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JORDAN CIVIL SOCIETY PROGRAM

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I. Summary

This quarterly report covers the period of October 1, 2009 – December 31, 2009, the fifth quarter of the four-year USAID/Jordan-funded Civil Society Program (CSP) implemented by the Academy for Educational Development (AED) under the Global Civil Society Strengthening (GCSS) Leader with Associates. The program began October 5, 2008.

The long-term vision of this program is to promote, in partnership with the Government of Jordan (GOJ), the development of a vibrant civil society that serves as an integral part of Jordan's political, social and economic systems. AED—working together with civil society, government, business, and media—will contribute to the strengthening and sustainability of Jordan's civil society through consultative research, small grants, training, strong public-private partnerships, and improved civil society-government communications.

With this quarter, CSP marked the start of its second year and launched the implementation of its long-term capacity building strategy, initiated its advocacy and media components, and expanded its disability rights work. In addition, AED submitted an expansion proposal to USAID/Jordan for \$2,999,998 to include a civil society grants fund, follow-on disability rights work with Mobility International USA (MIUSA), and enhanced technical assistance to the Ministry of Social Development for the establishment of the NGO Registrar and implementation of the Law on Societies 2008/09. This period was also marked by a significant number of holidays for Eid, Christmas and New Years.

Specific highlights include:

Administration

- AED Home Office Senior Finance Manager arrived to provide in-house training on finance, grants and contract management to all staff.
- Continued to support the USAID/Jordan-funded “Drive to Read” program implemented by AED's Global Education Center, including financial and administrative services as well as temporarily housing the staff in CSP's offices until the premises provided by the Greater Amman Municipality become available.
- Participated in AED's Field Leaders Technical and Management Training Workshop: "Global Directions: Ensuring Program Excellence" from November 15-20, 2009 in Washington, DC.

Donor Coordination

- Held a presentation of the CSP focus group research on behalf of USAID for international donors and USAID implementers.
- Participated in the Foundation for the Future's Maghreb regional conference on civil society with COP presenting the CSP program strategy for NGO capacity building.
- Co-hosted with Canadian International Development Agency (CIDA), a donor coordination session on election programming.

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

- Completed the Advocacy Documentary Shorts program with the screening of four short films on Jordanian civil society organizations. Held the filmmakers' graduation ceremony in cooperation with the Royal Film Commission in the presence of the NGOs and subjects of the films.

- Supported the Higher Council for Disabilities (HCD) in the design and preparations of the National Conference on Disabilities, including support for a planning session with NGOs as well as production of a short film highlighting the status of disability rights in Jordan.
- Conducted two specialized training sessions on shadow reporting and media relations for the 26-member coalition and supported their research efforts in preparation for the shadow report.
- Launched the Celebrating Jordanian Activism program with an open competition to gather examples of national and local advocacy initiatives.
- Finalized the design of the Master Advocacy Fellowship program, in conjunction with the New Tactics in Human Rights project (managed by the Center for Victims of Torture) and Peoples Advocacy.
- Advanced the design of the PR Training Certification Program together with international media relations specialist Nebojsa Radic.
- Requested proposals for social media training service providers through an open competition.
- Worked with municipalities and NGOs to collect applications from youth from four municipalities to participate in the Youth Shadow Mayor project.

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

- Held orientation sessions around the Kingdom for the Partners in NGO Excellence (capacity building program for NGO training service providers) and launched an open call for applications in the newspaper and via email. Received 34 applications from throughout the Kingdom across different disciplines.
- Continued support to the five NGOs who participated in the pilot Institutional Development Assessment (IDA) component by providing customized technical assistance to each and group trainings. Conducted specialized IDA training for Jordan Hashemite Fund for Human Development (JOHUD) senior staff and observed their implementation of the IDA on four Community Development Center branches.
- Expanded the work with the LCPS Focus Group Research Center to enhance production of the comprehensive handbook for NGOs on how to conduct focus groups as well as design of Stakeholder Feedback Project II to launch in spring 2010.
- Continued drafting the Training Management Manual and completed the Training Services Review tool with a team of regional and Jordanian consultants.
- Began discussions with Global Learning Partners, a long-time training service provider of AED globally, on the design of the specialized dialogue education training program for Partners in NGO Excellence.

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

- Expanded CSP's technical assistance team to the Ministry of Social Development to include HR specialists, legal specialist, and civil society specialist.
- Continued to provide ongoing technical assistance in the area of strategic communications to MoSD and in designing and implementing the NGO Law information campaign.
- Completed approximately 1,400 out of 2,500 NGO surveys on the NGO law in conjunction with MoSD and Strategies.
- Provided ongoing IT design work for the NGO e-survey and database, the predecessor to the automated NGO registration system.
- Postponed awarding a sub-grant to the International Center for Non-Profit Law (ICNL).
- Conducted Phase II of the MoSD gender assessment.

II. Administration

During this quarter, Jill Hartsig, senior finance advisor, arrived to work with the team on designing the upcoming grants portfolio. CSP hired senior program officer/advocacy Nada Heyari and capacity building specialist Diala Alami. CSP also provided support to the Drive to Read Program as well as the new AED sub-contractor to the Outreach for Public Action in Water, Energy and Environment.

CSP's Chief of Party participated in AED's global field leaders conference entitled "Global Directions: Ensuring Program Excellence: Field Leaders Technical and Management Training Workshop", 16-20 November 2009 in Washington, DC.

Finally, CSP submitted its expansion proposal to USAID and received approval bringing the total award amount to \$13,125,765.

III. Achieving Program Objectives

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

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

Component A: CREATING ADVOCACY RESOURCES

Activity One - Celebrating Jordanian Activism 2000-2010

On November 8th, CSP launched a call for proposals aimed at engaging civil society organizations to share their successful advocacy efforts in an attempt to capture, document and highlight examples of real change that civil society has made at both national and local levels over the past ten years. Following the announcement of the Celebrating Jordanian Activism Project in the newspapers and during the orientation sessions of the Partner in NGO Excellence, 18 NGOs responded with a diverse mix of cases that cover a wide range of topics. (*See Appendix I for list of applicants*)

The aims of this project are three-fold: to create opportunities to network and connect Jordanian activists around common issues from which they can further define and initiate advocacy efforts; identify successful strategies and approaches to achieving change in Jordan and provide mentoring opportunities for these leaders with others; and develop skills in initiating and mainstreaming advocacy as core to the mission and goals of civil society organizations.

Local initiatives comprised the majority of the applications, while a few local cases demonstrated an impact on the national level. It emerged that most of the NGOs require training on case study documentation and at the same time need to consolidate their understanding of advocacy as many do not differentiate between raising awareness and advocacy. As a result, CSP will conduct a workshop in

February that will focus on documentation skills as well as enhance the understanding of NGOs on strategic advocacy.

Although some applications were stronger than others, CSP invited all who applied to participate in the February workshop in an effort to strengthen exchanges of lessons learned among groups that generally do not know one another nor work together. Interestingly, 11 out of 18 NGOs who applied are new to CSP and have not previously participated in CSP's activities, proving that the approach has attracted organizations beyond "the usual suspects" as it is asking them to highlight their achievements rather than speaking to a specific issue driven by donors.

Next Quarter:

CSP will conduct the "Advocacy Consolidation & Documentation Workshop" in February 2010, following which the NGOs will further develop their case studies according to an agreed template. NGOs will be given an opportunity to present their case studies for feedback to a panel of advocacy experts that CSP has identified from various sectors (media, donors, activists). By end of the next quarter, final case studies will be completed and adaptation will begin in the form of publishing in the media, producing documentary films, and adapting as case studies for use by advocacy trainers. CSP believes these examples will serve as inspiration for others that change is possible in Jordan.

Activity Two – Master Advocacy Fellows Program (MAF)

In November and December, CSP worked with its network of Jordanian and international consultants to finalize the design of the Master Advocacy Fellowship (MAF) program which provides a unique professional development opportunity that brings together both freelance trainers and NGO staff trainers to upgrade their advocacy training capabilities. Sharing the expertise of Jordanian, regional and international advocacy practitioners and trainers, the MAF introduces a comprehensive approach to advocacy training that will equip fellows with new knowledge, skills and techniques which they will utilize in their training of other Jordanian civil society organizations on behalf of CSP.

Fellows will serve a dual role, acting both as trainers and activists by integrating their own advocacy project throughout the duration of the Fellowship as a way to enhance their advocacy training skills. The program will run for six months and combines training, practical application of participating fellows' advocacy projects, short seminars, curricula development and on-the-job training conducted by Fellows for other NGOs.

CSP held several conference calls with the New Tactics in Human Rights project team and convinced them to launch its regional training of trainers program inside the MAF. CSP and New Tactics agreed to create an opportunity for Fellows to utilize the New Tactics advocacy methodology and participate in the adaptation of New Tactics training materials to suit the Arab regional context and later join the future New Tactics training in the MENA region. In addition, CSP began detailed discussions with People's Advocacy, a Washington-based NGO advocacy training provider, to design a customized advanced trainer program and on-the-job training exercise whereby Fellows will apply what they have learned through the duration of the fellowship on beneficiaries of CSP's advocacy grants program and disability advocacy grants. Also, CSP encouraged those NGOs selected to participate in CSP's Partners in NGO Excellence (PIE) program who specialize in advocacy to have their advocacy trainers apply to the MAF. Freelance graduates of the MAF will also be given an opportunity to train with the certified PIE training provider on advocacy, thereby expanding the pool of qualified advocacy trainers for both CSP and beyond.

CSP and its training partners agreed on the following dates for the MAF modules:

<i>Tentative Dates</i>	<u>Feb 24-25</u> <i>(2 days)</i>	<u>Mar 10-11</u> <i>(2 days)</i>	<u>Mar 20-24</u> <i>(5 days)</i>	<u>April 28-30</u> <i>(2 days)</i>	<u>May 22-26</u> <i>(5 days)</i>	<u>June 20-25</u> <i>(5 days)</i>	<u>July TBD</u> <i>(2 days)</i>
Modules:	Module I: Orientation Session	Module II: Political Context of Advocacy	Module III: Phase 1: 5 Steps of Tactical Innovation	Module IV: Media Advocacy & Social Media	Module III: Phase 3: ToT on New Tactics Methodology	Module V: Advanced Advocacy ToT	Module VI: Fellowship Wrap Up, Monitoring, Evaluation, Graduation
Practical application and tasks				Module III: Phase 2: Adaptation of training material to regional context		Application of Training Skills (On-the-job-training)	
Advocacy in Practice (monthly evening sessions: sharing experiences in advocacy and seminars on advocacy related topics)							

Next Quarter:

The Master Advocacy Fellowship will be announced in January and short-listed candidates will be interviewed. It is expected that approximately 15-20 fellows will be selected to begin the six month program which will be launched in late February. The first New Tactics workshop will also take place in late March.

Activity Three – Development of Advocacy Reference Tools

No activities during this quarter.

Next Quarter:

As part of the MAF, CSP will support the adaptation of the New Tactics methodology and facilitation guide and explore the need to develop additional customized training tools as required.

Component B: ADVOCACY PROGRAMMING & GRANTS

Activity One – Thematic After Action Reviews & Advocacy Grants

As outlined in the Year II work plan, CSP has taken a long-term approach to supporting advocacy efforts which includes selecting a specific issue and analyzing with key stakeholders their advocacy activities over the past five to ten years to determine their longer-term priorities for change. This “After Action Review” will then ground any advocacy effort to a comprehensive strategic plan for multi-sector coalitions to address over the next three years and be eligible for CSP’s advocacy grants program.

In December, as preparation for selecting which issue to focus the After Action Reviews, CSP began a review of key reform issues facing Jordan by examining various publications. These included the Arab

Human Development Report, Jordan Human Development Reports, Jordan's progress in the Millennium Development Goals, Freedom in the World, recent democracy polls conducted by the Center for Strategic Studies, UNICEF reports, the National Strategy for Children and the National Strategy for Elderly developed by the National Council for Family Affairs, as well as JOHUD's research on gender dynamics in marginalized urban communities. In addition, coordination and outreach with other USAID implementers and donors began in order to design an initial framework for this program.

Next Quarter

CSP will continue its research and finalize its After Action Review strategy. CSP plans to conduct the first of two AARs after which it will launch the advocacy grants program as a result of the first AAR.

Activity Two – Disability Rights: Shadow Reporting & Advocacy Grants

The Shadow Reporting on Disability Rights project is the first of its kind in Jordan to address disability issues across multiple sectors, taking shadow reporting as its structural model for advocacy and promoting the full inclusion and participation of persons with disabilities in society and advancing the use of international human rights law to ensure that the rights of persons with disabilities are respected and enforced. During this quarter, the 26 participating NGOs agreed to identify themselves as the “Jordanian Coalition for Disability Rights” (JCFDR) (*See Appendix II for list of members*). They defined their mission statement and bylaws of the coalition, began their data collection work on the UN Convention on the Rights of Persons with Disabilities (CRPD) and created a coordination committee representing the geographical diversity of the coalition and thematic areas of the research. In addition, members of the coalition participated in different conferences and workshops which allowed the JCFDR to be introduced to other NGOs as well as enabled the members themselves to recognize the strength of their work to date.

Throughout the quarter, the coalition divided itself into three national working groups that conducted three different types of research: survey, case studies and focus groups. The survey group designed and distributed 2,500 questionnaires in the three regions and collected 1,750 by the end of the reporting period. The questionnaire included questions related to the perceptions towards people with disabilities, services provided for them, governments' performance, and the knowledge and awareness of the CRPD. The group decided to develop case studies from the three regions on the challenges faced by women with mental disabilities and societal attitudes towards persons with disabilities. A number of cases were studied and are in the process of being finalized. The focus groups concentrated on the education for persons with hearing disabilities. Twelve focus groups were conducted in the North, Middle and South. The results of all research tools are being collected and will be integrated into the shadow report, illustrating the gaps and priorities that the coalition has identified.

RECOGNIZING THEIR POWER

Participating in a conference organized by the National Center for Human Rights, one coalition member remarked: “We are more knowledgeable about the convention than their trainer.” The coalition has subsequently received requests from other organizations who are interested in joining the coalition as well as an invitation to present the work of the coalition at a regional conference in Egypt in February.

In November, the CRPD committee published the guidelines for shadow reporting and the coalition gathered to discuss these and to develop a structure for the shadow report. In addition, in December, CSP held the “Introduction to Media Relations” workshop for

coalition members in order to create a common understanding of how to approach the media. This will be followed up with another session to define the overall media strategy of the coalition, taking into account the key recommendations of the shadow report.

CSP's support is focused not only on supporting the production of the shadow report, but in creating a strong coalition that builds on the contributions of all members. The CSP team has nurtured the growth of the coalition since its inception in July, providing opportunities for members to collectively design their intervention and strategic plans. Consequently, the coordination committee successfully demonstrated their ability to lead the work of the group in democratic, institutionalized, and organized manner and coalition members meet regularly on their own and without financial support from CSP.

Next Quarter

The coalition will come together to present their respective research findings and work to draft the initial shadow report, including key recommendations for the CRPD committee. This will take place during a three-day workshop in January and be followed in February by a specialized workshop on international advocacy strategies to be held in conjunction with Mobility International (MIUSA) and their partner, Disability Rights Education and Defense Fund (DREDF). Preparations for outreach among other NGOs will also begin as well as the development of the media strategy for the coalition. In addition, CSP will develop its disability rights advocacy program, keeping in mind a structure that supports the further development of the coalition rather than requiring them to compete against one another. It is planned that the grants program will be announced in Quarter III after the coalition presents their report to the CRPD committee in Geneva.

Activity Three – Youth Shadow Mayors

In an effort to promote the program and identify qualified youth, CSP held orientation sessions in conjunction with the participating municipalities. CSP experienced significant delays during this quarter as municipalities were not able to deliver the candidates required for the program as promised. CSP then targeted civil society organizations working with youth nationally as well as NGOs from the respective municipalities to support the recruitment process. By the end of December, approximately 70 youth applied.

Also during this quarter, CSP signed memoranda of understanding with each of the municipalities participating in the YSM project as well as one with the Ministry of Municipal Affairs.

OPENING DOORS

Mayor of Al Shou'la municipality (Irbid) commented on how the Youth Shadow Mayors project allowed some of the girls from that community to enter the Municipality for the first time in their life.

Next Quarter

In January, CSP will conduct interviews for short-listed candidates after which in February a kick-off workshop on leadership will be held for selected youth followed by an open day orientation held at the Ministry of Municipal Affairs. The program will then move into high gear with the design of the Community Youth Mapping component to be implemented in conjunction with the Egyptian NGO "Youth Developing Communities Association".

Component C: Media & Communications Programming

Activity One - Certification of Communications Trainers

The initial design of the certification program was developed this quarter in conjunction with CSP consultant Nebojsa Radic. This program was created as a means to filling a much needed gap by improving the training skills of existing NGO public relations and media practitioners and trainers through combining theoretical and practical training utilizing field work, assignments and on-the-job training. The program will lead to the creation of a network of CSP-certified communications trainers to raise the skills of Jordanian NGOs in media and communications.

CSP and Mr. Radic defined the aim of the course to focus on advanced skills in communication and public relations as well as training skills and will be delivered in the form of interactive workshops, presentations by internationally certified experts in public relations, thematic meetings, and site visits to media outlets and government ministries. Through consultations with media relations trainers and NGOs, CSP determined that the course will consist of four phases: (1) strategic communications (theory of communications, media relations, non-media communications, and social media); (2) training techniques; (3) development of custom training curricula; and (4) on-the-job training for CSP grantees.

CSP defined the profile of the targeted participants aiming to recruit approximately 20 participants:

- Freelance media, communication and PR trainers as well as NGO communication practitioners who want to enhance their communications and training skills.
- Candidates with at least 2-5 years of PR and or communications experience within the NGO sector and/or with experience in training other NGOs in communication skills. Candidates with extensive training in media relations but no working experience in communications for NGOs may also apply.

CSP began to explore the applicability of an online learning platform (potentially moodle.org) to create a website that features the course materials, presentations, handouts, reading materials as well as a database of trainers, their fields of expertise and contacts.

Next Quarter

Recruitment will begin in March 2010 with the four month course taking place through July 2010. The on-the-job training component will be provided to members of the shadow reporting coalition and other CSP partners/grantees. Design of the “communications in practice” sessions will also be developed inviting in key Jordanian communicators to support the development of this network. CSP will link certified trainers to its Partners in NGO Excellence program so that freelancers could be hired to provide communications training to other NGOs across CSP programs and become part of the wider AED trainer alumni network.

Activity Two - Thematic NGO Orientation Sessions for Media

During his visit to Jordan in December, Mr. Radic began design of the “media sensitization” initiative which will be integrated into the Certification of Communications Trainers program referenced above. This is a core curricula whereby NGOs will be trained on how to define a sensitization program for the media on their issue of specialization (i.e. disability rights, women’s rights, etc) and provide them with

guidance on how to develop materials and resources for the media to use. This initiative will also be an element of the on-the-job training for the disability rights groups.

Activity Three - New Media Trainers/E-Activists

Through its Social Media for Social Change Training of Trainers program, CSP aims to mainstream the power of social media by creating a “core group” of online activists equipped with the training skills to mentor and engage civil society organizations in the use of social media for social change. In November, CSP announced a request for proposals for training services which focused on two phases: (1) curricula development, recruitment and training of trainers; and (2) on-the job training/mentoring of the core team.

CSP received five proposals, all of which exceeded the budget CSP set aside for this component. In addition, it became evident that a customized training package would need to be developed to serve the goals of the program. 7iber, a leading Jordanian NGO in partnership with the UK-based social media NGO Tactical Tech, scored the highest in terms of meeting the eligibility requirements. CSP sent out an apology letter to unsuccessful candidates and began discussions with 7iber on how best to move forward.

Next Quarter

CSP will reconsider how best to design its social media component and continue the negotiations with 7iber on how best to implement the program in line with CSP's overall goals and budget parameters.

Activity Four - CSP-ARIJ Training & Award for comprehensive social coverage

CSP will launch this later in 2010 once the advocacy issues for the after action reviews are identified and the disability advocacy grants are underway.

Activity Five - Journalism Student Internships at NGOs

This is a new initiative proposed in the Year II work plan which provides opportunities for media and communications students to intern inside NGOs during the summer of 2010.

Activity Six - Documentary Advocacy Shorts

In January 2009 as part of its mission to raise public awareness and appreciation of civil society organizations in Jordan, CSP created the Advocacy Documentary Shorts Program in conjunction with the Royal Film Commission (RFC). The program provided the opportunity for young Jordanian filmmakers to produce advocacy documentary short films that aimed at raising public understanding about the nature and function of civil society organizations and the issues they advocate for. The program also gave young filmmakers an opportunity to become effective storytellers and to become better advocates for the betterment of society.

This program consisted of two phases (Phase I: January-February 2009 and Phase II: July-November 2009), ending with the presentation of final films at the Royal Film Commission on December 2nd. During phase II, four short films were produced. CSP achieved the activity's four objectives as follows:

- **Building the capacities of young Jordanian documentary filmmakers interested in civil society organizations and social issues.** Over the extended period of 11 months, this program successfully improved the capacities of a total of 18 Jordanian filmmakers. Throughout a series of training workshops; story development, camera and audio skills, editing and regular follow up and guidance by international and Jordanian filmmakers, trainees improved their understanding of filmmaking, story development and improved their technical skills of filmmaking. When asked about their growth as filmmakers throughout the project, they answered: *“We used to have general ideas about filming but now we can produce good films (I used to know 5% but now I know 90%).”* *“The technical capabilities as well as the approach to filming was improved especially the ability to turn an idea into a full story.”*
- **Introducing filmmaking as a tool for advocacy and awareness raising to Jordanian civil society organizations.** Throughout the process, the filmmakers worked closely with civil society organizations. For some organizations and their beneficiaries, this was their first experience in working with filmmakers, cameras and having films produced about the social issues for which CSOs advocate. Most CSOs agreed that the project improved their understanding of using film media to promote social issues.
- **Initiating a relationship between civil societies and filmmakers.** The first step of the phase II project was for the CSOs to present the stories and social issues for which they advocate to the panel of filmmakers. The filmmakers picked the stories/social issues of the CSOs they felt they would like to advocate and support themselves. After six months of working closely with the CSOs, the filmmakers stated that they developed a better understanding and appreciation for CSOs and their role in bringing about change. When asked about their understanding of the role and impact of NGOs in the society, the filmmakers answered: *“I am convinced with what NGOs do. My perspective of them has changed.”* *“My understanding of filming has changed and I consider myself now part of their world. I used to look at filming as a tool that could only be used for promoting an institution but now I understand the power it has to promote an issue and a cause and show how hard CSOs work to advocate for it.”*
- **Producing short documentaries promoting Jordanian CSOs to raise public understanding about their role in bringing about change.** In Phase I, four five-minute films were produced while in Phase II, four ten-minute films of high quality production were completed. The films present the work of CSOs and various social issues. The films send out an important message: they all tell important stories that emphasize the role of NGOs and the role of NGO leaders, volunteers and staff and their dedication to their mission. More important than the training itself, filmmakers were exposed to issues and people and built long-lasting relationship along the way.

CSP and RFC developed a dissemination plan for the films including a public screening / graduation ceremony which was held at RFC in early December. The filmmakers, their NGO subjects and partners were all invited to attend. A YouTube channel was created to eventually upload the final films along with a link to CSP’s Facebook page. Finally, CSP conducted an evaluation assessment with the NGOs themselves, the majority of which expressed a high level of satisfaction with the project and the films produced.

The Royal Film Commission and CSP’s continuous partnership provided the filmmakers with access to RFC’s equipment, edit facilities and technical expertise. The RFC also played a significant role in the various phases of the process such as providing editing support and general logistical support.

Next Quarter

Films will be uploaded to the YouTube channel and promoted among the Jordanian media and CSP will work with the NGOs on developing customized dissemination plans for each. In addition, RFC and CSP will continue to work together to disseminate these films by incorporating them into RFC events and workshops, including its nationwide summer screenings. Check in January for: <http://www.youtube.com/user/CivilSocietyJordan#p/a/u/0/OH9D08HJzm0>

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

Milestone 2.1: Organizational Capacity of CSOs Improved

Milestone 2.2: Quality Training Resources Available and Accessible

Milestone 2.3: Networking and Collaboration Among CSOs Become the Norm

Component A: Training Certification

Activity One – Partners in NGO Excellence

CSP finalized the design of the Partners in NGO Excellence program (PIE) a unique two-year project that aims to strengthen training service delivery and the quality of specialized training content offered by Jordanian non-governmental organizations (NGOs) to other NGOs; and simultaneously build the institutional capacity of these training service providers. CSP will provide customized technical assistance to increase the capacity of a number of non-profit training organizations to provide certified training services on behalf of AED. A partnership with Global Learning Partners (GLP) was developed to offer its “dialogue education” methodology as part of PIE’s upgrading of trainer skills and content review. GLP has worked extensively with AED globally and has developed specialized curricula for NGO partners around the world.

The PIE will require NGOs to specialize in one subject for certification, not blanket training service delivery (i.e. Monitoring and Evaluation, Organizational Development/ Human Resources Management, Communications/Public Relations, Advocacy, Financial Management, Training of Trainers, and Project Management) and will provide an opportunity for qualified organizations outside Amman to become certified. It will also bring together organizations that rarely work together, thereby creating networking opportunities and sustainability.

During this quarter, three orientation sessions were held (two in Amman and one in Irbid) followed by an open competition which was announced in November 2009, (See Appendix III for announcement) The response was overwhelming with a record of 39 organizations applied by the deadline of December 24th. Short listed candidates will be announced in January after which phase I of the PIE will be launched.

Next Quarter

CSP will finalize selection of the Partners in NGO Excellence (expected 25 in total) and begin Phase I. This includes conducting the institutional development assessment and training services review for each and development of institutional improvement plans. This process will consume the entire quarter.

Activity Two – NGO Trainer Certification Program

CSP has decided to put this on hold until its various trainer capacity building programs have been launched. Each of these – PIE, Master Advocacy Fellows, PR Training Certification, and Social Media – will contribute to the development of a CSP trainer network and alumni initiative from which certification will be developed. CSP will explore how the GLP certification program can contribute to this process.

Component B: NGO Institutional Strengthening

Activity One – Institutional Development Assessment (IDA) & Institutional Improvement Plans (IIP)

As outlined previously, six NGOs participated in the pilot design of the IDA after which customized improvement plans were developed. These resulted in a list of common challenges as well as those unique to each organization. In October, CSP held the first of a series of group workshops for common issues which focused on human resource management. Throughout the quarter, CSP's in-house team provided ongoing support to the NGOs and follow-up visits to monitor the progress made after the workshop, including the development of HR policies and manuals in each. Other common issues identified by the IIPs, include financial management and monitoring and evaluation. CSP is designing its interventions to be provided in first quarter 2010. Direct results of CSP's support on HR include:

- Within one week, a pilot NGO adopted the application form for new employees and documented the interview process for a new employee. This same NGO developed a HR manual that included all information for employees, as well as developed job descriptions for all employees.
- A second pilot NGO, mainly operating on volunteer basis, was able to develop an application form for volunteers that helps determine the volunteer's target, as well as produce job descriptions for the main volunteer positions.
- A third organized all its HR files and reworked its contracts with employees based on the training.

As described previously, a separate process for IDA/IIP support was designed for JOHUD. In November and December, CSP trained JOHUD senior staff on how to conduct the IDA among its various branches and divisions after which CSP observed the process as implemented by JOHUD. By the end of the year, all the IIPs were designed but were not yet submitted to CSP for evaluation. This was due to the change in management at the highest level of JOHUD as its Director, Eman Nimri, resigned.

Next Quarter

CSP will continue to provide group and customized assistance to the five pilot NGOs and JOHUD according to the institutional improvement plans that have been developed.

Activity Two – In-Kind Grants for Technical Assistance

This activity will be launched as part of the Partners in NGO Excellence in the latter half of 2010.

Activity Three – Institutional Development Framework/Board Governance

This activity will be launched in the latter half of 2010.

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

Activity One – Institutional Development Assessment

The IDA tool has been included in the description above. Activities next quarter will focus on implementation of the IDA on candidates for the Partners in NGO Excellence.

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

CSP faced delays in finalizing the draft of the Training Management Manual as some drafters were not able to meet CSP's expectations. Therefore, in early December, CSP restructured the final drafting process requesting its master trainer consultant Micheline El Housseini to complete the document in early 2010.

Parallel to the TMM, Ms. Housseini completed the second draft of the Training Services Review (TSR) and submitted to CSP for review in November. Feedback was provided to Ms. Housseini who revised the tool after which CSP approved and integrated into the Partners in NGO Excellence project.

Next Quarter

Although expected last quarter, CSP will finalize both the TMM and TSR in Q1 2010, including training of CSP staff on how to apply the TSR, as well as pilot testing of the TMM. CSP will also finalize the dissemination plans for the tools, primarily integrating it as a core element of the Partners in NGO Excellence component. Translation of both publications into Arabic will be completed.

Activity Three – Stakeholder Feedback Focus Group Research Project

This quarter, CSP worked with the LCPS Focus Group Research Center (FGRC) to expand the Stakeholder Feedback Project II and manual, awarding FGRC with a cost-extension through July 2010. The expanded program included producing a training manual on focus group methodology for NGOs and testing it with participants from the pilot program held last year. After this, CSP and FGRC will conduct a second round of the stakeholder feedback project.

Some delays occurred in finalizing the manual as originally envisioned as the content was expanded with the cost extension. This coupled with numerous holidays this quarter led to postponing of the testing of the manual until next quarter. In addition, it was agreed that FGRC will provide capacity-building support to the certified M&E provider from the Partners in NGO Excellence and will also conduct sessions for the Master Advocacy Fellows on the importance of research and focus groups in advocacy.

Next Quarter

In January 2010 CSP will test the first draft of the Stakeholder Feedback manual on participants from the pilot program to ensure that it provides audiences with the necessary skills and information required

to implement in-house focus group research for program design. After this, CSP will work with FGRC to finalize the content and translate into Arabic for implementation in round two of the Stakeholder project. Recruitment of NGOs will begin in March while the three month capacity building program will be held from April-June 2010. Support to the MAF and PIE will also be provided by FGRC.

Activity Four – Community Youth Mapping Research Tool

CSP put on hold discussions with the Egyptian organization “Youth Developing Communities Association (YDCA)” on Community Youth Mapping methodology until recruitment of the Youth Shadow Mayors is complete.

Next Quarter

This will be developed over the next quarter once youth have been selected for the shadow mayors program.

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

i. Milestone 3.1: Sound Legal and Regulatory Framework

Component A: Ministry of Social Development (MoSD)

CSP’s technical assistance to the Ministry of Social Development met many challenges this quarter, impacting CSP ability to deliver some key tasks which were repeatedly rescheduled (on an average 2-3 months) due to lack of movement from MoSD. Despite the challenges, other opportunities for expanded technical assistance were identified and with support from USAID/Jordan, CSP responded with an enhanced team, including human resources advisors, legal advisor, and civil society specialist. In addition, CSP continued to support the consultancy of the Minister’s human resources advisor Wijdan Kayyali to expand her scope to analyze staffing needs for the Registrar and its secretariat, to design a proposed staffing and recruitment plan, as well as analysis of processes and procedures between MoSD, relevant ministries and the Registrar.

In December, CSP began its shift from working exclusively with MoSD to a broader strategy of support to the Registrar Council and all relevant ministries. This strategy had been planned previously but could not be implemented without the establishment of the Registrar and appointment of NGO representatives, in addition to the political will of the Minister. Now that the Registrar Council has been activated, the door opened for CSP to identify strategic interventions.

Major challenges that CSP has faced – both internal and external - include:

- Registrar has yet to be appointed by the Prime Ministry. CSP counterparts remain as MoSD NGO department and individual relations with relevant ministries rather than the authority on this new regulatory body.
- MoSD staff expects financial compensation for their work with CSP which we have refused to do.
- Lack of cooperation and/or slow feedback/approvals prohibiting CSP staff and consultants to implement in a timely manner.

- MoSD staff holding back information or materials required for CSP to effectively implement (i.e. old versions of draft regulations provided to legal consultant rather than what was submitted to legislative bureau).
- NGO Representatives appointed to Registrar Council without proper training, communications or clarity of their role.
- No communications director at MoSD with authority to coordinate ongoing media relations and NGO law campaign.

The implications of these challenges include a potential negative influence on design of automation system if information is not accurately provided to software designers, as it would impact the effectiveness of the system as it will not reflect the actual processes and procedures among ministries and NGOs. Simply, the automation system and NGO law campaign cannot be designed without updated versions of the regulations as submitted to the legislative bureau (i.e. Ministry has still not provided final drafts to CSP despite numerous requests).

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

In October, CSP and Strategies trained 40 MoSD field offices and relevant ministries on how to conduct the survey of NGOs so that they could accompany Strategies in the field. In addition, a classification system created and agreed on all relevant ministries for use by the Registrar and across the Jordanian government. Between October and December, Strategies completed approximately 1,400 out of 2,200 NGO surveys for the Registrar NGO database while approximately 400 NGOs cannot be completed due to lack of accurate contact information from the Ministries. (See Appendix IV for a progress report.)

CSP's senior ICT advisor and consultant produced the "e-survey" which will replace the existing database that MoSD utilizes and serve as the predecessor of the online automation system. It will also be shared across all relevant ministries.

In addition, CSP conducted an open competition for GIS mapping services but put the project on hold due to costs which exceeded the budget.

Next Quarter

Strategies will complete the survey and enter data into the e-survey after which CSP will provide this database to the Registrar Council and all relevant ministries.

Activity Two – Online Automated Registration System & Online Registration Portal

As described in the previous quarterly, the design of the automation system is contingent upon the approval of regulations and procedures by the Government's legislative committee. Until this happens, more sophisticated work on the registration system and work flow processes cannot begin. Therefore, CSP has put on hold the procurement of the automation system.

Next Quarter

It is expected that the Legislative Bureau will approve the regulations after which the Registrar can finalize its instructions and procedures across all relevant ministries. This will then allow for the procurement of the services to create the automation system.

Activity Three – Legal Technical Assistance on NGO Law

Last quarter, CSP's consultant Saed Karajah provided legal technical assistance to the MoSD's legal team on the drafting of bylaws and regulations. Upon submission of his work, the Ministry informed CSP that these services were no longer needed. In October Mr. Karajah submitted a proposal to MoSD for training of ministry staff on the law which MoSD asked CSP to fund. All parties (MoSD, Karajah and CSP) agreed to hold off until the regulations were approved by the legislative bureau. Therefore, Mr. Karajah's consultancy was not renewed.

However, it became evident to CSP that another look at the law was required and hired Tala Al Mauge to provide a deeper analysis of the NGO law and outline any additional requirements it may have in its implementation. The findings were developed and shared with the Secretary General of MoSD prior to the Christmas holiday.

CSP and the International Center for Not-for-Profit Law (ICNL) have been engaged in discussions on ICNL providing technical assistance on the Fund for Societies including sharing best practices from similar funds around the world. A meeting was held between AED and ICNL during the COP's visit to Washington in November during which ICNL was briefed on the challenges CSP faced with regard to MoSD's absorption of external technical assistance. Simply, MoSD staff assigned to work on the implementation of the Law on Societies are overwhelmed, understaffed and underpaid; all of which contribute to their resistance to external support as they view it as additional work for which they are not compensated.

During the meeting, CSP informed ICNL that it would welcome a revised and reduced proposal limiting the SOW to the white paper and hold off on any training of officials or exchanges until the Registrar was appointed. The subsequent dissolution of Parliament and change in cabinet then required that CSP wait until it was clear who would hold the ministerial post before going forward. Minister Lattouf was reappointed as Minister late in December yet the decision on ICNL's role was not finalized by the end of the reporting period.

Next Quarter

ICNL will be visiting Jordan at the end of January during which time CSP and ICNL will review what type of support will be provided to MoSD relating to the Fund for Societies.

Activity Four – Strategic Communications Support and NGO Law Campaign

CSP ensured the following deliverables for the strategic communications component during this quarter:

- Amended Law published on MoSD website (www.mosd.gov.jo) with link for inquiries (NGOLAW@mosd.gov.jo)
- FAQ document developed by CSP published on MoSD website
- NGO Law Campaign strategy and design approved; content drafted yet put on hold until Registrar is appointed
- CSP drafted press releases on the law and the rescheduled readjustment for MoSD to use.

In addition, CSP held two workshops in October and November with 20 NGOs and 10 business associations respectively with MoSD NGO and Legal department heads to discuss the impact of the Law

on Societies 2009. CSP found these sessions extremely beneficial and successful in bridging the relationship between MoSD and CSOs and providing MoSD staff a “heads-up” on what kind of issues need to be addressed while implementing the new law. A key reoccurring issue was how to deal with non-for-profit companies and business associations during the readjustment phase. The Minister was pleased with the initiative but responded that her own staff should conduct these sessions and asked CSP to discontinue.

CSP also drafted information materials on the Law including an announcement of the extension of NGO readjustment period (from December 15, 2009 to December 15, 2010). It produced initial content for a newspaper supplement outlining main provisions and procedures required by the law. JWT designed the NGO law campaign identity and layouts for the advertisements and supplement.

However, CSP has faced challenges in trying to implement a strategic communications plan for the law. MoSD staff held up approval of the campaign identity for an entire month until CSP presented it directly to the minister for approval. As there is no communication office/person that CSP can deal with directly, the communication function is spread among different departments and none is a decision maker. Everything needs the Minister’s approval before it gets published which is a lengthy and time consuming process. Also, there is no sense of urgency to communicate to key stakeholders hence the lack of movement inside the Ministry on many of these communications initiatives.

Next Quarter

CSP will continue to prepare information materials, pending approved regulations from the legislative bureau. In addition, CSP will organize, as appropriate, interviews for the Minister on the Law and its implications for Arabic and English language media. However, as of now, plans for a larger NGO law campaign will remain on hold.

Activity Five – Constituency Relationship Management/Training of MoSD Staff

In October and November, CSP undertook a comprehensive training needs assessment (TNA) of the respective NGO departments at the MoSD field offices from the North, Middle and South (40 total). The amended Law on Societies brings major challenges for this group. The TNA establishes a base to build staff capability and enhance collaboration between the MoSD staff and the NGOs, as well as providing a robust and enabling environment for civil society.

In order to work efficiently within the new law, and the imminent NGO automation system, there was a critical need to review staff skills and link them to MoSD’s strategic objectives. This TNA analyzed current skills and compared them to those required as results of the new NGO law implementation, and reported the gap. CSP consulted with the Ministry’s HR department and reviewed its strategic plan, staff job descriptions and performance and succession planning requirements.

In conducting the assessment in October and November, several focus groups, questionnaires and interviews, results demonstrated a ‘good’ knowledge of the law and its implications; however the assessment revealed a lack of specialized skills in the field of financial auditing, NGO relations management, media, and monitoring and evaluation. Furthermore, a significant percentage of interviewed staff showed lack of basic skills in information technology, English language and writing reports. Initial recommendations for MoSD staff were provided to the head of the NGO department and the Minister and focused around NGO law awareness, IT skills as required by the automation system,

and NGO-Government relations and financial auditing. This plan will be further refined once the assessment of relevant ministries will take place next quarter.

In December, CSP supported a workshop for MoSD South field offices on the NGO Law and participated in the session that took place in Aqaba. CSP offered support for the final session to take place for the Middle offices but the Ministry put this on hold until early 2010.

Next Quarter

CSP will conduct a training needs assessment of all relevant ministries who are represented on the Registrar Council (Ministry of Culture, Environment, Interior, Tourism and Political Development) as well as Registrar Council members (ministry reps and NGO reps) to identify what capacity building programs need to be designed and delivered to ensure effective implementation of the Law on Societies. By end of this next quarter, the training plan will be designed and initial training (primarily NGO law awareness) will begin. IT training will be linked to the automation system.

Activity Six – Gender Assessment

In consultation with CIDA, CSP completed recruitment for a gender specialist to conduct the second phase of the MoSD Gender Assessment. The consultant, Salma Nims, was selected in consultation with CIDA due to her extensive experience managing similar work with the Ministry of Planning and others. The assessment tools were designed taking into consideration the recommendations from the first phase of the CSP assessment as well as CIDA's needs. All interviews, focus groups, and coordination meetings were completed by the end of the quarter and the first draft of the report will be delivered in mid-January.

Next Quarter

It is planned that the gender assessment will be completed during this quarter with the draft assessment report being reviewed by CSP's gender specialists Susan Somach and Afaf Jabiri and CIDA. A presentation will be made in mid-February to the Minister, including recommendations for capacity building after which CIDA will manage its contribution to MoSD for such training support. CSP's intervention will then end.

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

Activity One – HCD-NGO Town Hall Project

CSP continued to support the Higher Council for Disabilities in its efforts to engage civil society in the monitoring of the national strategy by co-hosting a preparatory session for the National Conference on Disabilities with NGOs. This important meeting between the Higher Council and NGOs helped to integrate the perspectives of NGOs into the conference plans and carved out a specific role in the program for NGOs to present their input on the performance of the HCD to date in protecting and advancing disability rights.

Held in late November, the National Conference brought together approximately 200 people to review the national strategy, the performance of individual ministries, and the role of media in advancing the

rights of persons with disabilities. CSP's team participated in the event and provided technical assistance in the area of media strategy (see below).

Next Quarter

CSP believes that the HCD is well positioned to continue – on its own – engagement with NGOs working in the area of disability rights. Therefore, CSP plans to reduce its support for HCD events and shift its support directly to NGOs and DPOs.

Activity Two – HCD-G7 Policy Advocacy Support Program

In December, CSP's Chief of Party and HCD's Deputy Secretary General Mona Abdeljawad met to evaluate the past year's work together. Commenting on the past year's work, she acknowledged that "CSP's support was invaluable in helping the Council to shift its perspective and integrate the voice of civil society in its strategy." It was agreed that HCD needs to shift from services to policy advocacy and that CSP can provide capacity building for HCD senior staff and civil society board representatives in this area.

Next Quarter

CSP will organize two workshops for HCD senior staff on policy advocacy, one as an introduction and the second linking to MIUSA/DREDF's upcoming visit. In addition, CSP's consultant Lina Alameddine will support the HCD in developing a policy advocacy action plan in line with the new national strategy.

Activity Three – Strategic Communications Support & HCD National Disability Campaign

CSP engaged strategic communications consultant Nermeen Obeidat to work with the HCD for a two month period (October-November) to develop the media strategy for the conference and support the HCD in its outreach. In addition, CSP sponsored the production of a short film on the status of disability rights in Jordan which was directed by Fulbright Scholar Anisa Mehdi, an award winning journalist from PBS. The film, which was shown as part of the opening session highlighted major challenges facing people with disabilities namely with regards to health, inclusive education, and employment. (See <http://www.hcd.gov.jo/movi5.htm> to watch the film.)

The National Conference on Disabilities was held on November 23-24, 2009 under the patronage of Minister of Interior Nayef Qadi who inaugurated the two-day conference on behalf of His Majesty King Abdullah, and in the presence of H.R.H. Prince Raed and key ministers, as well as representatives from the governmental ministries, Secretary Generals, civil society organizations, donors and the media.

Major outcomes of the national conference include but are not limited to:

- National report on achievements made in Phase I of implementation of the National Strategy in line with the UN Convention on the Rights of Persons with Disabilities;
- Amendments and additions made to the National Strategy (Phase II), in addition to developing key performance criteria to enhance effective partnership and networking among key relevant stakeholders involved in implementation;
- Media and communications strategy to promote awareness of the projects and programs of the National Strategy; and

- Commitment from the private sector to develop and implement CSR initiatives in collaboration with the HCD.

Specific recommendations were developed in the media session and could form the basis for future work for CSP with HCD, pending the recruitment of a dedicated communications manager at HCD.

Next Quarter

Pending the recruitment of a dedicated communications manager, CSP will then explore how best to continue support to HCD in the area of strategic communications.

Activity Four – Legal Technical Assistance on the Fund for Disabilities

Based on previous discussions with CSP, HCD had mentioned their plans for setting up the Fund for Disabilities and CSP responded with the idea to provide legal support from the International Center for Non-Profit Law (ICNL) which HCD had welcomed. ICNL subsequently included this task in their proposal to CSP, combining it with their proposed work for the Ministry of Social Development. However, during the evaluation session CSP and HCD held before Christmas, HCD's Deputy Secretary General informed CSP that it is not interested in technical assistance on the fund for disabilities. Implications are minimal as CSP has not moved forward with the ICNL proposal due to complications with MoSD as described above.

Next Quarter

This will be deleted from CSP's work plan going forward.

i. Milestone 3.2: Strengthened Civil Society-Private Sector Relationships

Component C: Corporate Social Responsibility

No activity during this quarter.

IV. Monitoring and Evaluating Activities

The primary monitoring and evaluation activities included the following:

- Monitoring the NGO Shadow Reporting of the National Strategy for Disabilities Project.
- Monitoring the Advocacy-focused documentary shorts (Film Workshop II).
- Data collection for the NGO baseline survey.
- Developing the M&E strategic plan for the Partners in NGO Excellence project.
- Success Story follow-up for on-going projects.

Monitoring of the NGO Shadow Reporting Coalition

M&E event data collection continued for all major events conducted during the first quarter (the second specialized training workshop, the media training workshop and December events). In addition, a participant discussion group was conducted with all NGO members of the coordination committee after the second specialized training workshop. This provided an opportunity to gather feedback on the first

four project months and define priorities for the future. The following are comments from the discussion group.

- *“We did not know that international agreements are above the law. This is very important information.”* NGO Representative
- *“We learned how to use the CRPD as legal document to address the government.”* NGO Representative
- *“We used to think that what the government offers to people with disabilities is a service which is voluntary but now we know that these are obligatory rights.”* NGO Representative

Direct observation techniques were undertaken in order to follow the continual activities of the various committees. These observations were then compared to the final deliverables each committee presented. All committees progressed according to the original timeline with a high standard of quality in both research preparation and initial drafting of the NGO Shadow Report.

Monitoring the Advocacy-focused documentary shorts (Film Workshop II)

During this quarter, the filming, editing and final documentary screening phases of the project were conducted. For each of these phases M&E feedback data was collected in conjunction with obtaining end of the project feedback from all the project stakeholders. This data is currently being analyzed for preparation of the end of project M&E report.

The M&E activities undertaken included the conducting of the filming phases and a final project discussion group with the film makers, distributing an editing workshop and a final project questionnaire for both the film makers and the NGO representatives, and obtaining strength and weakness feedback for each film maker from the project trainers.

Some initial findings from the discussions and questionnaires are presented below:

- *“My understanding of filming has changed and I started to enter into the world of humanitarian work. I used to look at filming as a tool for just promoting an institution but now I understand it is not just that.”* Project Film Maker
- *“Our skills in selecting characters have developed. We used to select characters and work with them for a long time then we would discover that they were not suitable for the film.”* Project Film Maker
- *“We use to have general ideas about filming but now I can make a good film. I used to know 5% but now I know 90%.”* Project Film Maker
- *“We discovered how important it is to promote the causes of the NGO, not the NGO itself. The idea of engaging the youth in film making and other promotional tools was a fantastic idea.”* NGO Representative

The final compilation of the project M&E data will be conducted during the next quarter.

Data Collection for the NGO Baseline Survey

Data collection from the distributed baseline survey in the last quarter of year one continued throughout the first quarter of year 2. Responses to the baseline survey from YI participating NGOs have not been as desired or anticipated. The total number of responses received by the end of this reporting period was 52. Modifications to the data collection strategy were implemented to try to improve the NGO response rate. In spite of changes to the survey collection approach, the level of response continued to be low.

Data collection will continue into the first part of the second quarter to attempt to obtain an adequate sample size of responses. Once this is completed the data will be applied to the appropriate project PMP indicators.

Developing the M&E action plan for the Partners in NGO Excellence

During November, the M&E action plan for the Partners in NGO Excellence project was developed with the CSP team according to project activities' timeline. This was delivered and approved by the program officer. The specific M&E tools for each aspect of the action plan will be developed and approved during the first quarter of year 2. The majority of the M&E activities are not scheduled to start until the beginning of quarter 2 in year 2.

Success Story Follow-up for On-going Projects

Throughout the course of the first quarter of year 2 CSP Program Officers have been submitting and outlining success stories based on project results and findings from various M&E activities. The process of recording and submitting of success stories is being applied to a greater extent so better communication regarding the program's successes can be shared to a larger audience.

Next Quarter

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

- Monitoring of the following CSP project activities.
 - NGO Shadow Reporting Specialized training process.
 - Youth Shadow Mayors project.
 - The Partners of NGO Excellence.
 - The Master Advocacy Training project.
- Completion of the collecting and analyzing of the NGO Year 1 Baseline survey.
- M&E Tool creation for new CSP project components.
 - Partners of NGO Excellence.
 - Youth Shadow Mayors project.
 - Institutional development assessments and institutional improvement plans.
 - Master Advocacy Training project.
 - MoSD employee training events.
- Conducting an M&E training workshop for the CSP program staff.
- CSP M&E data collection for program indicators.

V. Summary of Activities for Next Quarter

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

- Conduct two workshops for the candidates of the “Celebrating Jordanian Activism” project; the final outcomes of which will be documented case studies of successful strategies and initiatives that will be developed as published materials, films, and other tools.
- Finalize cooperation with the New Tactics in Human Rights project and People’s Advocacy for the Master Advocacy Fellowship program.
- Complete recruitment of Master Advocacy Fellows and begin the series of training modules: (1) orientation workshop; (2) follow up on the political context of advocacy; and (3) New Tactics.
- Finalize the PR Training Certification Program and begin recruitment of candidates for the course. Explore adaptation of the AED’s Media Relations Handbook for the Jordanian context.
- Organize three workshops for the Shadow Reporting Coalition: (1) to finalize the shadow report drafting; (2) policy advocacy with MIUSA and DREDF; (3) media and advocacy strategy in preparation for Geneva review at the UN.
- Complete the design of the After Action Reviews (AAR), determine the specific themes for the advocacy program and launch the first AAR.
- Launch the Youth Shadow Mayors Program with the selected youth at a leadership workshop and subsequently an orientation session held at the Ministry of Municipal Affairs.
- Finalize design social media program, complete procurement, and plan for recruitment of social media activists (this might change depending on whether or not we decide to train a “core group”) for inclusion in CSP activities.
- Design the Civil Society Grants Fund and Transitional Democracy Fellowships (I would suggest we stick to Civil Society Grants and avoid political connotations as the name might unintentionally exclude certain players) as part of CSP’s expanded grants portfolio, including a donor survey of grant-making in Jordan for 2009-2012.
- Design the disability rights and advocacy grants program description, criteria and competition.
- Support MIUSA in the delivery of technical assistance to USAID implementers, NGOs/DPOs, and HCD and coordinating all training workshops. Begin initial discussions on the design of the MIUSA-CSP disabled youth leadership program (to be awarded later in 2010).
- Recruit disability rights specialist to lead CSP’s expanded disability rights component.

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

- Continue to deliver customized technical assistance to the five NGOs who participated in the IDA Pilot and JOHUD in the areas of human resources and financial management, as well as
- Finalize selection of the Partners in NGO Excellence and begin the Phase I of technical assistance (Institutional Development Assessments/IDA and Institutional Improvement Plans/IIP) followed by the Training Services Review (TSR). CSP anticipates approximately 25 NGO training service providers to be selected for this Phase.
- Complete the Training Management Manual (TMM) and translate into Arabic. Integrate the testing of the manual into the Partners in NGO Excellence program.

- Procure the services of Global Learning Partners and design the intervention and adaption of dialogue education for the Partners in NGO Excellence.
- Test the first draft of the Stakeholder Feedback manual on participants from the pilot program to ensure that it provides audiences with the necessary skills and information required to implement in-house focus group research for program design. After this, CSP will work with FGRC to finalize the content and translate into Arabic for implementation in round two of the Stakeholder.
- Procurement of the Community Youth Mapping training service provider will take place and sub-contract awarded.

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

- Complete the NGO survey with Strategies supplying all survey data to CSP and the Ministry of Social Development.
- Deliver the e-survey/database tool to the Registrar and all relevant ministries.
- Conduct procurements for the online registration system (pending finalization of regulations from the Legislative Bureau)
- Shift focus of technical assistance to the Registrar and redefine CSP's deliverables according to the progress made to date on implementation of the law.
- Conduct a training needs assessment for all relevant ministries responsible for NGOs and Registrar council board members and define CSP's capacity building program accordingly.
- Evaluate with USAID/Jordan progress made to date on the work with MoSD.
- Proceed with issuing a sub-grant to ICNL for a limited scope of work on the Fund for Societies.
- Explore viability of further legal technical assistance in conjunction with MoSD and training on the law for Government staff.
- Complete Phase II of the MoSD gender assessment and present results to the Minister in conjunction with CIDA.
- Conduct two workshops for HCD senior staff on policy advocacy and support the development of its strategic policy advocacy action plan for 2010.

Appendix I: Applicants to Celebrating Jordanian Activism RFP

Organization (* indicates new to CSP)	Project Name/ Objectives	Location of organization
Al Yarmouk Society for the care of people with disabilities	Awareness and advocating for the rights of the persons with disabilities	Irbid
Childcare Charitable	Integrating people with disabilities into society and changing society's perceptions of persons with disabilities	Mafrag
Al Badia Charitable Society for Development and Training*	- Karamati (My dignity) مشروع "كرامتي" Free Legal & Social Counseling and Services for women victims of violence	Madaba
Al Jisr Al Arabi for Development & Human Rights*	Advocating for rights of refugees	Amman
Community Development Center	Provided a general overview of the center	Sweileh
Entity Green*	Recycling project with employability objectives	Ein el Basha
Fatima Al Zahra Charitable Society*	Awareness on and Combating Violence against Women	Al Basirah-Tafileh
Jordanian National Committee to Eliminate so-called Honor Killings*	Honor Crimes	Amman
Kufer Soum Charitable Society*	Rural Development with a focus on women empowerment	Kufr Soum-Irbid
MIZAN Law Group for Human Rights	All projects named	Amman
National Council for Family Affairs*	National Family Protection Project	Amman
North Villages Center*	Reforming educational system and equality for students	Irbid
Partners Jordan	Applied with three projects: 1) Establishing a Public Library & Internet Center for Youth and reducing social barriers for women to visit the library; (2) Amending the Law on Societies; and (3) Organizing the bus station	Amman
Royal Health Awareness Society	Healthy Schools Project	Amman
Royal Society for the Conservation of Nature (RSCN)*	Save Jordan's Trees	Amman
RSCN-Fuheis Branch*	Advocating for relocation of a Cement Factory in Fuheis	Fuheis
Specific Union for women Farmers*	Amending articles in Jordanian & Arab agriculture laws in favor of women	Ajloun
ZENID	Makana: empowering rural women to advocate their rights and those of their communities: 1) Transforming Mu'tah swamp into a park 2) Combating child drowning in King Abdallah Canal.	Amman

Appendix II: Members of the Jordanian Coalition for Disabilities Rights

No.	Name of Organization	Location	Profile
01	South Association for Special Education	Ma'an (South Region)	Working with more than disability, mainly: deaf, physical. And also run an elementary school for the deaf. And also serve nearly the south region by bringing the disabilities and their families by the association buses. And also have a vocational training for the disabilities in the stone factory by producing jewelry. This association is accredited from the government and military for the medical examination of the hearing.
02	Care and rehabilitation of disabled	Amman	Providing the physically disabled people with Limbs.
03	Al-Khaledieh Association	Karak (South Region)	Working with simple and severe mental disabilities, by providing education, rehabilitation, and support.
04	Abe Al-Darda' Special Education Association	Irbid (North Region)	Working with simple and severe mental disabilities, by providing education, rehabilitation, and support.
05	Social Rehabilitation Center (UNRWA)	Irbid Irbid Refugee Camp	Funded by UNRWA and working with all kinds of disabilities except the blind. By providing education, rehabilitation, and support.
06	Basma Center	Karak (South Region)	A private center that works on speech and hearing disabilities.
07	Prince Ali Bin Alhussain Deaf Club	Amman	A sport and social and cultural club, specialized for deaf disabilities, and provide facilities for the deaf the sports and social and cultural activities.
08	Child Care Society	Mafraq (North Badya)	Focus on education & rehabilitation for the simple and severe mental disabilities, deaf, blind.
09	Al-Amal Special Education Center/Bany Kenaneh	Irbid (North Region)	Vocational rehabilitation for the physical, simple and severe mental disabilities, deaf. In beauty salon for girls, and a small farm for boys. And also providing technical support for the disabilities educational center in the town.
10	Cerebral Palsy Association	Amman with 6 branches around the kingdom and mobile clinics	Focus on providing a free physiotherapy for the corbel palsy. And established two schools one in Amman and the second in Irbid until the tenth elementary class.
11	Aya Center for Special Education	Amman	A private center that provide education and rehabilitation for the simple and severe mental disabilities, and also persons with multiple disabilities.

12	Almansheyeh Society For Disabilities	Irbid (North Gour)	Providing In-kind assistance for the disabilities and their families, support them with cash assistance. With future plans to establish a physiotherapy center and a school.
13	Al-Khaledieh Association	Karak (South Region)	Working with simple and severe mental disabilities, by providing education, rehabilitation, and support.
14	Alkhalideyeh Association for Special Education	Mafraq (North Badya)	Working on the education and rehabilitation of the severe and simple mental disabilities. Deaf, physical, vision disabilities. And integration of the disabilities with normal students.
15	Social Rehabilitation Center (UNRWA)	Zarqa (Middle Region)	Funded by UNRWA and working with all kinds of disabilities except the blind. By providing education, rehabilitation, and support.
16	Aman Center for Special Education Center	Amman	A private center and registered as a nonprofit company that provides physiotherapy and functional and speech treatment for the simple mental disabilities.
17	Gour Al-Safi Association for Social Development	Gour Al-Safi (South Region)	Providing education for the simple mental disabilities.
18	National Association	Amman	Providing the physically disabled people with Limbs.
19	Rajef Association for Special Education	Rajef (South Region)	Working with medium and simple mental disabilities, deaf, down syndrome, Autism. By providing them with physiotherapy and education and rehabilitation.
20	Social Rehabilitation Center (UNRWA)	Amman	Funded by UNRWA and working with all kinds of disabilities except the blind. By providing education, rehabilitation, and support.
21	Al-Khaledieh Association	Karak (South Region)	Working with simple and severe mental disabilities, by providing education, rehabilitation, and support.
22	Ja'far Institution for Special Education	Amman	Working with simple and medium and severe mental disabilities especially for adults by providing a family based center.
23	Almadar International For Special Education	Amman	A private center and registered as a nonprofit company that provides physiotherapy and functional and speech treatment for the simple, medium, and severe mental disabilities. Autism.
24	Alnawra Speech & Language Center	Amman	Treating speech disabilities which is produced from all kinds of disabilities, such as mental, Corbel Palsy....etc.

Appendix III

Partners in NGO Excellence Project: Strengthening NGO Training Service Provision in Jordan

January 2010 – March 2012

(17 November 2009)

As part of its capacity building component, the Academy for Educational Development (AED) Jordan Civil Society Program (CSP), funded by the United States Agency for International Development (USAID/Jordan), will launch a unique two-year project that aims to strengthen training service delivery and the quality of specialized training content offered by Jordanian non-governmental organizations (NGOs) to other NGOs; and simultaneously build the institutional capacity of these training service providers.

AED CSP will provide customized technical assistance to increase the capacity of a number of non-profit training organizations to provide certified training services on behalf of AED. The program will require NGOs to specialize in one subject for certification, not blanket training service delivery (i.e. Monitoring and Evaluation, Organizational Development/ Human Resources Management, Communications/Public Relations, Advocacy, Financial Management, Training of Trainers, and Project Management); and will provide an opportunity for qualified organizations outside Amman to become certified. The program will also bring together organizations that rarely work together, thereby creating networking opportunities and sustainability.

Through an open and competitive process, organizations will be selected to go through various stages of assessment, and upgrading of skills, technique and content of training services. Those organizations that successfully complete the program will be eligible to compete for AED training service sub-contracts to provide technical assistance to AED grantees and other civil society organizations.

I. Project Summary

The short listed organizations will complete a one year process that consists of four phases. Each candidate must meet predefined criteria to pass each phase and qualify for the following phase. Upon successful completion of all the phases, the organization will be eligible to compete for a 12-18 month subcontract to provide technical assistance to a number of NGOs and CBOs around the kingdom.

The phases are divided as follows:

- **Phase I: Open Competition & Assessments**: applications will be received and short listed with the final candidates conducting an Institutional Development Assessment (IDA) and producing an Institutional Improvement Plan (IIP) that specifies areas of needed technical assistance and priorities identified in the IDA. The organization will also go through the Training Services Review (TSR) to assess the level and needs of their training services.
- **Phase II: Upgrading of Organizational & Management Capacities**: CSP will provide group trainings to all organizations that complete Phase I. A select group of trainers from each organization will complete a TOT (Training of Trainers) on training techniques, to upgrade their training skills, during this phase, as well.
- **Phase III: Upgrading of Content Management**: CSP will continue its provision of technical assistance through customized one-to-one on the job training to all organizations that successfully complete Phase II. In addition, a thorough content review of training materials will be conducted after which substantive technical assistance on the specialized content will take place during this phase.
- **Phase IV: Certification & Grant Competition**: Following the successful completion of the above phases, the organization will be an AED certified trainer and will be eligible to apply for a 12-18 month subcontract to train and build the capacity of other NGOs and CBOs throughout the Kingdom. These services will be provided as “in-kind grants” to these NGOs and CBOs focusing on the specialized topic in which the organization is certified by AED.

II. Eligibility Requirements

Successful candidates must meet the following eligibility requirements:

- Officially registered as a not-for-profit organization in Jordan
- Training as a core part of the organization’s mandate
- Proven track record of providing training on issues related to subjects chosen
- Dedicated training unit comprised of in-house full-time and/or part-time trainers and a core of long-term freelance trainers
- Existing training curricula and training content on the specialized topic and has the ability to develop new materials
- Committed to completing all phases of the program and assigning a dedicated team able to commit the time required
- Committed to transferring experience and knowledge to other NGOs and CBOs to help them improve their capacity and level of services provided

Appendix IV: Civil Society Program NGO Survey & Database

Period: 21 Oct 2009 – 31 December 2009

Remarks	Center				North				South			Total	
	Amman	Balqa	Zarqa	Madaba	Irbid	Mafraq	Jerash	Ajloun	Karak	Tafeyleh	Ma'an		Aqaba
List/No of identified NGO's	1036	116	165	91	249	127	46	51	98	38	69	53	2139
C O M P L E T E	511	88	115	76	184	107	36	49	76	33	64	30	1369
DROPPED NOT APPLICABLE													
Dropped: Branch and not main NGO	24	7	18	7	12	2	6	2	7	3	3	10	101
Dropped: Gov Center	17	0	7	1	8	4	1	0	2	0	1	1	42
Dropped: Private Center	34	0	0	0	0	0	0	0	0	0	0	0	34
Dropped: Permanently Closed	14	5	0	0	4	3	1	0	0	0	0	0	27
Dropped: UN	2	0	0	0	6	0	2	0	0	0	0	0	10
Dropped: No info	0	0	0	0	0	0	0	0	0	0	0	1	1
All docs lost/chairman not aware how	1	0	0	0	0	0	0	0	0	0	0	0	1
Shut down by MoSD	0	0	4	2	0	1	0	0	2	0	0	0	9
Tribal 'Deewan'	1	1	0	0	0	0	0	0	0	0	0	0	2
Duplicates	7	0	0	0	0	0	0	0	1	0	0	0	8
Branch [medical centers/clinics	3	0	0	0	1	0	0	0	0	0	0	0	4
Not NGO	2	6	4	0	0	1	0	0	0	2	0	0	15
Ibraheem Tamimi dropped	2	0	0	0	0	2	0	0	0	0	0	0	4
Coop	1	0	0	0	0	1	0	0	0	0	0	1	3
NGOs dissolved by MoSD	8	0	3	0	1	0	0	0	0	0	0	0	12
Name of NGO changed	2	0	0	0	0	0	0	0	0	0	0	0	2
ZakAat Committee	1	0	0	0	0	0	0	0	0	0	0	0	1
Total D R O P P E D NOT APPLICABLE												276	
TOTAL COMPLETE													1645

Civil Society Program NGO Survey & Database (continued)

Remarks	Center				North				South			Aqaba	Total
	Amman	Balqa	Zarqa	Madaba	Irbed	Mafraq	Jerash	Ajloun	Karak	Tafeyleh	Ma'an		
NGOs NOT TRACED OR FOUND													
No address or coordinates provided/available	327	6	4	3	17	2	0	0	3	0	0	2	364
PENDING													
Appointment	18	0	0	0	0	0	0	0	0	0	0	0	18
Chairman traveling	5	0	0	0	0	0	0	0	2	0	0	1	8
Partially complete	3	0	0	0	1	0	0	0	0	0	0	0	4
MoTourism was advised / NO REPLY	4	0	0	0	0	0	0	0	0	0	0	0	4
TOTAL													398
REFUSED TO PROVIDE													
REFUSED TO PROVIDE	40	3	10	2	15	4	0	0	4	0	1	7	86
No interest despite interview several appointments [Refused]	9	0	0	0	0	0	0	0	1	0	0	0	10
TOTAL													96
Total VISITED	691	110	161	88	232	125	46	51	95	38	69	51	1757