestine, Jordan, Lebanon, Morocco, Iraq, and Yemen, and one regional guide – to improve CSOs' ability to reach out to and engage with media, and cultivate media as an ally in law reform or defense of freedom of association. The guides provide information on local media institutions and NGOs in each target country and explain key media concepts, the role of media in addressing civil society development, and tools for engaging media in advocacy campaigns. The guides were discussed during the CSO/ Media Relations Conference and



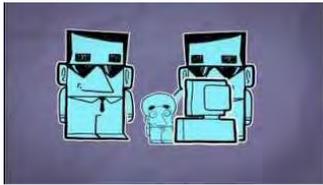
updated based on the discussions at the conference. IMDA finalized and printed copies of each guide in Arabic.

Social Media. ICNL distributed numerous updates, news items, and alerts via Twitter, Facebook, and through group email lists, and encouraged network participants to use these resources to share information. These social media tools have become a source of up-to-date information about freedom of association and regulatory threats against CSOs in the MENA region. ICNL currently has 143 followers on twitter and 529 “likes” on Facebook. 1,569 people viewed the AFAN project’s YouTube videos, including videos prepared by the project’s small grant recipients.



Video Essay Grant Program. ICNL invited CSOs, businesses, groups, and individuals interested in freedom of association and civil society law to submit proposals to develop short video essays.

- **Qabila TV** produced two short videos. The first video is a cartoon that explains in simple terms the meaning of “civil society” for the Arab public. The second consists of interviews with CSO representatives on how to develop civil society in the Arab world. These videos will help raise public awareness about the contributions of CSOs to their communities and to increase public support for the creation of an enabling environment for civil society.



- **Partners Jordan** created a five-minute video highlighting civil society’s concerns about the enforcement of the CSO law in Jordan and potential areas of improvement. The video is an educational and advocacy tool for stakeholders, including CSOs, government decision-makers, members of parliament, and other interested parties.



C. Objective: Support Initiatives to Protect Freedom of Association in Target Countries

Technical Assistance. AFAN’s regional initiatives led to opportunities for ICNL and its network partners to support law reform initiatives, and throughout the project, ICNL offered technical assistance in AFAN project countries.⁴

⁴ ICNL had existing country-specific law reform projects in Egypt, Jordan, and Iraq, and thus prioritized technical assistance to the AFAN countries that otherwise did not have access to technical assistance.



Palestine. ICNL conducted a four-day assessment visit to Ramallah to meet with civil society leaders and government officials February 3-7, 2013. The purpose of the assessment was to examine how to improve the implementation of the Law 1 of 2000. In advance of the assessment trip, ICNL also prepared an analysis of the legal environment for CSOs operating in Palestine.

The assessment suggested a number of promising areas for interventions, and ICNL joined AFAN partners to seek improvements to implementation of the Law No.1 of 2000. ICNL and its partners organized training for lawyers on the Law and its regulations, held an Open Forum for civil society to raise its concerns and suggestions with Government officials, and revised the guides on Law No.1 of 2000 prepared by the government's NGO Department, drawing on the research papers prepared by the research grant recipients. Because of these activities, lawyers and CSOs are more aware of their rights under the law, and the government has agreed to implement an existing Memorandum of Understanding between CSOs and the Council of Ministers. These activities, as well as the regional training on CSO-Government cooperation, have further led to the government asking for ICNL assistance in creating a fund to support CSOs and continuing to work to improve implementation of its CSO law. ICNL and its partners are continuing to work together following AFAN closeout to seek additional improvements to implementation of the law and to support dialogue regarding the fund.

Lebanon. In December 2012, ICNL participated in a conference in Cairo, Egypt, and presented on the legal framework for foundations, highlighting some of the deficiencies of the current laws governing foundations in countries in the region. At the end of the session, ICNL worked with the participants to develop Guidelines for Model Foundations Law and identified interested persons to work on the initiative.

ICNL supported the Arab Human Rights Fund, a Lebanese foundation, and other stakeholders as they researched and drafted an outline of a Foundations Law for Lebanon. The drafters relied heavily on the Model Foundations Law prepared by one of the AFAN Communities of Practice. If adopted, the law would be the first of its kind in the region. The stakeholders continue to refine the draft foundations law, and ICNL has offered to provide technical assistance during this process. The stakeholders plan to launch an advocacy campaign and meet with government officials to discuss the draft law once there is a new Government.

Iraq. ICNL provided advice and technical review for civil society and government officials in Iraq as they drafted a law on the National Fund to Support NGOs in Development Projects. The Law, once adopted, will provide a local funding mechanism to support CSOs. ICNL and its local partners in Iraq are continuing to advocate for the fund law.



Yemen. During the spring of 2012, ICNL prepared comments on the implementing regulations for Yemen’s Law on Associations and Foundations No. 1 of 2001. Network members used these comments as a resource as they developed their own assessment of the law and regulations and identified potential modifications. Network members requested revisions to the Law and are currently working on reviewing a new draft Law.

Morocco. ICNL reviewed and provided comments on a draft Circular on the Conclusion of Partnerships between the State and Associations, which was prepared by Morocco’s Ministry in Charge of Relations with Parliament and Civil Society. The Circular aimed to promote partnerships between the Moroccan government and civil society. It also aimed to promote good governance principles, accountability, and transparency in the implementation of the Moroccan government’s program to fund civil society. However, the Circular included several restrictions on CSOs’ ability to seek and secure funding, particularly foreign funding. Moroccan civil society objected to the new circular and the government agreed to engage in broader dialogue with Moroccan civil society before making changes to Morocco’s legal framework. These consultations are ongoing and the government intends to revise the law within the next year.

Small grants. We awarded small grants to further our signature initiatives, including the Foundations Law initiative, and to improve the legal environment for civil society in the project countries. Grants that supported the communities of practice included:

- **The Saaned Organization for Social Development (Saaned)** organized a two-day regional consultation meeting in Amman to 1) agree on parameters for what makes a good foundations law, and (2) develop tools to enable the philanthropy sector measure its level of transparency and accountability. Twenty participants participated in the consultation meeting. Following the consultation meeting, Saaned developed two documents: 1) A guide to analyzing foundations, grant-makers and corporate philanthropy; and 2) guidelines for grantees and grantors about applicable rules of accountability.
- **Saaned** received a second grant to hold two consultative meetings: one in November 2012 to agree on the scope and content of a Foundations Law and another in first quarter of 2013 to prepare a plan for launching the model law and related advocacy in support of such a law. The working groups drafted model articles and key definitions for a foundations law. SAANED held a follow-up meeting in Beirut,





Lebanon on April 30, 2013 to present the group’s work, endorse the guidelines, and develop an advocacy plan to launch the model law. ICNL participated in this meeting. The group completed a set of Guidelines for a Model Foundations Law.

- **Arab Human Rights Fund (AHRF)** in Beirut, Lebanon received a grant to follow up on the successful initiative to prepare Guidelines for the Model Foundations Law. AHRF, in collaboration with the Arab Foundations Forum (AFF), conducted additional research, drafted a Law on Foundations using these model provisions, and drafted an advocacy plan tailored to the circumstance in Lebanon.
- **Tamkeen for Society Development** held three-day workshops in the provinces of Rima and Hadida in Yemen on the principles of transparency, accountability, and good governance in organizations. The grantee also provided input on the regional guide for good governance and accountability. In particular, she helped identify the information CSOs in Yemen would like to have included in the guide, and contributed her expertise on the topic.
- **Hicham Yehia of the Arab Anti-Corruption Organization:** arranged and held a workshop in Beirut on 6 – 7 December 2012 to revise the draft “Guidelines for Governance of CSOs.” The workshop resulted in an agreed-upon definition of civil society to use in the guide, refined the scope and structure of the guide, and set a final framework to the guide’s content and annexes. The participants agreed to incorporate the conclusions, discussions, and deliberations of the workshop into the guide; standardize the language used; and prepare a penultimate version and distribute it to the participants at the Jordan and Beirut workshops. The group completed the Guidelines, which are now available throughout the region.
- **Hicham Yehia** received a second grant to hold a launch event to distribute the “Guidelines for Governance of CSOs” to civil society institutions in the Arab region.
- **A group of three AFAN partners and university professors, Emad Bashtawi, Hoda Chalak, and Jamila Dalimi,** received a grant to prepare a University Curriculum on civil society and civil society law. The curriculum will be a resource for universities that plan to include civil society law in their curriculums. The curriculum will help support the education of the next generation of lawyers and activists to provide support to CSOs and lead CSO law reform initiatives.



Small grants further supported law reform initiatives and analysis by project partners, including the initiatives discussed above with respect to ICNL technical assistance.

- **Ali Khashan & Majed Aruri** received a grant to organize workshops for lawyers on the Law on Charitable Associations and Community Organizations in cooperation with the Bar Association of Palestinian Lawyers. They also organized an open forum on the Law in cooperation for members of CSOs and employees of the NGOs Department at the Ministry of Interior. The partners requested revisions to the guides on the Law, prepared by the NGO Department in the Ministry of Interior, which provide guidance about how to interpret and implement the Law No. 2001. The revision of the guides will help improve implementation of the Law.



- **Shami al-Shami** from Palestine held a series of conferences and trainings in Jenin focused on the protection of civil society.



At the workshop, participants agreed to form a legal defense network that includes volunteer human rights activists and lawyers. He also prepared a report on the challenges faced by the civil society in Palestine, a poster about the right to freedom of association, and a radio program talking about the right of association in Palestine.

- **Civic Democratic Initiatives Support Foundation (CDF)** organized three expert focus group meetings to analyze the implementing regulations for Yemen’s CSO law and to prepare information to be distributed in three workshops in the governorates of Aden, Hodida, and Sana’a. CDF targeted 40 participants in each workshop with a total of 120 participants from the Ministry, Parliament, CSOs, Political Parties and Youth. Participants developed 29 recommendations to improve the legal environment in Yemen. These included recommendations to improve the



CSO law as well as the implementing regulations, because the Ministry of Legal Affairs recently announced that the law should be reviewed and that he is willing to work with CSOs on amending or drafting a new law. The grantee continues to work with civil society to advance the agreed-upon recommendations.

- **Ghazi Abdulrahman Nagi Alsamey** held a series of workshops in Yemen to raise awareness about the importance of civil society. He further produced, recorded, and broadcasted radio programs on topics related to the Freedom of Association, and produced and distributed copies of a cartoon brochure explaining the importance of civil society. His grant also supported creation of a Facebook page about Freedom of Association in Yemen, which enabled project beneficiaries and other stakeholders to communicate and share experiences. Shortly after Ghazi held these workshops, the government announced its willingness to work with civil society to improve freedom of association in Yemen.



- **The Egyptian Union of Liberal Youth (EULY)** launched a campaign to raise



awareness about the purpose of civil society and the justifications for foreign funding of the sector. As part of this campaign, EULY prepared two short videos, two research papers, and engaged a variety of media outlets. The films introduced the value and purpose of civil society, and explained the why foreign funding is important

for sectoral sustainability. EULY also launched an information campaign that engaged various media outlets, including Facebook, Twitter, Online news websites, online radio, printed newspapers, and TV stations. EULY's videos were aired on Dream TV, an Egyptian TV station, and were followed by an interview of EULY representatives who spoke about their campaign. EULY's research papers helped raise awareness about why recent restrictions on civil society and foreign funding of the sector are inappropriate.



- **The Land and Human Center to Advocate for Progress (LHAP)**, a Jordanian organization represented by Ziyad Alawneh, advocated for a new legal framework for civil society in Jordan. LHAP formed an advisory technical committee comprised of experts from 15 CSOs, which conducted a study comparing Jordan’s law with other regional laws and drafted a new draft law on



associations. LHAP then held a one-day national workshop for 35 CSOs from across Jordan to build support for the new draft. LHAP successfully engaged the media and a broader group of CSOs and individuals to raise awareness about its campaign. In particular, LHAP posted several interviews on Facebook; and gave a one-hour interview on Irbid FM radio and two interviews on Jordan Radio. LHAP also circulated 100,000 e-mails outlining the process through which the new draft law was prepared and sent approximately 250 text messages to CSOs and members of the upper and lower house of the parliament. It further launched a Facebook page in support of the draft law following the national workshop. LHAP and other CSOs continue to pursue revisions to Jordan’s legal framework.

- **Mohammed Al Jreibia** received a grant to prepare a research paper analyzing Jordan’s laws governing the work of CSOs, the relationship between CSOs and the state, and the challenges and opportunities facing this relationship. The paper presented recommendations and suggestions to enhance the complementary and participatory relationship between CSOs and the state. The grantee also held a launch event to present the paper.
- **Hoda Chalak, lawyer and university professor, and a leader of the Organizations for Civil Activities (OCA)** in Tripoli, Lebanon held a workshop about “the Impact and Role of Civil Society Organizations in its Local and National Environment.” The workshop targeted 60 young men and women interested in voluntary work. The workshop provided an overview of the history of civil society in Lebanon; a summary of the laws governing CSOs’ work; and a discussion of the effectiveness and role of CSOs in Lebanon. OCA prepared a guide on all the topics discussed in the workshop. The guide will serve as a reference to those interested in CSOs work and will help them identify a clear role for their CSO, help them



understand how to be an effective organization, and guide them about how to comply with the laws governing CSOs' work.

- **Akreem Nssiri** received a grant to implement three workshops to compare Tunisia's 2011 Decree on Associations with international standards on freedom of association and identify ways to improve the decree; prepare a nationally distributed report on the workshops' outcomes and recommendations; and present the recommendations to members of the Constituent Council.

III. Lessons Learned

ICNL learned several important lessons throughout the AFAN project:

Networking in the Region. Through the AFAN project, ICNL sought to develop an informal learning network that would increase linkages among regional CSO legal experts on freedom of association and CSO law issues; and enhance networking among CSO leaders to encourage sharing of best practices and effective approaches to strengthening civic participation and the role of CSOs.

ICNL recognized that there were already a number of formal networks in the region working on a variety of topics relating to freedom of association. ICNL did not want to supplant these existing networks. ICNL also recognized that it would be difficult to ensure the sustainability of a formal Network association because of the costs involved in registering and operating an organization, as well as the time commitments it would demand from Network members who tend to have other professional obligations. Thus, ICNL sought to create a different kind of network-- an informal network that was demand-driven, action-oriented, and primarily centered around bringing together CSO leaders, human rights activists, media practitioners, academics, and legal experts with similar needs and interests and then addressing those needs by offering them knowledge sharing and tools to help them carry out their work more effectively.

At the beginning of the project, ICNL researched various types of informal learning networks and offered to assist AFAN partners in organizing around "communities of practice." "Communities of practice" are groups of individuals who join together to undertake a common objective or initiative and learn through experience.

This informal network responded to the needs of the network members, supplemented existing projects and initiatives, and funded initiatives and activities that resulted in the creation of new resource materials and information-sharing across borders. In particular, most of the "communities of practice" brought together a group of experts from around the region to create a tool or product. This allowed participants to have



ownership and leadership over the initiative, and provided an opportunity for more sustained engagement between members. As a result, these communities of practice created a network of practitioners who can continue to actively work together and support each other as they work to improve the legal framework for CSOs in the Arab region.

Given the success of these communities of practice, ICNL plans to continue to use the regional communities of practice model to support informal networks of practitioners working to advance freedom of association.

Instability in the Region. ICNL faced several challenges due to the security situation in the project countries. For example, ICNL planned to travel to Yemen to meet with civil society representatives and the representatives of Yemen's National Dialogue Committee (NDC) responsible for CSO legal issues and developing a national partnership document between government and civil society. In response to concerns about a planned terrorist attack, the State Department evacuated the US Embassy in Sana'a for several days and issued a renewed travel warning for Yemen. After consultation with USAID, ICNL cancelled its trip. The situation remained difficult through the remainder of the project and ICNL was unable to reschedule the trip prior to the project's end. ICNL was able to continue to provide remote assistance and fund its partners in Yemen to carry out activities to improve the legal framework for civil society. ICNL was also unable to travel to Egypt near the end of the AFAN project due to instability.

By the time ICNL sought to organize the third annual training, there was only one project country where the security situation permitted the holding of a regional meeting--Morocco. The Embassy in Amman, Jordan did not approve the holding of the meeting in Jordan. The spillover from the Syrian civil war caused too much instability in Lebanon. The security situation in Iraq, Yemen, Libya, Tunisia, and Egypt was too volatile. ICNL staff members would not have been able to get a visa to Algeria and the Executive Director of our Jordan office would not have been able to get a visa to travel to Palestine.

In future projects, ICNL would continue to recognize that the security situation remains fluid in many of the countries in the region and continue to look for opportunities support civil society, whether through in-person or remote technical assistance, through small grants, and by changing the location of trainings or workshops.

Visas. ICNL experienced difficulties obtaining visas for Network members to take part in project activities, particularly in Morocco. For example, an Iraq-Morocco Parliamentary Exchange was cancelled because the Parliamentarians did not receive their visas within the nine months before the project ended. ICNL reprogrammed the money to provide several additional research grants and small grants. ICNL was also unable to



include any Iraqi participants in its third annual training, which took place in Morocco, due to challenges in obtaining visas for Iraqi citizens.

In future projects, ICNL would try to seek approval to hold some or all regional activities in locations where it easier to obtain visas for the participants. However, our ability to do so may depend on the security situation in particular countries, as discussed above.

Peer-to-Peer Fellowships. Throughout the project, we faced delays in finding host organizations for the peer-to-peer fellows, obtaining visas for the fellows, and last-minute cancellations by the fellows. The fellows were the primary beneficiary of the fellowship, which often made it difficult to find organizations that were willing to donate their time to host a fellow.

In the future, ICNL would provide the host organization a small stipend to cover the time they spent hosting and mentoring the fellow and/or host the fellow in an ICNL office.

IV. Results & Indicators

A. Number of Baseline Studies

Indicator	Activity	Data Source/ Means of Data Collection	Frequency of Data Collection	Number Completed in Year One	Target Year One	Number Completed in Year Two	Target Year Two	Number Completed in Year Three	Target Year Three
Number of Baseline Studies	Needs Assessment Report	Survey responses	Once	1	1 study completed and 1 written report produced	0	0	0	0

ANND conducted surveys and completed the Needs Assessment report in Year One.

B. Number of People Who Have Completed USG Assisted Civic Education Programs

Indicator	Activity	Data Source/ Means of Data	Frequency of Data Collection	Number Completed in Year One	Target Year One	Number Completed in Year Two	Target Year Two	Number Completed in Year Three	Target Year Three
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		Collection							
Number of People Who Have Completed USG Assisted Capacity Building Programs on Freedom of Association	-Trainings on Freedom of Association and CSO Law	ICNL internal reports and reports from partners	Annual	21	20	411	22	85	21
	- Online Capacity-Building Training			0	0	393	72	63	36

During Year One, 21 people completed the May 2011 ICNL-led training.

During Year Two, 26 people completed the May 2012 ICNL-led training about accountability and good governance for CSOs, 61 people attended the Arab Freedom of Association Forum; and AFAN partners trained an additional 324 people.

During Year Three, 28 people completed the September 2013 ICNL-led training about CSO-Government Cooperation mechanisms; and AFAN partners trained an additional 57 people.

Over the course of the project, 393 people viewed the online trainings that took place during Year Two: 122 people viewed the online training about how to analyze CSO laws; 128 people viewed the online training about restrictions on foreign funding; and 143 people viewed the online training about Good Governance for CSOs.

During Year Three, 63 people viewed the online training on Freedom of Assembly.

C. Number of Information Gathering or Research Activities

Indicator	Activity	Data Source/Means of Data Collection	Frequency of Data Collection	Number Completed in Year One	Target Year One	Number Completed in Year Two	Target Year Two	Number Completed in Year Three	Target Year Three
Number of Information Gathering or Research Activities	Production and distribution of research materials	Research products	Annual	0	0	12 high-quality research materials produced	9 high-quality research materials produced	26 high-quality research materials produced	4 high-quality research materials produced



During year two, the AFAN project produced 12 high-quality research products. ICNL provided several grants, which resulted in research papers:

- The Saada Center for Human Development completed a research paper explaining the process by which CSOs in Iraq can file lawsuits under Iraq's Law on Non-Governmental Organizations (Law 12 of 2010);
- Sadam Abu Azzam prepared a paper summarizing legal and field research on the right to freedom of association in Jordan;
- Saber Ahmed Nayal, drafted a research paper on the impact of the Egyptian Penal Code on civil society.
- The SAANED Organization for Social Development produced two research materials: a guide to analyzing foundations, grant-makers, and corporate philanthropy; and guidelines for grantees and grantors about applicable rules for accountability.
- EULY prepared two research papers, one on the concept of civil society, and the other on funding of CSOs.
- The Land and Human Center to Advocate for Progress (LHAP) produced two research papers: a comparative study on Jordan's current law and a report summarizing the outcomes from the National level workshop with civil society.
- Shami al Shami prepared a report on the challenges faced by civil society in Palestine.

ANND also completed the Arab Freedom of Association manual and ICNL prepared comments on Yemen's legal framework for civil society.

During Year Three, AFAN partners prepared a Good Governance Guide for CSOs and a University Curriculum, ICNL prepared a paper on CSO-Government Cooperation Mechanisms, and IMDA prepared eight media guides. In addition, grantees prepared the following products:

- SAANED produced two written products: the Model Foundations Law and a consolidated report of the task forces that researched components of a foundation law.
- CDF prepared two written products: a report on freedom of association and a report on the obstacles facing associations' work in Yemen.
- OCA prepared a guide for young people about the role of civil society and how to comply with CSO laws.
- The Arab Human Rights Fund prepared a legal analysis of existing laws affecting foundations and prepared an outline of an advocacy plan.



- Ali Khashan and Majed Aururi prepared comments on the Ministry of Interior’s Guide for Implementation of Palestine’s Legal Framework for CSOs.
- Adnan Sulliman prepared a paper on the laws that govern and affect the enabling environment for CSOs in Palestine.
- Fateh Hamasha prepared a paper on the role of designated governing authorities in supervising CSOs in Palestine.
- Saada Al-Kilani prepared a research paper on tax deductions for human rights initiatives in Arab Countries.
- Mohammad Al Jreiba prepared a research paper that analyzes the relationship between CSOs and the state in Jordan as well as the challenges and opportunities facing this relationship.
- Mounir Snoussi prepared a paper on the legal environment for CSOs in Tunisia.
- Hussein Alteibi prepared a paper analyzing Jordan’s compliance with the international standards protecting freedom of assembly, and identifying restrictions that impede this freedom in Jordan. The research also recommends how to enhance freedom of assembly in Jordan.
- Enas Suhweil prepared a paper comparing the legal environment for Civil Society Organizations (CSOs) in Palestine before and after the enactment of the Palestinian Law No. 1 of 2000; identified the challenges that impede the implementation of the law; and identified approaches to improve the protections that the law grants to CSOs.
- Amour Boubakri prepared a comparative study on the transition and challenges to freedom of association in four countries in the Arab region: Tunisia, Libya, Egypt, and Yemen.

D. Number of Fellowships for Civil Society Leaders Completed

Indicator	Activity	Data Source/Mean s of Data Collection	Frequenc y of Data Collection	Number Complete d in Year One	Targe t Year One	Number Complete d in Year Two	Targe t Year Two	Number Complete d in Year Three	Targe t Year Three
Number of fellowships for civil society leaders completed	Regional Fellowship Program	ICNL internal reports and reports from partners	Annual	0	0	2	6	5	3

During Year Two, Rekar Hussein and Yasmine Ibrahim completed peer-to-peer fellowships.



During Year Three, Khaled Alshameri, Ibrahim Muamar, Naji Ashal, and Enas Suhweil, Reem Chalak, and Alaa Dohi completed peer-to-peer fellowships.

E. Number of Campaigns Supported by USG to Foster Public Awareness and Respect for Rule of Law

Indicator	Activity	Data Source/Mean Source/Means of Data Collection	Frequency of Data Collection	Number Completed in Year One	Target Year One	Number Completed in Year Two To Date	Target Year Two	Number Completed in Year Three	Target Year Three
Number of Campaigns Supported by USG to Foster Public Awareness of and Respect for Freedom of Association	YouTube Video Essay Grant	Video essay Grants	Annual	0	0	1	1	1	1

ICNL awarded video essay grants to Qabila TV and Partners Jordan. During Year Two, Qabila TV completed its grant and produced two videos. During Year Three, Partners Jordan completed its video essay.

F. Number of People Who Have Completed USG Assisted Civic Education Programs

Indicator	Activity	Data Source/Mean Source/Means of Data Collection	Frequency of Data Collection	Number Completed in Year One	Target Year One	Number Completed in Year Two To Date	Target Year Two	Number Completed in Year Three	Target Year Three
Number of People Who Have Completed USG Assisted Capacity Building Programs on Freedom of	Network Forums	ICNL internal reports and reports from partners	Once in each of years one and two	0	0	438 participants from 7 countries	155 participants from 7 countries	400 participants from 7 countries	0



Association									
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The Arab Freedom of Association Forum, which was held in Beirut, Lebanon on November 16-17, 2011, included the participation of 59 participants from the seven target countries. ICNL’s subgrantees provided capacity-building programs on freedom of association to 379 participants during Year Two.

The CSO-Media Relations conference, held in Cairo, Egypt during the first quarter of Year Three, included 121 participants. ICNL’s subgrantees provided capacity-building programs on freedom of association to 379 participants during Year Two.

G. Number of Policies that Have Been Influenced by CSOs

Indicator	Activity	Data Source/Means of Data Collection	Frequency of Data Collection	Number Completed in Year One	Target Year One	Number Completed in Year Two	Target Year Two	Number Completed in Year Three	Target Year Three
Number of Policies that Have Been influenced by CSOs	Direct Technical Assistance	Laws, Regulations, and Policies	Annual	1	2	2	2	3	2

The Law on Non-Governmental Organizations in the Kurdistan Region was approved by the Parliament of Kurdistan on April 6, 2011 and signed by the President of the Kurdistan Region. This is a significant milestone for Kurdish and Iraqi civil society, which lays the groundwork for a new era in civil society / government relations in Kurdistan.

In December 2011, the Parliament of Yemen debated amending the *Law on Associations and Foundations* and considered adopting new restrictions. ICNL’s CSO partners made a presentation to MPs and the Parliament decided not to amend the law.

During 2012 and early 2013, ICNL and its partners spoke out against a new restrictive CSO law proposed by the Egyptian government. While most of the direct technical assistance was not funded directly by AFAN, ICNL’s Egyptian partners have participated in various AFAN trainings and activities, which increased their capacity to review the various draft laws and engage in advocacy activities against the law. Furthermore, the CSO-Media relations conference improved the capacity of media outlets to understand and report on these issues.



Throughout 2012, CSOs in Iraq have been working with the Parliament of Iraq to develop a fund for civil society. The Parliament hopes to finalize the legal framework for the fund before the end of the project.

In January 2013, ICNL prepared comments on Morocco’s draft circular and Moroccan civil society advocated against the draft circular. The Moroccan government did not move forward with the draft circular and agreed to consult with civil society on new regulations and a new legal framework for civil society.

In September 2013, AFAN partners met with the Ministry of Interior and identified a number of changes that could be made to the Ministry of Interior’s Guide implementing Palestine’s Law on Associations.

H. Number of Small Grants Provided

Indicator	Activity	Data Source/Mean s of Data Collection	Frequen cy of Data Collectio n	Number Comple d in Year One	Target Year One	Number Comple d in Year Two	Target Year Two	Number Comple d in Year Three	Target Year Three
Number of Small Grants Provided	Small Grants Program	ICNL internal reports and reports from partners	ICNL internal reports and reports from partners	0 small grant contracts undertaken	5 small grant contracts undertaken	9 small grant contracts undertaken	7 small grant contracts undertaken	18 small grant contracts undertaken	7 small grant contracts undertaken

The small grants include grants to fund activities, as well as grants to fund research.

I. Number of Civil Society Organizations (CSOs) receiving USG assistance engaged in advocacy interventions

Indicator	Activity	Data Source/Mean s of Data Collection	Frequency of Data Collection	Number Completed in Year One	Target Year One	Number Completed in Year Two	Target Year Two	Number Completed in Year Three	Target Year Three



Number of Civil Society Organizations (CSOs) receiving USG assistance engaged in advocacy interventions	Direct Technical Assistance and Small Grants Program	ICNL internal reports and reports from partners	ICNL internal reports and reports from partners	2	16	5	40	5	3
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During Year One, two CSOs engaged in advocacy activities.

During Year Two, five CSOs engaged in advocacy interventions, including LHAP, EULY, Ghazi Al Samey, Shami al Shami, and Saaned.⁵

During Year Three, five CSOs engaged in advocacy interventions, including CDF, Saaned Organization for Social Development (Saaned), the Arab Foundations Forum, Akrim Nssri, and Ali Khashan and Majed Aruri.

J. Number of events addressing democracy and governance issues conducted with OMEP assistance

Indicator	Activity	Data Source/Means of Data Collection	Frequency of Data Collection	Number Completed in Year One	Target Year One	Number Completed in Year Two	Target Year Two	Number Completed in Year Three	Target Year Three
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⁵ The Year Two Results are significantly lower than the Year Two Target. During Year One, ICNL had initially proposed a target of three for Years Two and Three, but USAID advised that the series of regional conferences that AFAN holds as capacity building for the Network members to promote and protect the freedom of association in the target countries should be considered advocacy interventions, and we were instructed to revise the targets accordingly. At the end of Year Two, USAID instructed us that we should not count the CSOs that participate in the series of regional conferences in our results. We calculated our results based on this new guidance, but were unable to revise the targets.



Number of events addressing democracy and governance issues conducted with OMEP assistance	Trainings, Workshops, Consultations and Advocacy Events	ICNL internal reports and reports from partners	Annual	1	N/A	5		21	
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V. Recommendations for Future Interventions to Build on Program Success

The AFAN project’s communities of practice led to new opportunities to advance freedom of association and assembly and improve the legal and operating environment for CSOs, of which future interventions can take advantage. ICNL recommends continuing to support these communities of practice, as well as others, as they seek to pursue their activities. Providing ongoing support will further deepen and expand the impact of these communities of practice on freedom of association. For example, the CSO-Government cooperation working group identified preferred mechanisms to promote cooperation in the project countries. Several of these mechanisms will require the drafting and adoption of new legislation or policy documents. Continuing this community of practice will deepen knowledge and expertise on CSO-Government cooperation mechanisms and may result in the drafting of laws or policy documents that help improve cooperation between CSOs and the government.

Similarly, the curriculum prepared by the group of professors will be a great resource for universities and professors around the region. ICNL recommends expanding this community to include additional universities and professors and work with them to tailor the curriculum to fit their needs. Continuing support for this community of practice will result in an increased number of universities educating the next generation of lawyers and activists on CSO law.

ICNL also recommends supporting the launch of one or two new regional initiatives to address emerging issues that affect CSOs throughout the region. New communities of practice will allow ICNL and USAID to build on the AFAN’s success and respond to the interests and the needs of practitioners in the region.



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The AFAN project also created important inroads to CSO law reform in project countries. In particular, a series of small grants in Yemen led to a new draft of a CSO law. The model foundation law initiative led to the development of the first draft foundation law in the region. The activities in Palestine and the regional meeting led to government officials asking for ICNL assistance in creating a fund for civil society and continuing to work to improve implementation of its CSO law. ICNL will continue to use short-term assistance to follow-up on these opportunities and provide technical assistance and support as CSOs work to improve the legal framework for civil society.

A second way that the AFAN project supported this informal network was by developing a number of online tools. ICNL developed an AFAN website, which included links to reports, research, videos, and blogs produced by AFAN network members, and distributed numerous updates, news items, and alerts via its AFAN Twitter, Facebook, and group email lists. ICNL also encouraged network participants to use these resources to share information. These social media tools became a source of information about freedom of association and regulatory threats against CSOs in the MENA region.

VI. Conclusion

We welcome any questions or comments that USAID staff may have, and we thank USAID for providing us with the opportunity to assist CSO leaders in the reform and strengthening of civil society in the Arab region.