



*Academy for Educational Development*

## **JORDAN CIVIL SOCIETY PROGRAM**

### **Annual Work Plan Year 1: 5 October 2008 – 4 October 2009**

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CENTER FOR CIVIL SOCIETY & GOVERNANCE

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*Submitted to:*

Haya Shubailat  
Chief Technical Officer  
USAID/Jordan  
hshubailat@usaid.gov

Charis Nastoff  
Contracting/Agreement Officer  
USAID/Jordan

Tine Knott  
Alternate Chief Technical Officer  
USAID/Jordan  
tknott@usaid.gov

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## **I. Overview**

This work plan covers the period of October 5, 2008-October 4, 2009, the first year of the four-year USAID/Jordan-funded Civil Society Program (CSP) implemented by the Academy for Educational Development (AED). 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.

At the time of writing this work plan, GOJ is in the process of preparing the bylaws and regulations that will govern the proposed Law on Societies, while the Parliament considers amendments proposed by representatives of civil society (to be reviewed in either this session or the next in early 2009). However, the creation of the law, which introduces measures to monitor and regulate civil society, has given rise to tensions both within the sector itself and between the sector and GOJ.

AED is fully aware of the sensitive context in which CSOs are operating as they await the implementation of the new law, a context which requires AED to launch its program in Jordan deliberately and carefully. Therefore, the AED team will undertake a comprehensive research and consultation phase that will serve as the foundation for detailed program strategies, enabling both AED and USAID to create a program that fully responds to the current and most urgent needs of civil society.

Year 1 will put into place building blocks to form the foundation of a long-term program that builds a strong and vibrant civil society. The four main phases include:

- Start-up (October-November 2008)
- Research & Consultation (November 2008-February 2009)
- Strategic Planning and long-term program design (March 2009-April 2009)
- Technical Interventions (November 2008-onward)

This draft work plan is a living document that may be revised according to the results and response to the research and consultation phase of the project. To that end, AED expects to revise this work plan in early March, submitting it along with a revised budget to reflect its planned programming.

## **II. Start-up**

CSP's Chief of Party began work remotely from Lebanon upon signature of the award and relocated officially to Amman on November 1st, with the majority of team members joining in mid-November. Some start-up activity took place in October including developing a transition plan with AED's Education Support Program (ESP) as it closes out, thereby enabling CSP to

establish its in-country presence quickly by taking over existing office space, transferring selected equipment, and hiring on staff from ESP.

CSP has been incorporated into the AED company registration in Jordan, allowing CSP to hire local staff, set up its bank account and operate accordingly and within the framework of the US-Jordan bilateral agreement.

One issue that has evolved is the fact that AED has been told that all foreign organizations are required to have an exemption from the Greater Amman Municipality to rent a residential space. AED is now pursuing this exemption as represented by its local legal counsel. If this exemption is not awarded, then CSP will have to identify commercial space and relocate its premises within two months. *(NOTE: USAID may want to consider how this new regulation from GAM affects implementers and grantees operating under the US-Jordan bilateral agreement as commercial rates are significantly higher than residential rentals and will have a direct impact on USAID budgets.)*

In January, CSP's COP will travel to Washington, DC for orientation; in February the finance manager of the Center for Civil Society and Governance (CCSG), the center within AED that implements CSP, will come to Jordan to train the finance and grants team.

### **III. Programmatic Plans**

#### **A. LAUNCH PHASE: OBTAIN STAKEHOLDER BUY-IN AND ASSESS THE SECTOR**

After the most critical set-up steps have been completed, CSP will begin its Launch Phase, during which the program will carry out a methodical and participatory assessment of private, governmental, and non-profit stakeholders to determine the state of civil society in Jordan, its most urgent and current needs, and the best approach for meeting those needs. In addition to providing CSP with data to inform its program design, this process will signal to stakeholders that CSP plans to run a participatory program attuned to local priorities. Moreover, this assessment phase will in itself build the capacity of civil society, as CSP creates mentoring relationships between stronger and weaker research organizations.

##### **i. Focus Groups (November 2008-February 2009)**

AED will work with two main partners to carry out qualitative research on Jordanian civil society: the Focus Group Research Center (FGRC) of the Lebanese Center for Policy Studies, and the Jordan-based not-for-profit research organization the Al Mashreq Al Jadid Center (AMAJ). As a more experienced, higher-capacity organization, FGRC will provide technical assistance to AMAJ.

Specifically, FGRC and AMAJ will conduct the research process as follows, with FGRC serving as mentor at each stage:

November 16th-27th

- FGRC conducts needs assessment of AMAJ in both the areas of its research and management structures.
- FGRC and AMAJ determine research priorities, and finalize their research proposal, contract, budget and work plan with AED
- AMAJ conducts preliminary interviews and consultations with civil society stakeholders to determine design of focus groups and draft discussion guide for approval by AED.
- AMAJ conducts two pilot focus groups in Amman: (1) ordinary citizens; (2) CSO representatives. AMAJ and FGRC brainstorm on findings of pilot focus groups

December 1-26

- AMAJ and FGRC finalize discussion guide and recruitment strategy.
- AMAJ conducts recruitment of participants and organizes logistics for nationwide focus groups.

December 28-January 22

- AMAJ conducts focus groups with (a) ordinary citizens (approximately 6 groups in total covering North, Middle and South); (b) civil society organizations (approximately 4 groups by Tier incorporating geographical balance into each group as appropriate); (c) special focus groups with media representatives, private sector/CSR; (d) individual interviews with key decision-makers, opinion makers, media, etc. FGRC observes and provides feedback and guidance on recruitment procedures and quality control, moderation, general focus group and client management.
- FGRC brainstorms with AMAJ team on findings of focus groups.

January 22-29

- AMAJ submits a draft report and a draft power point presentation to FGRC, which then provides feedback on the report prior to its submission to CSP.

February 1-12

- AMAJ conducts two presentations of the focus group results: (1) for CSP staff; and (2) for USAID and its D&G implementers (to be discussed with USAID and CSP).
- FGRC provides technical assistance to AMAJ in finalizing the presentations and analysis.

February 8-19

- CSP organizes presentation(s) for CSO representatives, GOJ, and the general public (specific format to be defined later).

February 22-26

- CSP hosts presentation(s) of results by AMAJ to government and CSO representatives.
- CSP, AMAJ and FGRC conduct after-action review, wrap-up session and evaluation.

March 10

- FGRC submits to CSP final progress report on AMAJ mentoring assignment with recommendations for AMAJ's future development.

As mentioned in the timeline above, CSP will explore the appropriate mechanisms for disseminating the results to the key stakeholders, including but not limited to roundtable debate, public forum, or working group sessions with selected targets. In addition, CSP proposes to share the results with USAID and its democracy and governance implementers who are also working with civil society and can organize a special presentation at USAID as appropriate. This will reinforce our donor coordination efforts as well as provide all implementers with insights for their respective programs.

Feedback from both the research and the presentations will be taken into account when finalizing the specific strategies for the program components outlined below.

**ii. Survey on Donor Coordination and Grantee Performance (November 2008-January 2009)**

CSP will develop an outreach plan and assessment tool to gauge recent, current, and planned civil society strengthening activities implemented by international actors, including USAID partners, as well as the Government of Jordan. This donor survey will garner lessons learned from the grants programming of other international NGOs and will assess the capacity of Jordanian CSOs to fulfill their financial and programmatic grant obligations to donors. The European Commission, for example, is creating an interactive online mapping tool illustrating where donor assistance exists across the Kingdom, while CIDA has done its own mapping of the support given to women's rights NGOs in Jordan.

The AED in-house survey will gauge whether activities whose support from other donors is about to terminate may be appropriate for CSP to continue. AED hopes to create a mechanism for future donor coordination led by Hiba Dajani, AED's Team Leader for the civil society strengthening component (who led previous donor coordination initiatives for the UN Resident Coordinator's office). Understanding that some coordination efforts exist (primarily on the bilateral level rather than the implementer level), AED hopes to create a mechanism that focuses on program strategy and lessons learned as well as creates opportunities for leveraging resources for civil society.

**B. RESULT ONE: CIVIL SOCIETY ACTIVELY ENGAGED AS A KEY PLAYER IN THE OVERALL REFORM PROCESS**

**i. Milestone 1.1: Civic Action Mobilized**

As described in the proposal AED submitted to USAID for this project, CSP will provide CSOs with the tools needed to engage and empower Jordanian citizens to take action to improve their lives. AED will identify new and established CSOs in areas outside of Amman to launch projects to address community needs and effect social change, by supporting their institutional development and later funding their advocacy work; train CSOs to use new media to perform outreach and spread advocacy messages; and fund the creation of advocacy-focused documentary shorts.

• **Activity One: Small Grants Advocacy Program (September 2008-onward)**

Like the term "TOT" (training of trainers) the terms "advocacy" and "advocacy training" in Jordan have been so often used that they have started to lose their meaning to many civil society actors. CSP hopes to refocus organizations and individuals in their advocacy work, helping them to achieve the policy change they seek with targeted skills building and strategic planning.

Details of this small grants program—including the geographical locations, the size and number of grants, and the criteria for applicants—will be defined based on the results of the focus group

research and consultation phase of the program in March. Prior to that, CSP team members will conduct site visits to various municipalities to assess windows of opportunity to both strengthen existing local initiatives and create new ones. Through coordination with other USAID implementers, CSP will avoid duplication of effort while identifying prospects for creating mentoring and exchange projects among CSOs nation-wide.

CSP anticipates that in Year 1, beneficiaries of its institutional development component will utilize what they learn by focusing their efforts on targeted advocacy for policy change. An open competition will be held among these organizations for support in the form of small grants that support their advocacy work. In addition, these groups will benefit from the new media and media advocacy components of the program as described below.

The CSP grants team will prepare a grants manual as well as a training program for grantees on how to administer AED grants and adhere to USAID regulations, all of which will be presented at a launch workshop for grantees. The materials will be prepared in both English and Arabic, and applications for grants will also be accepted in both languages, as it is expected that smaller CSOs outside Amman that deserve and would benefit from CSP funds do not have the English language abilities.

- **Activity Two: New Media Publicity (March-September 2009)**

AED hopes to introduce to a wider civil society audience the power of social media to help facilitate social change by partnering with the Social Media Exchange (SMEX). SMEX is a non-profit initiative launched in Lebanon in early 2008 that provides training in new media technology to help CSOs spread their messages more skillfully, raise awareness of the meaning and role of civil society, and explain the services they offer. Such tools have demonstrated potential to enable more efficient and transparent operation of CSOs by facilitating connection with and reporting to constituents, media, other CSOs, the public at large and donors.

In addition to examining social media success stories from around the region and how they may be adapted to the Jordanian context, SMEX consultants will provide hands-on training, customized curricula and implementation workshops in these media in order to facilitate their application and integration into nonprofit programs and procedures. To that end, SMEX has recently published the first of its social media guides, an Arabic translation of DigiActive's "Introduction to Facebook Activism" by Dan Schultz. A second guide, "Facebook Pages for NGOs, Nonprofits, and Civil Society Organizations" by the SMEX team will follow soon.

In February, CSP will identify a team of new media activists (both individuals and CSOs) who will be trained by SMEX in the use of social media tools for advocacy. These trainees will then be integrated into CSP's trainer network (described below), providing ongoing consultation and training in the use of social media to civil society actors throughout the Kingdom.

SMEX will conduct three rounds of training: a TOT for CSP new media trainers (March) and two in July: one for CSP grantees with CSP new media trainers co-training with SMEX during this workshop; and the second where CSP will conduct an open competition for other NGOs interested in online media to participate in a CSP-SMEX workshop on social media advocacy; thereby broadening the circle of NGOs with these skills. At this point, no organization similar to

SMEX has made itself apparent but ultimately CSP believes a counterpart CSO will emerge to build on what SMEX has started in Lebanon and continue to serve the civil society community beyond the CSP.

SMEX will remain engaged through AED's Online NGO Portal, providing technical support and possibly follow-up courses through distance learning. Following this six month mentoring period, CSP's new media trainers will then be able to provide ongoing support to grantees and conduct ongoing new media training for CSOs throughout the CSP program.

- **Activity Three: Advocacy-focused documentary shorts (January 2009-March 2009)**

Award-winning documentary filmmaker and former CNN producer Yasir Khan will volunteer his time with CSP during the January winter break from the American University in Cairo, where he is teaching documentary filmmaking. During this two-week period, Mr. Khan will work with the CSP team to conduct a master-class seminar for documentary filmmakers, matching them with NGOs that represent the various tiers of civil society development in Jordan.

The goal will be the creation of documentary shorts for local broadcast to be integrated into existing programming on Jordan Television as well as distributed on new media outlets such as YouTube, Facebook, and distributed by CD-ROM to local CSOs. Participants for the January seminar will be identified through an open competition with eligible candidates having had at least two years television production or documentary film experience. This seminar will serve as a pilot for the longer term media advocacy work in Year 2

AED is exploring a partnership with the Royal Film Commission of Jordan for the production and dissemination of such documentary shorts into their ongoing film programs. This would then serve to formalize the link between filmmakers and NGOs, thereby raising awareness of the role of civil society and highlighting the work that is being done across the Kingdom.

### **Milestone 1.2: Public Awareness of Civil Society Increased**

There is a low level of understanding in Jordan of the nature and function of civil society, not only among the general public but among members of the government and even some civil society actors themselves. The Civil Society Program will support initiatives to raise public awareness of and appreciation for the importance of the third sector through media outreach activities integrated across its program components.

- **Activity 1: Building Relationships between Media & CSOs (January 2009-onward)**

Media will be engaged in various ways throughout CSP. During the Launch Phase of consultation and research, AED will elicit media opinion and understanding of civil society through its use of focus groups and individual interviews, in an attempt to determine what obstacles exist for broader media exposure of civil society issues. The results of these discussions as well as those with CSOs will contribute toward shaping the specifics of this activity, but CSP anticipates work as follows:

- Upgrading of skills/TOT for NGOs and trainers providing media relations skills building for NGOs. AED recognizes the existing work of Jordanian NGOs who have been providing this type of training with various degrees of success. Through an open competition, AED will offer upgrading of skills for those media relations trainers through an evaluation of existing capacities and specialized training upon which these trainers will become part of the CSP trainer network (described below).
- Workshops for NGOs on how to better communicate with media and develop in-house communications strategies
- Seminars for journalists on how to better cover the civil society sector

These individual activities will be developed in sync with opportunities for cross-fertilization among participants to create content to be used throughout the duration of the program. And this comprehensive course material will serve as the basis for training of AED grantees and the broader civil society community. This will include production of an Arabic-language media relations handbook for NGOs with customized case studies from Jordan and the MENA region. A number of materials exist, produced by USAID implementers elsewhere, which can also serve as resources and adapted as appropriate to the Jordanian context.

All of these efforts will contribute to creating an innovative approach to increasing the quality and quantity of news coverage and mutual cooperation between the media and civil society. Training for both media and CSOs will be coupled with opportunities for engagement and joint production of stories that will be profiled on the Jordanian version of the Chronicle of Philanthropy (described below) as well as in the media outlets represented.

- **Activity 2: Reality TV Meets Civil Society (Year 2)**

During the Launch Phase, CSP will explore the viability of using reality television as a medium for raising awareness of the work of CSOs and creating an opportunity for dialogue and engagement between government and citizens. The experience of working on the documentary shorts component as well as the empowerment of CSOs and media to better work together will serve as a backbone from which this component will be developed for Year 2. In addition, AED's work with Jordanian broadcasters and filmmakers as well as with the private sector will provide an entrée into co-sponsorship, production and broadcast distribution.

### **iii. Milestone 1.3: Citizen Voices Heard**

CSP will explore how best to provide technical assistance to CSOs and GOJ to improve communication between government and civil society. This may include supporting the mechanisms by which ministries communicate with and solicit feedback from the general population on issues related to the third sector.

- **Activity One: Consultation with NGOs about the regulations stemming from the Law on Societies (November 2008-onward)**

AED is exploring how best to ensure that NGOs have an opportunity to comment on the draft bylaws of the Law on Societies by encouraging dialogue sessions with key Ministry personnel

and legal drafters. CSP will explore options that include co-hosting such consultative sessions with the National Center for Human Rights (NCHR), whom the Prime Minister recently encouraged all Ministries to involve when drafting legislation related to human rights. If deemed appropriate by all parties, CSP envisions that such sessions could be held from mid-November onward..

In addition, AED has begun discussions with Partners Jordan to launch a joint initiative to develop a comprehensive case study of the NGO law reform process since 2005, mapping out the key actors, milestones, interventions, and developments as well as advocacy strategies to define lessons learned and best practices for future work in this area. This would be developed in December, and in January both organizations would co-host a seminar to discuss the findings and explore how they impact the work related to bylaw regulations and ongoing NGO law reform initiatives.

- **Activity Two: Strategic Communications (December 2008-onward)**

AED will also offer to conduct a communications audit among relevant ministries in order to help define a cohesive outreach and communications strategy of the law on societies to Jordanian CSOs and to local and international donors. Nebojsa Radic, a specialist in CSO and government communications who designed and implemented a similar strategy for Jordan's Ministry of Justice (now recognized across the GoJ as one of its most effective communications units), is available to provide this assistance.

In December, Mr. Radic would conduct a communications audit of the Ministry of Social Development and other relevant Ministries working directly with civil society. He would then develop a customized technical assistance program providing training and mentoring to the Ministries' teams who work with media and CSOs on how to effectively communicate the government's message, as well as assist in creating mechanisms for listening and responding to stakeholders.

The specific activities and timeline for follow-on work will be defined based on the communications audit, but illustrative tasks for Mr. Radic could include: analyze and document current situation within MoSD and other ministries working with NGOs; define organizational objectives for communications and specific communications goals; define strategy/approach to publicize information, products, or services related to NGO registration and legislation; define communication tools that promote better and more effective internal and external communications; develop strategy implementation guidelines and work-plan; provide on-the-job mentoring to MoSD staff to implement and manage a communications strategy; and present and promote recommendations and work-plan(s) to MoSD and relevant counterpart ministries working with NGOs.

Suggested outcomes of such technical assistance include: improved capacity of relevant ministries to respond to civil society; identified communication objectives, messages, audiences, approaches and activities to communicate messages; forming a lobbying strategy (helping Ministry officials communicating with key individuals in Parliament to positively influence decisions and change), resource requirements (staff, skills, and financial), and plan of action;

enhanced promotion of Ministry products and services for NGOs; enhanced internal and external communications; and improved response times to media and civil society queries, comments, concerns, or expressions of interest for information.

**B. RESULT TWO: CSOS AT ALL LEVELS MORE PROFESSIONAL, CAPABLE, STRATEGIC, COLLABORATIVE, AND SUSTAINABLE**

USAID/Jordan has challenged the AED team to broaden its scope of assistance beyond supporting CSOs whose work falls within the democracy and governance portfolio to organizations focused on other areas of USG support such as education, environment, health, and rights of the disabled, among others. Regardless of the issue of concern that these NGOs work on or the Tier to which they belong, all share a common need: improved systems to ensure longer-term sustainability and governance. AED will endeavor to create customized assistance packages, opportunities for mentoring, and enhancement of training capacities across the country that lead to the achievement of this goal.

USAID/Jordan and AED strongly agree that participation in any component of CSP should be open and competitive as possible. The keys will be setting criteria by which to select partners and designing technical assistance programming that addresses the needs of all stakeholders.

**i. Milestone 2.1: Organizational Capacity of CSOs Improved**

- **Activity One: Institutional Development Assessment & Customized Capacity-Building (March 2009-onward)**

AED will conduct a series of open and competitive application processes to identify organizations who will participate in CSP's institutional development program. Selected participants will cover the range of capacities among the different tiers defined by USAID with technical assistance customized to fit the needs of the organizations. In addition, all recipients of grants will receive such technical assistance.

Once an organization is selected, AED's will facilitate a participatory Institutional Development Assessment (IDA), customized for the Jordanian environment, with each to examine its financial management, M&E, human resource management, community mobilization, fundraising, board governance, and sustainability. The IDA results will be used to develop a specific institutional improvement plan.

As mentioned above, CSP will strive to work cross-sectorally, providing its civil society strengthening and institutional development assistance to civil society organizations working beyond the democracy and governance portfolio.

How CSP will administer this support will be determined after the consultation and research period and will be further defined together with CSP's network of trainers as they will then deliver follow-on training and mentoring to these organizations. Perhaps in Years I and II, this institutional development program will be focused on grantees only while in subsequent years, such support can be made more widely available to other organizations beyond CSP's reach. At

all times however, CSP should remain flexible and transparent in how and to whom it provides assistance, with the door remaining open for those groups who recognize their change management needs and are willing to commit to it whether or not financial assistance comes with it.

- **Activity Two: Regional Visits (Year 2)**

In its CSP proposal, AED put forth the idea of a competitive grants component that would enable Jordanian NGOs to benefit from regional exchange visits that would enable them to better implement advocacy and watchdog activities. During Year 1, the CSP team will evaluate existing advocacy initiatives from which to design this component for implementation in Year 2.

- **Activity Three: CSO Internships (January 2009-onward)**

As a method to create future leaders for civil society and raise awareness in young people to opportunities of working in the non-profit sector, CSP plans to develop an internship program for university students, giving them places in NGOs in areas outside of Amman. One long-term goal is to increase the number of universities that implement community service programs for which students receive credit. Currently the University of Jordan provides this opportunity, while a limited number of private universities have the option.

During Year 1, CSP will identify four universities (two private and two public) in governorates such as Tafileh, Ma'an, Mafraq, Jerash, and Zarqa with whom it will partner and conduct an open competition for youth internships. CSP will identify local NGOs in these locales to serve as hosts and assist them in developing projects from within their existing program portfolio for the youth interns to work on. Open days would then be held at the universities that would serve three purposes (1) market the internship program; (2) create awareness on the history and status of civil society in Jordan through special seminars; and (3) enable host NGOs to highlight their existing programs on which interns will work.

The timeline for this activity is as follows: conduct site visits to universities and NGOs outside Amman (January); select host NGOs; define internship structure and competition criteria (February); hold workshops and open days to market program and conduct open competition (March); interview and select interns (April); announce internships (May); internships take place (June and July); and evaluation of internship, including whether the intern found the experience valuable, and whether the intern contributed to the host NGO project (August). CSP will then take lessons learned from this pilot to explore the longer-term strategy for the follow-on program years.

- ii. **Milestone 2.2: Quality Training Resources Available and Accessible**

During its consultative phase in months 2-5, AED will meet with training organizations (non-profit and for-profit), freelance trainers, CSP NGOs who provide training to other NGOs in order to better understand what has been offered. In addition, CSP will conduct a review of existing curricula, materials and evaluation mechanisms that exist to gauge the impact of such training.

This will help to lay the ground work from which CSP and its cadre of trainers will develop its training programs for the respective tiers of NGOs and its customized technical assistance.

- **Activity One: Trainer Certification Program (December 2008-onward)**

CSP's long-term goal is to support a widely respected, national certification program that recognizes quality training for civil society organizations, whether issue-oriented training (such as human rights, women's rights, etc) or technical (financial management, proposal writing, training of trainers, etc). This requires more time to assess the status of training in Jordan and how respective training organizations, freelancers, and service providers are interrelated and how their clientele utilizes their services.

However, in the early phase of CSP, AED will develop its own certification program for its network of trainers whose graduates will form a cadre that will provide ongoing technical assistance to NGOs throughout the Kingdom.

The development of this training network will begin with an open solicitation for seven trainers (representing various thematic areas of expertise germane to civil society capacity building) who will then participate in a five-day certification program led by Lebanese trainer Micheline Housseini. Upon certification, this group of seven trainers will work with the CSP team and Ms. Housseini to adapt and create a toolkit of resources that address the various needs of civil society, from financial management, M&E, human resource management, community mobilization, fundraising, board governance, and sustainability. Furthermore, additional opportunities for strengthening the capacities of these trainers will be created through the pairing of each with the international and regional trainers that are already part of other components of CSP, such as Nebojsa Radics, strategic communications consultant; Veronica Schuebel, CSR consultant; and Lina Alameddine, advocacy consultant.

These trainers will provide consultancy and customized training support to CSP grantees and those organizations participating in the various components of the program. CSP will monitor the performance of its trainer network and their impact on beneficiary NGOs and track progress made along the way. By mid-September a second round of training certification will begin.

Parallel to this, CSP will begin to develop a strategy for the longer-term certification program, partnering with existing organizations and leveraging existing initiatives that will find a home beyond CSP.

- **Activity Two: Clusters of Cooperation (April 2009-onward)**

AED's proposal described creating clusters of cooperation among organizations working in the same geographic areas but in different topical areas, whereby each could mentor the others in its respective area expertise. Such mentoring within the same community is rare in Jordan. The research to frame the activity will be conducted during the Launch Phase, after which more details can be elucidated.

As an illustrative example, CSP may explore the viability of this approach in Zarqa, by utilizing AED's institutional development assessment tool to measure the capacities of potential participating organizations. If the results of the IDAs indicate that it is appropriate, AED would bring together organizations such as the Family Guidance and Awareness Center (an established CSO that provides counseling services and women's rights programming), the local community radio station run by ZENID, and the Partners Center, which offers computer and English language training programs. These three organizations could mentor one another in their respective areas of expertise.

### **iii. Milestone 2.3: Networking and Collaboration Among CSOs Become the Norm**

Through its institutional development component, CSP will contribute to civil society strengthening overall. Yet CSP recognizes the challenges that exist at all levels for CSO collaboration, including with the executive directors of these organizations. Most are resistant to change, do little to encourage new leadership within their own organizations, and have yet to consider succession planning beyond their tenure. Granted, little professional development opportunities exist for them as senior managers. In order to create trust for CSP and its overall goals, AED must develop innovative strategies for engaging these senior leaders, yet maintain realistic expectations of how these efforts impact performance at an organization level. Ideas include creating a "Jordan pioneers in development" club or a series of high-level seminars in professional management or policy exchanges or participation in the corporate social responsibility.

- **Activity One: Collaborative Action Grants (May 2009-onward)**

Prior to launching this grants program and as part of the Launch Phase, CSP will carefully review the lessons learned of previous initiatives that have encouraged or required NGOs to implement projects in coalitions. Some have worked, with short term goals being achieved but long-term cooperation not materializing. Others simply did not work, where in most cases one organization dominated the campaign or implementation leaving the other partners wondering why they were involved to begin with.

AED has faced similar challenges in its work with civil society around the world and will tap into the resources it has developed elsewhere. This coupled with the results of its Jordan assessment will determine how best to structure this CSP component. Based on decades of civil society strengthening experience, AED has found that the creation of effective CSO networks is key to supporting CSO efforts to initiate, consolidate, and sustain democratic change through citizen participation. Regardless of which shape and form, the overall goal of the collaborative action grants remain: enable CSOs to amplify their voices and wield greater influence.

- **Activity Two: Online CSO Portal (December 2008-onward)**

CSP will create an online resource for NGOs to share best practices and lessons learned, learn of and post jobs, see current funding opportunities, network, and access a host of other information.

In December and January, the CSP team will analyze existing online initiatives for NGO information collection and distribution as well as collaboration and evaluate why some have or have not worked (i.e. devnet Jordan). Through its consultations and focus groups, CSP will research how NGOs are utilizing the internet and how they are communicating with their stakeholders in general.

It is anticipated that a preliminary outline of the portal will be developed in late January by AED's ICT Advisor together with key stakeholders from the NGO sector. This will then be tested in February with a final version being released by early March.

Other elements of CSP, such as the Chronicle of Philanthropy (see below), automated MoSD registrar, training curricula, NGO discussion forums, NGO law resources, and SMEX resources, will be integrated into the portal.

- **Activity Three: Jordan's Chronicle of Philanthropy (February 2009-onward)**

Utilizing the results of the focus group research, donor survey, and other consultations, the CSP team will develop the initial framework of Jordan's Chronicle of Philanthropy. In February, a working group will be created from key journalists and media-savvy NGO representatives who will assist the CSP team in defining the parameters of the online publication, led by Randa Naffa, CSP's team leader for advocacy and outreach, and Jordan Times journalist Rana Husseini. It is expected that the print version will appear in Year 3. A specific work plan will be defined to include goals, objectives, target audience, budget, timing, and legal issues.

In March, the team will focus on the content, story production, design, logo and name which it will then test in the next month among key stakeholders such as NGO's, donor agencies, embassies, private sector, government institutions. In April, a dissemination and marketing strategy will be defined and a test issue will be published with feedback being incorporated by the team as it develops the year's editorial schedule.

In June, a launch event will be organized to mark the first issue of the publication, solicit feedback, and identify subscribers for each monthly issue as well as breaking news relevant to the sector.

Parallel to this, CSP will explore cooperation with mainstream media actors to incorporate stories produced under this program in their own outlets and to secure contributions from their journalists to the online publication. This will maximize impact by raising broader awareness in the general public and by increasing the capacities of journalists to better cover such issues. In addition, CSP will seek opportunities to include private sector partners in this development of this project and create a section to highlight CSR initiatives.

#### **D. 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

CSP expects to support the Ministry of Social Development (MoSD) in its effort to educate its staff in applying the new Law on Societies, following regulations and procedures as they relate to specific ministries. CSP also hopes to support efforts to raise awareness among NGOs on how to navigate this process. Further discussions need to be held with the MoSD and other relevant ministries but AED envisions a number of initiatives, including:

- **Activity One: Setting up the Automated Registrar System (November 2008-onward)**

CSP has already began an informal assessment of the existing registration process, meeting relevant ministry counterparts to understand what already exists and what will change upon application of the new law on societies. In support of the MoSD's role as the new registration clearinghouse, AED will support the development of an automated registrar system by providing technical assistance from its in-house ICT advisor. The idea is to enable the relevant ministries engaged in NGO registration to interact electronically and streamline the NGO registration process with the eventual hope that this system would be taken public enabling NGOs to register online (similar to the online registration process that the Ministry of Industry and Trade operates).

During November and January, AED envisions holding three half-day coordination meetings with relevant ministries and entities in order to develop the NGO registrar mission and objectives; discuss the concerns of various stakeholders; assess and evaluate what relevant ministries have in terms of personnel, legal consultants, their training, and infrastructure of the ministries and other players; and review proposed work-flow for the automated system. CSP's ICT advisor will then work with the MoSD representative responsible for designing the registrar system and provide support in its development, ensuring proper testing of the system (within Government entities, governorate directorate offices, and with NGOs). A public launch of the automated system will then be developed. CSP will explore possible follow-on training in the use of the system at the Governorate level and for NGOs (see Activity Three below).

A tentative outline of the plan is as follows:

A. Initial Assessment and drafting of the work plan (November-January)

- The purpose of these meetings is to also identify bottlenecks and try to work around them.
- Create a committee from MoSD, CSP, NGO's to review the work flow and development of the system
- Compile archives and data bases
- Draft the workflow chart
- Develop detailed project plan and assign project phases/pilots and time frame
- Develop draft System Requirements Specifications Document (SRS)

B. Design the automation system; a pilot and three phases (February-June)

- After the assessment and the drafting of the work-flow, CSP's ICT advisor and MoSD's advisor will draft the TOR for this project.
- Review the Registrar system at MoI&T and decide if we can use the system to register NGO's or there is a need to build a new system.

- Develop Hardware and Software Requirements document
- Update and finalize the SRS Document
- Start building the new system or/modify the current system according to the needs.

C. Testing the system in Amman only (July-August)

- Pilot testing and identifying bugs/ issues.
- System update and final implementation.

• **Activity Two: Fund for Support of Societies project (December 2008-April 2009)**

AED will work with the Minister of Social Development to determine how best CSP can assist the Government in developing the Fund for Societies. Pending discussions with the Minister on the most appropriate intervention, AED may propose technical assistance from the International Center for Non-Profit Law (ICNL) in the form of (1) a white paper on models of similar funds created and managed in transitional democracies (December 2009); and (2) study visits to selected countries and visit to Jordan of those implementing similar funds to exchange lessons learned (January-April 2009).

ICNL has proposed an initial plan to AED that would draw upon its experience in other countries to offer support to the Ministry and CSOs to develop rules and procedures that will establish the basis for the Fund's success. Activities could include the following:

- ICNL will assess the Ministry's needs with respect to rules and procedures for the Fund, as well as its preliminary ideas for setting up the Fund. They would seek to organize consultations with CSOs to ensure their input on how the Fund can best support societies. In addition, ICNL could prepare a white paper analysis on other funds as mentioned above. (December-January)
- ICNL will organize a visit by three experts from other countries that have developed similar funds – one each from Croatia, Hungary, and Estonia. To ensure that the Ministry has the opportunity to hear the perspective of all sectors affected, the experts will include representatives of a Government ministry, a Fund, and a CSO. These experts will present at a workshop for Jordanian officials charged with the Fund's development, as well as CSOs, comparative information on development of regulations for the fund, grant-making criteria and procedures, mechanisms for overseeing the Fund, and other topics related to the Fund's operations. The experts will further make themselves available during their stay for consultation with government drafters and implementers to assist with specific questions regarding the operations of their Funds. (February)
- ICNL will then provide follow-on assistance to the Ministry in developing the regulations and procedures needed to ensure effective operation of the Fund. They will provide model rules, procedures, and other documents, comments on drafts, and research and analysis to help inform the drafters' choices on significant regulatory issues, in addition to providing consultation of specific problems as they arise. ICNL and AED will encourage inclusion of civil society representatives in the process to bring their perspectives on critical regulatory

issues, which we anticipate will strengthen the rules and procedures, but also to begin strengthening the relationship between the Ministry and the sector on legal and regulatory issues affecting CSOs. We anticipate that these activities will lead to effective rules and procedures for the Fund that will establish a solid basis for its future operations. (March-April)

- **Activity Three: NGO Law Awareness & Tutorials (March 2009-onward)**

As appropriate, CSP will support efforts to educate relevant stakeholders, within Government and civil society itself, on the law, the registration process, and procedures. Ideas that were discussed during the proposal development phase include a hotline for NGOs seeking to register, fact sheets on registration procedures, and town hall meetings to present procedures at the local and governorate level. Activities in this area will be determined at a later stage, pending the finalization and implementation of by laws and procedures, as well as progress made on the automation system.

- ii. **Milestone 3.2: Strengthened Civil Society-Private Sector Relationships**

- **Activity One: CSR Inventory and Curricula Development (February 2009-onward)**

In early 2009, the CSP team will inventory existing work in the area of corporate social responsibility. Through site visits to projects (such as the Aramex village or Al Ahel's project in Zarqa) as well as information gained during the focus group research CSP will identify specific priorities that the both the private sector and civil society needs to focus on and opportunities for sharing lessons learned, collaboration and development of new initiatives on CSR.

Based on this inventory, the CSP team together with Ms. Veronica Scheubel, former director of CSR at Nokia, will develop a customized program that complements and expands on existing efforts. Ms. Scheubel will arrive in-country in May, but her virtual consultancy would begin in March to develop materials to be used in the training program referenced below. These materials would include global strategies and trends in CSR, regional and Jordan specific case studies, among others.

In addition, CSP will coordinate with regional CSR initiatives such as the Dubai-based CSR Middle East project, a non-profit platform that promotes corporate social responsibility in the region and the networking of CSR professionals. In November, CSP will observe the MENA regional forum on CSR for Ministers of Social Development that the Jordanian MoSD is hosting. This will be useful in understanding what is happening both regionally and within Jordan itself.

- **Activity Two: Improving Private/Non-profit Understanding (May 2009-onward)**

Based on the results of the inventory, the CSP will work with Ms. Scheubel to develop a training program for in-house CSR staff with a focus on making CSR an integrated methodology and long-term strategy rather than an occasional publicity opportunity.

CSP will develop criteria for working with Jordanian businesses and adapt its program offering by taking into consideration the differences among different kinds of corporate giving. For example, some business leaders have created their own foundations to implement community development programs and face problems in implementation even though the good will and funding are there; other big businesses may have hired a development professional from a national NGO to do CSR but find it difficult to utilize what this person has to offer; in other cases, a company may have designated the CSR function to the PR or marketing person and see CSR as only a PR opportunity.

The CSP team will also develop a resource manual and training program for CSOs to understand and speak the language of business. By utilizing experts from Jordan's corporate world, CSP hopes to create a mentoring opportunity for CSOs and businesses from which the matchmaking component (below) could then develop.

- **Activity Three: Matchmaking (June 2009-onward)**

One of the outcomes of the focus group work will be the identification of opportunities to match businesses and CSOs based on common interests and issues of priority. Corporations will be encouraged to explore new approaches to developing CSR programs, and AED can act as a clearing house as appropriate to identify new CSR opportunities. Part of the NGO Portal will be devoted to tracking CSR initiatives across sectors, linking content from international and regional sites such as [cswire.com](http://cswire.com) and [csmiddleeast.org](http://csmiddleeast.org).

Starting in June 2009, AED will create opportunities to bring key business, government and NGO leaders together to create benchmarks for measuring impact of such CSR initiatives, through participation with business forum events, roundtables, and specialized seminars.

- **Activity Four: CSR Awards (Year 2)**

Mahara Consulting is currently developing its own niche in this market and are interested in collaborating with CSP on this and the development of an annual award, together with Venture Magazine. It is anticipated that in Year 2 the award component would be developed.

## **Draft Performance Monitoring Plan**

The Performance Monitoring Plan (PMP) below represents AED's best effort to measure the Jordan Civil Society Program results that are most important to USAID, as outlined in the Program Description. We have developed a plan that we believe reflects a logical flow from project goals to results to milestones. Our plan aims to capture the full impact of our program activities aimed at achieving this SO. Considering the complexity of this program, our PMP is designed to capture both the depth and breadth of our technical approach that aims to meet the CSP goal to cultivate and support a strong and credible civil society, an engaged citizenry, and a supportive enabling environment through established government consultation mechanisms and strong public-private partnerships. We will work closely with partners and grantees, locally, nationally, and regionally, to develop their PMPs and insure that lower level output data collected by them can be integrated into the AED PMP. This PMP should be considered illustrative and may be further developed in conjunction with USAID.

### **Methodology**

AED has developed M&E tools and these tools will be adjusted to specifically capture the results of the CSP. We will employ two methods to gather data for this PMP:

#### **1. Monitoring of output/outcome indicators**

AED will monitor output and outcome indicator progress on a quarterly basis. AED grantees will be trained on data collection for indicators specific to their projects at the initiation of grant activities and will report on these to AED. Reporting forms will also be tailored to ensure that accurate and appropriate information is collected and reported.

#### **2. Baseline and follow-up institutional assessments**

Institutional strengthening support to grantees will be measured by monitoring the frequency and type of technical assistance provided to grantees and the level of improvement as measured by baseline and follow-up organizational development assessments.

The PMP relies on quantitative indicators to measure programmatic progress, but this information will be supported by qualitative information captured and documented during training sessions, site visits, grantee meetings, partnership development, and observations in the target communities. The table below outlines our illustrative performance monitoring plan.

## Performance Management Plan

<b>Project Goal:</b> To cultivate and support a strong and credible civil society, an engaged citizenry, and a supportive enabling environment through established government consultation mechanisms and strong public-private partnerships.				
<b>Performance Indicators</b>	<b>Definition of Measure</b>	<b>Relevance of Indicator</b>	<b>Data Collection Methods &amp; Data Source</b>	<b>Baseline / Project End Targets</b>
<b>Result One: Civil society actively engaged as a key player in the overall reform process.</b>				
Milestone 1.1 Civic Action Mobilized				
Number of CSOs engaged in advocacy activities	Simple measure; Advocacy activities refers to lobbying, information campaigns, or other coordinated actions taken by CSOs to effect social change, driven by locally expressed needs	Demonstrates increased ability of CSOs to meet needs of beneficiary populations	AED quarterly count based on participant lists. Stratified by CSOs' region.	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr 4 Target: TBD
Number of policies at any level that have been influenced by CSOs	Simple measure.	Indicates effective advocacy efforts and campaigns	AED annual reports.	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr 4 Target: TBD
Percent of grantees successfully implementing their advocacy projects	Success is achieved when CSP grantees meet all their milestones.	Indicates increased advocacy capacity of CSOs, especially of watchdog groups	Grantees' quarterly review of milestone certificates.	Baseline: 0 Project End Target: 100%
Number of trainers and grantees trained in new media tools for advocacy	Simple measure of those completing new media training program. Trainers are those participating in CSP's trainer certification initiative.	Indicates increased knowledge of use of new media to spread advocacy messages	AED quarterly report	Baseline: 0 Yr1 Target: TBD
Number of advocacy-themed documentaries produced and publicly shown	Simple measure	Demonstrates advocacy of messages reaching wider audience	AED quarterly report	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr 4 Target: TBD

<b>Project Goal:</b> To cultivate and support a strong and credible civil society, an engaged citizenry, and a supportive enabling environment through established government consultation mechanisms and strong public-private partnerships.				
<b>Performance Indicators</b>	<b>Definition of Measure</b>	<b>Relevance of Indicator</b>	<b>Data Collection Methods &amp; Data Source</b>	<b>Baseline / Project End Targets</b>
<b>Milestone 1.2 Public Awareness of Civil Society Increased</b>				
Number of media professionals receiving training on reporting on the activities of CSOs	Simple measure	Indicates increased potential for media to raise public awareness of civil society	AED quarterly count based on participant lists; Stratified by gender and age,	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Increased media coverage of civil society issues	Simple measure of articles in newspapers, internet, Chronicle of Philanthropy, and television	Indicates increased public access to information about civil society	AED quarterly report	Baseline: 0 Yr2 Target: TBD Yr3 Target: TBD
<b>Milestone 1.3 Citizen Voices Heard</b>				
Increased Ministry of Social Development effectiveness in working with CSOs	Simple measure; Effectiveness is achieved when CSOs receive prompt assistance with registration procedures, reporting requirements and review, as well as information on other compliance procedures.	Demonstrates improved institutional capacity of the Ministry of Social Development	AED quarterly report.	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
<b>Result Two: CSOs at all levels more professional, capable, strategic, collaborative, and sustainable.</b>				
<b>Milestone 2.1 Organizational Development of CSOs Improved</b>				
Number of CSOs that increase their technical program skills through training or technical assistance	Simple measure; The training and technical assistance component will ensure that CSOs have an understanding of basic program management principles and will develop sound advocacy action plans.	Demonstrates increased institutional capacity of CSOs to participate in public policy, and advocate for the interests of their communities.	Institutional Development Assessment (IDA) performed at beginning and end of assistance	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of CSOs that improve their internal financial or administrative	Simple measure; AED will focus on improving the internal institutional capacity building in area of: Project development	Demonstrates increased institutional capacity of CSOs	IDA performed at beginning and end of assistance	Baseline: 0 Yr1 Target: TBD

<b>Project Goal:</b> To cultivate and support a strong and credible civil society, an engaged citizenry, and a supportive enabling environment through established government consultation mechanisms and strong public-private partnerships.				
<b>Performance Indicators</b>	<b>Definition of Measure</b>	<b>Relevance of Indicator</b>	<b>Data Collection Methods &amp; Data Source</b>	<b>Baseline / Project End Targets</b>
management through training or technical assistance	and proposal writing; Organizational management and governance; Project management and reporting; Financial management; Membership/ constituency development, etc.			Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of CSOs whose representatives participate in regional visits	Simple measure: Regional visits are visits from leaders of established NGOs in the Middle East to share best practices and lessons learned	Indicates opportunity for peer learning and capacity building	AED quarterly report	Baseline: 0  Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of students and CSOs participating in CSO internship program	Simple measure	Indicates strengthened future leaders of CSOs in Jordan	AED quarterly report	Baseline: 0  Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of Jordanian universities that implement community service programs for which students receive credit	Simple measure. Community service programs can be any of a wide range of activities involving governmental or non-profit organizations.	Indicates increased institutional commitment to building youth skills in civil society	AED quarterly report	Baseline: 3  End of project target: 6
<b>Milestone 2.2 Quality Training Resources Available and Accessible</b>				
Number of graduates of trainer certification program.	Simple measure. Graduates are those receiving certifications as master trainers.	Indicates increased number of human resources available to all Jordanian CSOs for future training.	AED quarterly report	Baseline: 0  Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD

<b>Project Goal:</b> To cultivate and support a strong and credible civil society, an engaged citizenry, and a supportive enabling environment through established government consultation mechanisms and strong public-private partnerships.				
<b>Performance Indicators</b>	<b>Definition of Measure</b>	<b>Relevance of Indicator</b>	<b>Data Collection Methods &amp; Data Source</b>	<b>Baseline / Project End Targets</b>
Increased use by CSOs of CSP training resources	Training resources includes trainers who have graduated from the certification program and curricula developed and made available on the CSO portal	Demonstrates that CSOs are accessing available quality training resources	CSO portal hits, number of requests for trainers; reported in AED quarterly report.	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
<b>Milestone 2.3 CSO Networking and Collaboration Among CSOs Become the Norm</b>				
Number of CSP-funded coalitions that complete a collaborative activity.	Simple measure; coalition is defined as two or more organizations, at least one of which is a CSO, working together for a common goal in either the long or short term. "Complete" means the tasks laid out in the work plan are carried out.	Demonstrates increased ability of Jordanian CSOs to collaborate	AED and grantee quarterly reports	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of visits to online CSO portal.	Simple measure; number of electronic hits on the CSO portal website.	Demonstrates increased networking and information sharing among civil society stakeholders	AED and grantees quarterly reports.	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of subscribers to Jordan's Chronicle of Philanthropy	Simple measure; total number of individual subscriptions to either the print or online edition of the publication.	Indicates increased interest in learning about civil society issues relevant to all actors	Count conducted by distributor of publication; reported in AED quarterly report	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of CSOs uploading information to the Portal or contributing stories to the Chronicle	Simple measure; information may include news of their activities, contact details, human resources needs, or other data.	Indicates increased sharing of information between CSOs	Count conducted by CSP and reported in quarterly reports.	

<b>Project Goal:</b> To cultivate and support a strong and credible civil society, an engaged citizenry, and a supportive enabling environment through established government consultation mechanisms and strong public-private partnerships.				
<b>Performance Indicators</b>	<b>Definition of Measure</b>	<b>Relevance of Indicator</b>	<b>Data Collection Methods &amp; Data Source</b>	<b>Baseline / Project End Targets</b>
<b>Result Three: Jordan provides a more enabling environment for civil society to work throughout the Kingdom.</b>				
<b>Milestone 3.1 Sound Legal and Regulatory Framework</b>				
Successful implementation of an automated CSO registration system and registry	Success is achieved when Jordanian CSOs have the possibility to register their organizations and submit deliverables in a streamlined fashion, and information can be found online about all registered organizations.	Indicates accessibility of easy to use registration system, enabling CSOs to better cope with new regulations	AED and grantees quarterly reports.	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Increased number of users of the NGO registrar system for registration purposes	Use is defined as the number of NGO registration codes created for newly registered NGOs, or numbers for newly re adjusted NGOs.	Demonstrates that MoSD staff are effectively using the automated registrar system for registration of an NGO.	Statistics will be collected from the Automated Registrar System and given in AED quarterly reports.	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Decreased percentage of NGO perception of corruption in workflow related to the NGO law	Defined as any positive statement regarding the decrease in perception of corruption.	Demonstrates increased empowerment of NGOs to engage with MoSD	Survey of NGOs using the registrar system will collect comments. Will be reported in AED quarterly reports.	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of positive modifications to enabling legislation/regulations for civil society accomplished with CSP assistance	Positive modifications represent any changes in the CSO legal environment that promotes citizens' rights to organize and participate in public decision making.	Demonstrates increased opportunity for CSOs and citizens to participate in public decisions making.	AED quarterly reports	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
<b>Milestone 3.2 Strengthened Civil Society-Private Sector Relationships</b>				

<b>Project Goal:</b> To cultivate and support a strong and credible civil society, an engaged citizenry, and a supportive enabling environment through established government consultation mechanisms and strong public-private partnerships.				
<b>Performance Indicators</b>	<b>Definition of Measure</b>	<b>Relevance of Indicator</b>	<b>Data Collection Methods &amp; Data Source</b>	<b>Baseline / Project End Targets</b>
Number of CSO and private sector participants in Corporate Social Responsibility training program	Simple measure.	Indicates increased level of understanding of CSR importance and opportunities	Participant lists; reported in AED quarterly reports, disaggregated by sector	Baseline: 0 Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD
Number of CSR projects or MOUs signed as a result of CSP matchmaking	Simple measure; "Projects" are defined as joint activities between at least one CSO and at least one private sector organization. "MOUs" indicate a relationship between a CSO and a private sector organization and the promise of future cooperation. "Matchmaking" can refer to CSP trainings, information fairs, workshops, or individual attempts to match organizations.	Indicates increased number of civil society-private sector relationships	AED quarterly reports	Baseline: 0 Yr1 Target: TBD Yr2 Target: TBD Yr3 Target: TBD Yr4 Target: TBD