

Capacity Building Course Catalog

for Jordanian Civil Society Organizations

2015-2016

Table of Contents

I. Introduction	3
II. Description of Courses	5
III. Eligibility & Registration	25
IV. Other USAID CIS Capacity Building Tools	26
V. The Internal Strengthening for Change (ISC) Project	27
VI. Capacity Building Resources for Civil Society Organizations	28

Summary of Training Courses Offered Under Capacity Building:

Dev. Category	Course	Organizational Level
Project Design & Management	Project Design & Proposal Writing	Community-Based Organizations, Mid-Level to National Level CSOs
	Budgeting for Proposals	Community-Based Organizations, Mid-Level to National Level CSOs
	Organizational M&E Foundations	Mid-Level to National Level CSOs
	Project Management Basics	Community-Based Organizations
	Effective Communications Planning for Development Projects	Mid-Level to National Level CSOs
Organizational Management	Strategic Planning	Community-Based Organizations
	Financial Management Basics	Community-Based Organizations
	Procurement Fundamentals for CSOs	Small and Mid-Level CSOs
Cross Cutting & Technical Subjects	Introduction to Advocacy	Small and Mid-Level CSOs
	Mainstreaming of Gender Perspective into Projects	Community-Based Organizations, Mid-Level to National Level CSOs
	"Learning to Listen Learning to Teach"; Training of Trainers in Dialogue Education	Mid-Level to National Level CSOs
	Qualitative Research Methodologies	Mid-Level to National Level CSOs
	Inclusion 101: Advancing Disability Rights	Small to Mid-Level CSOs

Target Participants	Duration	Post-Course Mentorship
Programmatic & Fundraising Staff	3 Days for CBOs, 4 Days for CSOs	3 Weeks
Financial, Programmatic, and Fundraising Staff	2 Days	N/A
M&E Staff	2 Courses, 3 Days Each	4 Weeks
Programmatic & Financial Staff	2 Days	N/A
Communications & Media Relations Staff	3 Days	3 Weeks
Board of Directors, Administrative Board, Senior Staff	2 Days	4 Weeks
Financial Staff	2 Days	N/A
HR and Procurement Staff	1 Day	N/A
Programmatic and Outreach Staff	3 Days	N/A
Senior Staff	3 Days	N/A
Part-Time & Full-Time Trainers	5 Days	N/A
Senior Programmatic, Research, and M&E Staff	15 Days, 4 Courses	4 Weeks
Senior Programmatic Staff	3 Days	N/A

I. Introduction

Are you:

- ✓ A registered Jordanian Civil Society Organization (CSO), Community-Based Organization (CBO), or any organization working to develop the Jordanian Civil Society
- ✓ Looking for an opportunity to enhance your organizational capacities
- ✓ Looking to enhance your programs' performance

The USAID Civic Initiatives Support Program (USAID CIS) provides Jordanian CSOs as well as other organizations benefiting civil society in Jordan, with the opportunity to develop their capacities through a selection of open courses and mentoring opportunities aimed at enhancing technical and organizational development skills, providing organizations with tools that enable them to better achieve their missions.

Trainings are interactive and learner-centered with most of them offering a mentoring component through which organizations can work on a project related to their work and receive hands-on guidance from the trainer. Training courses are also highly practical whereby participating CSOs develop resources, plans, and strategies for their ongoing work. Courses such as *Project Design and Proposal Writing* incorporate reviewing Requests for Proposals issued by donors in Jordan, simulating grant evaluation committee meetings, and reviewing proposals that were submitted to donors. The Organizational M&E Foundations require participants to apply with an existing project for which it will develop an M&E plan.

Through USAID CIS, a significant number of Jordanian trainers were trained on Dialogue Education and several of them were certified as Dialogue Education Practitioners. Dialogue Education Methodology has been introduced through their trainings and has shown great results of the results of the trainings. This pool of trainers is being drawn upon for the design and delivery of trainings under USAID CIS.

Prior to each training, participants are required to fill out an application form which includes a 'Learning Needs and Resources Assessment' (LNRA). The purpose of the LNRA is for the trainer to learn more about each of the participants' backgrounds, their knowledge of the topic at hand, as well as their learning needs.

You are invited to benefit from these course offerings based on your own capacity building needs, the courses are offered in different times and locations.

Civil Society Organization (CSO) - The term "civil society" is defined broadly as "non-partisan and non-governmental organizations promoting an interest benefitting a common good." Civil society organizations are distinct from political parties in that they do not share the objective of striving for political office. Conventionally, civil society includes: community groups, societies, associations, non-governmental organizations, labor unions, indigenous groups, charitable organizations, faith-based groups, and professional organizations. In addition to private sector benefiting civil society.

180
organizations benefited
from 22 different courses

42
organizations of them
took multiple courses

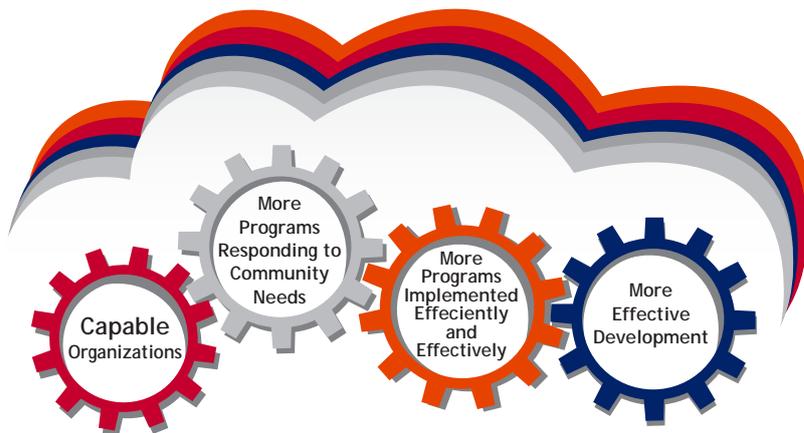
Why Capacity Building?

Civil society organizations at all levels are collectively working to develop communities. Continuous capacity development is essential for better social and economic development. A more capable organization results in a better Jordan for all.

The provided capacity development areas contribute highly to this process at the different stages.

Training topics have been identified after thorough consultations with organizations as well as various donor organizations. For 2015, USAID CIS will offer trainings in three overarching categories:

- ✓ Project design and management
- ✓ Organizational management
- ✓ Cross-Cutting & Technical Subjects



Organizational Management

- Strategic Planning
- Financial Management Basics
- Procurement Fundamentals for CSOs



Project Design & Management

- Project Design & Proposal Writing
- Budgeting for Proposals
- Organizational M&E Foundations
- Project Management Basics
- Effective Communications for Development Projects



Cross-Cutting & Technical Subjects

- Introduction to Advocacy
- Mainstreaming of Gender Perspective into Projects
- "Learning to Listen Learning to Teach"; Training of Trainers in Dialogue Education
- Qualitative Research Methodologies
- Inclusion 101: Advancing Disability Rights

II. Description of Courses

1. Project Design and Management

Project Design and Proposal Writing

This course takes place over one month and combines training with hands-on mentoring to build a draft proposal, in addition to an optional day of live simulations that provides participants with a unique opportunity to present and receive feedback from a committee of donor representatives.

Upon completion participants will:



- Understand how to design projects with clear goals, objectives, outputs and outcomes/results and to articulate these ideas into a convincing, responsive and well-designed proposal
- Base their proposal design on consultations with their target audience and clearly link their project objectives to the mission of their organization
- Know how to write a project proposal that includes a realistic action plan



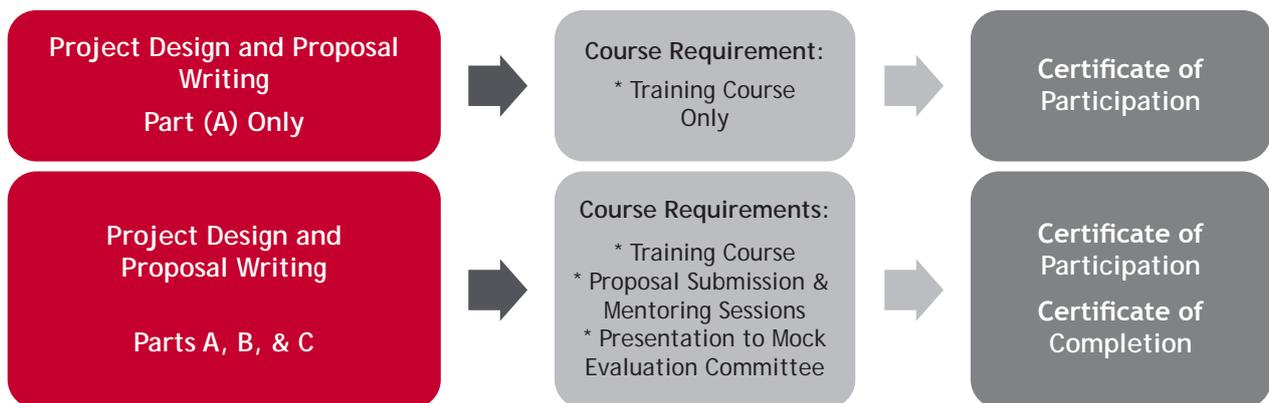
Structure of the Course and Certificates:

Training content	Duration	Mentorship/ Assignments
<p>Part (A): Training Course</p> <ul style="list-style-type: none"> • The link between the project design process and the project cycle • Elements of a good proposal (based on the results framework design and the logical framework) • The consultation process and getting your stakeholders engaged and methodologies to identify problem and problem analysis • Identifying strategies for inclusion of gender and persons with disabilities • Logical frame work • Strategic decisions: statement of need, overall goals, objectives • Project description: activities, action plan, outputs and results (outcomes) • Reading RFAs and responding to donor requirements • Understanding evaluation criteria for proposals • Identifying risks and sustainability factors • Basics on Preparing the project’s M&E plan • Fundamental elements for project budgeting 	<p>for CSOs: 4 Days</p> <p>&</p> <p>for CBOs: 3 Days</p>	<p>Updating an existing project proposal</p> <p>Revising the proposal based on the mentor’s feedback</p>
<p>Part (B): Mentoring - “Obligatory”</p> <p>Upon completion of the course, participants enrolled in Option B will have ten days to submit a draft proposal after which one-on-one mentoring will take place</p> <p>Individual mentoring will be provided for participants through email and phone, and one direct individual meeting will be held for participants who complete the draft proposal submission.</p> <p>NOTE: Project proposals developed under this capacity building opportunity cannot be submitted to USAID CIS grants competition</p>	<p>2 Weeks including one day for meetings</p>	<p>Prepare and deliver a presentation on the project proposal</p>

Training content	Duration	Mentorship/Assignments
<p>Part (C): Presentation of Assignments - "Obligatory"</p> <p>CBOs will be invited to present their draft project proposal before a mock evaluation committee for feedback</p>	One day group session	

Note: CBOs has different level of needs, and different level of projects they design, the course is customized into 3 days.

CBOs can enroll the course (Part A), and the other parts which allows CBOs to take an existing project proposal and redesign it according to what they learn in the course and share with the trainer and a mock grant evaluation committee for feedback.



Target Participants:

This course targets CBOs & CSOs represented by staff members who have recently been, or may be, assigned to work on proposal writing and/or project development and design; such as programmatic staff and fundraising staff.



Duration: Two modules over 4 days followed by mentoring assignments for CSOs.
Two modules over 3 days followed by mentoring assignments for CBOs.

Budgeting for Proposals

This course aims at providing medium-sized Jordanian CSOs & CBOs with the essential knowledge and practical skills to budget for projects that donors will want to support. This two-day course combines training course and exercises to provide participants with a unique opportunity to design and present excellent quality budgets to donors.

Upon completion participants will:



- Understand the basics of proposal budgeting and create a budget in simple steps
- Learn how to analyze costs and understand the mechanism of cost sharing
- Understand the different contracting methods
- Understand budget modifications, budget management through pipeline and burn rates calculations



Structure of the course and certificates:

Training Content	Duration	Mentorship/ Assignments
Understanding Budgets	2 Days	N/A
Tips for preparing a Budget		
Financial and Administrative Management Systems		
Common Budgeting Mistakes and Red Flags for Donors		
Creating Your Budget Template		
Budget Line Items		
Budget Notes		
General Cost Principles		
Checklists		
Direct Cost - Indirect Cost		
Cost Share		
Contracting Methods		
Modifications		
Common Reasons for Modification that may affect Budget		
Tips for Budget Management		
Pipeline and Burn rate		
Obligations vs. Award		

Budgeting for Proposals



Course Requirement:
* Training Course Only



Certificate of Participation



Target Participants:

This training targets CSOs & CBOs represented by staff members who have recently been, or may be, assigned to work on budgets and financial documentation for proposals and projects, financial staff, fundraising staff, programmatic staff.

Duration: Two Days.

Organizational M&E Foundations

This course provides the CSOs with fundamental processes and tools needed to undertake systematic monitoring and evaluation (M&E) activities throughout the entire lifecycle of its projects.

Upon completion participants will be able to:

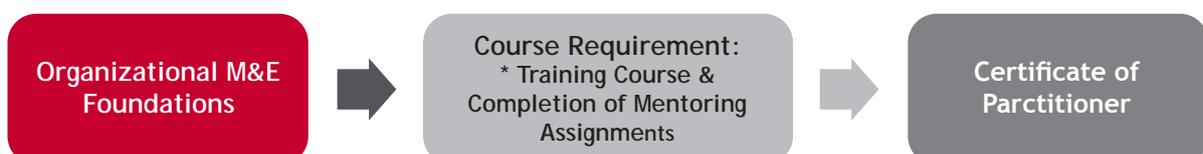


- Understand the practical application of key M&E concepts for systematic M&E in an organization
- Develop one organizational project with a fully designed development hypothesis, result framework, and performance indicator reference sheet
- Expand dissemination of M&E concepts throughout the organizational staff as the direct participant works with a project team to complete the mentoring assignments
- Understand the essential concepts and techniques for constructing a development hypothesis, formulating performance indicators and preparing for data collection
- Apply the essential M&E concepts and techniques with project staff (2-3) for an on-going or new organizational project



Structure of the course and certificates:

Training Content	Duration	Mentorship/Assignments
<p>Part A: Constructing a Development Hypothesis</p> <p>Problem Analysis Methodologies</p> <p>Causal Logic</p> <p>Project Objectives Development</p> <p>Project Result Framework Development</p>	<p>Course: 3 Days</p> <p>Mentoring: 4 weeks + (One face-to-face meeting and then follow up by email)</p>	<ul style="list-style-type: none"> • 2 applied problem analysis methods • 1 causal logic diagram completed • Defined project objectives • Project result framework completed
<p>Part B: Implementation Monitoring & Evaluation Planning</p> <p>Performance Indicator Reference Sheet (PIRS)</p> <p>Gantt charts, milestone management</p> <p>Critical path, Earned Value, Participative Evaluation methodology</p>	<p>Course: 3 Days</p> <p>Mentoring: 4 weeks + (One face-to-face meeting and then follow up by email)</p>	<ul style="list-style-type: none"> • Gantt chart with milestones, milestone management table • Network diagram • PIRS creation, and conducting a mini-evaluation





Target Participants:

This training targets mid-level CSOs which have limited to no previous exposure to formal M&E, yet desire to initiate systematic M&E processes and techniques going forward.

The training targets M&E staff. CSOs can enroll for parts A & B of the course which allows CSOs to take an existing project and prepare M&E plans according to what they learn in the course and share with the trainer for feedback.

Additional Requirements:

- Completion of the Monitoring & Evaluation Program (MEP) application & LNRA form
- Submission of a project description to be applied during the on-the-job assignments with the MEP application
- Organizational representatives should have project design, data collection or follow-up responsibilities in their job descriptions
- A working level of English (reading and comprehension) by each organizational representative

Duration: Six Days (delivered in two parts) followed by mentoring assignments.

Project Management Basics

This course aims at providing Jordanian CBOs with the essential knowledge and practical skills to manage projects and programs. This two-day course holistically combines all aspects of project management through all its stages: starting up to closing of any project.

Upon completion participants will be able to:

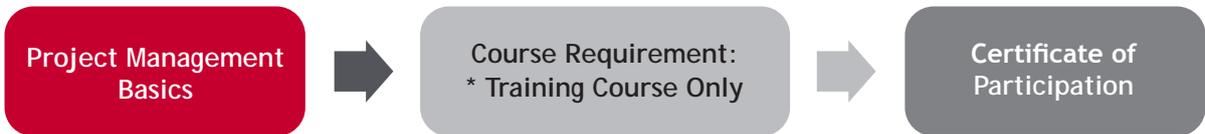


- Identify the key elements of project management across the full lifecycle of the project
- Know how to increase success factors in the project
- Know how to link between identification and networking with stakeholders in the project
- Identify procurement and financial methodologies and cost-sharing
- Apply financial documentation basics



Structure of the course and certificates:

Training Content	Duration	Mentorship/Assignments
<ul style="list-style-type: none"> • Relationship between implementing the project and life cycle of the project • Identifications of the factors influencing the success of the project and setting up a detailed action plan for different components and activities • Overview of stakeholders involved and affected, and human resources available • Importance of a communication strategy, monitoring and evaluation • How to link performance indicators to reporting • How project budget and financial documentation affect the project • Applying procurement and financial methodologies and documentation • Cost-share • Abiding by deliverables and burn rate (exercise) 	2 Days	N/A



Target Participants:

This training targets CBOs represented by staff members who are involved in designing, implementing, and supervising projects such as mid-level staff including project and programmatic staff and financial staff.

Duration: Two Days.

Effective Communications Planning for Development Projects

This course aims at providing medium-sized Jordanian civil society organizations (CSOs) with the essential knowledge and practical skills to design strategic communication plans for their projects. This 3-day training course will be followed by hands-on mentoring, that will result in a communication plan for a specific project that is being implemented (or will be implemented) by the organization. Participating organizations may choose to take the mentoring component, or attend only the training course.

Upon completion participants will:

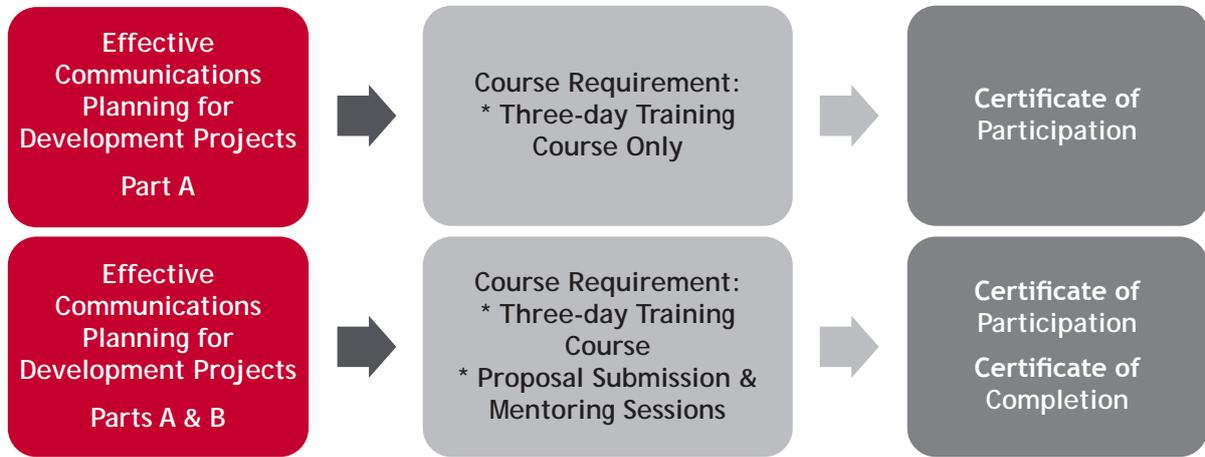


- Enhance the professional understanding of strategic communication concepts
- Enhance their ability to define and understand target audiences as well as how to draft effective messages
- Enhance the staff skills in designing communication plans for their projects
- Develop a 'strategic communication plan' for an organizational project



Structure of the course and certificates:

Training Content	Duration	Mentorship/ Assignments
<p>Part (A): Training Course</p> <ul style="list-style-type: none"> • Basic elements communication • Concept of strategic planning for communication • Presenting the SMART CHART as tool for communication planning • Defining Broad Goal, Objectives, and Decision Makers • Asses the internal Capacity and external environment • Defining Audience, assess the audience readiness, identify core concerns, building messages and identifying messengers • Designing activities, timeline, tasks and budget • Measurements of success & reality check of the plan 	3 Days	Select actual project from their organization Design communication plan for their project
<p>Part (B): Mentoring - "Optional"</p> <ul style="list-style-type: none"> • Upon completion of the course, participants enrolled in Option B will have 2 weeks to submit a draft communication plan for one of their organization's project after which one-on-one mentoring will take place • Individual mentoring will be provided for participants through email and phone, and one direct individual meeting will be held for participants who complete the plan 	3 Weeks including one day for meetings	



Target Participants:

This training targets CSOs represented by staff members who are in charge of external communication and media relations, as well as project managers and officers.

Duration: Three days followed by mentoring for developing communications plans

2. Organizational Management

Strategic Planning

This course is coupled with mentoring visits leading to the development of a strategy for each participating organizations. The two-day training exposes participants to the concept of strategic planning, its importance in guiding the organization towards achieving its goals, the vision and mission, SWOT analysis, and defining your strategic objectives, after which the participating organizations develop their own strategic plans.

Upon completion participants will be able to:

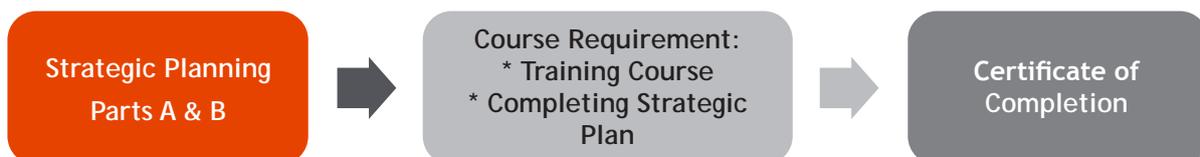


- Define strategic planning and understand its importance to the organization
- Describe the steps taken to prepare a strategic plan
- Write organizational mission, vision and values
- Define organizational strategic objectives
- Develop a strategic plan for the participating organizations



Structure of the course and certificates:

Training Content	Duration	Mentorship/ Assignments
<p>Part (A): Training Course</p> <ul style="list-style-type: none"> • Definition and importance of strategic planning • Strategic planning process • Introducing the mission and vision • SWOT Analysis • Setting strategic objectives 	<p>Course: 2 days</p> <p>Mentoring: 4 weeks</p>	<p>Developing a strategic plan</p>
<p>Part (B): Mentoring</p> <ul style="list-style-type: none"> • Organizational history and accomplishments • Reviewing the mission, vision, and values • Situational assessment using SWOT • Setting the organizational strategic objectives • Preparing the implementation plan 		



Target Participants:

This training targets CBOs that have a proven track record in implementing programs at the local level. Participants from each organization should include decision-makers such as the board director and members of the administrative board, senior staff.

Duration: Two days followed by mentoring assignments for 4 weeks

Financial Management Basics

This course exposes CBOs to the principles of financial management. It addresses the basic pillars of establishing a good financial management system and it defines the various financial roles and responsibilities of the organization's personnel. The course will introduce various useful financial forms, address handling petty cash, preparing checks, and maintaining ledgers. The course will also review the different components of project budgets; explain the various kinds of expenses, review the financial safety measures and best practices. In this course you will have the chance to go through the detailed steps of doing bank and cash reconciliations and also to understand the financial reports. The course will also address the basic donor's contractual financial requirements. The course provides hands-on practical experience, forms, and templates that could assist the organization in building its financial policies and procedures.

Upon completion the organizations will:

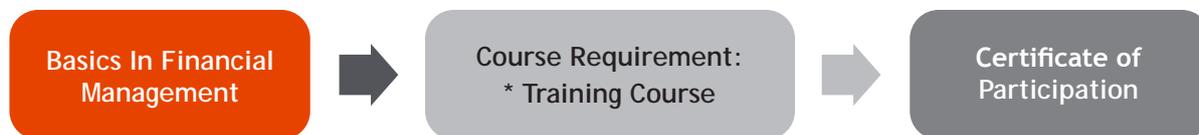


- Have a clear understanding of the importance of financial management systems, how to establish them, and the various personnel's roles and responsibilities
- Understand and track the financial information from the time it is incurred until shown in the financial statements
- Understand the various financial forms and identify their uses
- Identify the different kinds of costs
- Utilize solid financial procedures for petty cash management, budgeting, financial reporting, check preparation, bank and cash reconciliation, and preparing ledgers
- Understand the basic steps in the procurement process and safety procedures
- Understand your donor's contract financial requirements



Structure of the course and certificates:

Training content	Duration	Mentorship/ Assignments
<p>Part A: Financial Management Basics</p> <ul style="list-style-type: none"> • Principles of financial management • Budget components • Different kinds of costs 	2 Days	N/A
<p>Part B: Maintaining ledgers and financial reporting</p> <ul style="list-style-type: none"> • Handling cash • Writing checks • Expense ledger • Bank reconciliation • Financial reporting • Donors contracts 		



Target Participants:

This course targets small CBOs that need refreshment and reinforcement of the basic financial management systems, organizations represented by financial staff.

Duration: Two Days

Procurement Fundamentals for CSOs

This course exposes CSOs to the fundamentals of procurement, including developing procurement policies and procedures, designing open competitions, drafting a scope of work and requests for proposals (RFPs), evaluation of offers, and vendor selection. The course will also review donor procurement requirements and suggest how those can be institutionalized within the organization's policies and procedures.

Upon completion participants will be able to:



- Understand the procurement process, policies and procedures and define the need for doing any procurement
- Recognize the importance of having standardized organizational procurement policies, and post procurement tracking and documents retention
- Understand the basic elements of a Request for Proposal (RFP) including drafting a Scope of Work, drafting evaluation criteria, etc.
- Understand procurement policies and procedures, thresholds, and the procurement process
- Determine the best procurement approach for any purchase request
- Identify some of the donors' requirements relevant to procurement



Structure of the course and certificates:

Training Content	Duration	Mentorship/Assignments
<p>Part A: Fundamentals of procurement</p> <ul style="list-style-type: none"> • Procurement definition and objectives • Procurement policies, procedures and processes including post procurement tracking • Procurement approaches • Understanding your donors' procurement requirements <p>Part B: Drafting Proposal Requests</p> <ul style="list-style-type: none"> • Elements of RFPs • How to write a scope of work 	1 Day	N/A

Procurement Fundamentals for CSOs



Course Requirement:
* Training Course & Completion of Mentoring Assignments



Certificate of Participation



Target Participants:

The training targets small to small and mid-level CSOs that need reinforcement of their procurement policies and procedures and that require assistance in writing Requests for Proposals, this includes HR staff and procurement staff.

Duration: One Day.

3. Specialized Technical Courses

Introduction to Advocacy: "Five Steps to Strategic Effectiveness"

This course aims at providing Jordanian CSOs with the essential knowledge and practical skills to design effective advocacy campaigns. This 3-day course combines training on the methodology and tools, developing an implementation action plan. The framework is based on the three pillars of knowledge defined by Sun Tzu to design advocacy campaign (knowing yourself, knowing your opponent and knowing your terrain) with 5 steps that ensures strategic effectiveness.

About New Tactics in Human Rights:

New Tactics in Human Rights has based its methodology on the philosophy and teaching of Sun Tzu - who lived over 2,000 years ago in China. Sun Tzu said that good strategy is based on three sources of knowledge:

- Know Yourself (goals, resources, strengths and limits, allies)
- Know Your Opponent (goals, resources, strategy, strengths and weaknesses, allies)
- Know the Terrain (social, political, cultural relationships, institutions and structures - where the "battle" will be fought).

Since 1999, New Tactics in Human Rights has created unique resources - organized around the analysis of potential solutions rather than that of specific issues, geographic regions, or target groups - that allow advocates to clearly recognize the unique elements of their situation, and to seek promising approaches that have worked elsewhere in order to apply them to new regions or issues. It also improves advocates' ability to combine diverse tactics into complex strategies.

New Tactics in Human Rights emerged from The Center for Victims of Torture's own experience as a creator of new tactics, a leader of coalitions, and as a center that also advocates for the protection of human rights from a unique position - one of healing and of reclaiming civic leadership.

Upon completion participants will be able to:

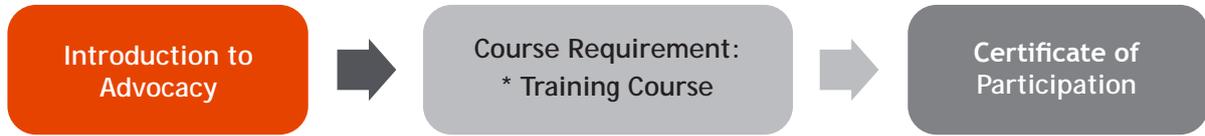


- Use the "5 Steps Strategic Effectiveness" methodology
- Build skills in using tools for building effective strategies and selection of tactics
- Acquire ways to identify relevant actors and relationships, and expand its range of potential allies
- Share and build awareness of a wide variety of tactics



Structure of the course and certificates:

Training Content	Duration	Mentorship/ Assignments
New tactics methodology, framework and terminologies. Step 1: Defining the problem Step 2: Building a common vision Step 3: Knowing your terrain (using tactical map and spectrum of allies) Step 4: Critical path and Choosing tactics Step 5: Preparing an implementation plan	3 Days	N/A



Target Participants:

This training targets CSOs represented by staff members who are in charge of or contribute to design and implementation of advocacy campaigns and outreach activities, such as project managers, advocacy and outreach officers and specialists, allowing them to design and implement advocacy campaigns according to what they learn in the course and share with the trainer for feedback.

Duration: Three Days.

Mainstreaming of Gender Perspective into Projects

This course aims at providing Jordanian CSOs & CBOs with the essential knowledge and practical skills to perceive gender as a frame of mind and analysis, define approaches and applications to addressing gender related vulnerabilities and inequalities in the different phases of project cycle and integrating gender issues into policy and legislative analysis, training and research. This 3-day course combines theory with practice to ensure gender equality in accessing and benefiting from policy and project outcomes.

Upon completion participants will be able to:

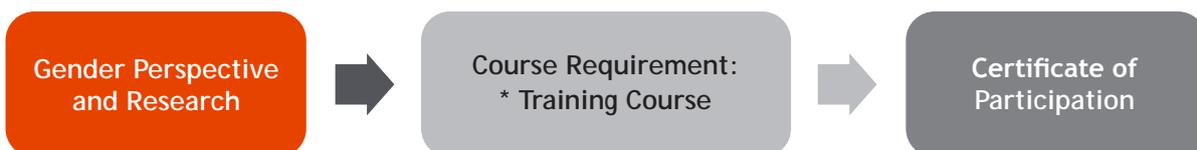


- Understand gender-related concepts and their applications within development projects
- Use gender as a cross-cutting theme and a frame of analysis in assessing development projects
- Acquire skills to integrate gender into policy and legislative analysis, training and research approaches and applications
- Acquire skills to define potential strategies to bridge the gender gaps of defined gender issues within projects



Structure of the course and certificates:

Training Content	Duration	Mentorship/Assignments
<ul style="list-style-type: none"> • Introduction to gender concepts and gender relation analysis framework; roles and responsibilities, access, division of labor, power relations and dynamics, in-equality and stereotypes and inclusivity • Gender perspective and its application on project cycle: the relevance and benefit of gender analysis, gender mainstreaming in projects; gender in monitoring of progress, gender in evaluation • Gender issues in programmatic approaches (training, advocacy, awareness campaigns (community level), capacity enhancement, public outreach) • Gender sensitive communication • Dealing with resistance • Gender and research: Gender in conceptualizing research; gender in research methodologies (qualitative and quantitative); gender in analysis of findings; Ethics of research 	3 Days	N/A



Target Participants:

This training targets CSOs & CBOs represented by management/staff members who are in charge of designing, managing and implementing developmental projects. CSOs can learn how to take the gender factor into consideration throughout programs and projects according to what they learn in the course and share with the trainer for feedback.

Duration: Three Days.

'Learning to Listen Learning to Teach'; Training of Trainers in Dialogue Education

This course is the introductory level training of trainers course on the **Dialogue Education** methodology implemented in collaboration with the Global Learning Partners, a US based company that provides training and consulting services for organizations and individuals who work with adult learners. The course provides an opportunity to explore the most relevant principles and practices of Dialogue Education and decide how they might apply them in their own designing and teaching. The training provides an opportunity for participants to reflect on what they are already excelling at, to consider some new approaches for designing and facilitating, and to create some draft learning designs that they can immediately use in their work.

The course is a Global Learning Partners (GLP) copyrighted course that is delivered through Certified Dialogue Education Teachers (CDETs) from Jordan in collaboration with the GLP. It is one of a 3-course series that prepares trainers for the Certified Dialogue Education Practitioner (CDEP) Certificate, which has already been granted to 52 trainers from major training organizations in Jordan. Opportunity to deliver the two other trainings may become available depending on demand and capacity of the program.

Upon completion participants will be able to:



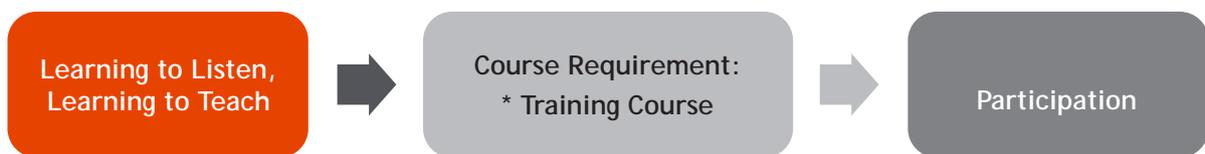
- Examine how to make learning real, meaningful and relevant
- Use the Learning Needs & Resources Assessment (LNRA) to understand your learners and make the learning relevant for them
- Create and facilitate a 30-minute design for learning using the 8 Steps of Design
- Integrate cognitive (ideas), affective (feelings) and psychomotor (actions) domains into your learning tasks
- Identify how you will transfer what you have learned into your "real world" circumstances
- Work collaboratively and use techniques that are effective for small groups
- Name and use the principles and practices of Dialogue Education for sustainable learning



Structure of the course and certificates:

Training Content	Duration	Mentorship/Assignments
<p>Provides grounding in the theoretical basis of Dialogue Education, with an emphasis on the factors that make for effective adult learning, distinguishing between monologue and dialogue; learning styles, using a learning needs and resources assessment process, creating a safe learning environment, and an introduction to the <i>7 Steps of Design</i> framework</p> <p>Examines the importance of warm-ups, how a learner's social context influences what he or she will learn and apply, and how we need to engage a learner's cognitive, affective and psychomotor domains to promote deeper learning and behavior change. In the afternoon, the participants begin a supported design process where they work through the <i>7 Steps of Design</i> to create a 30-minute course with a partner</p> <p>Participants will finalize their course designs and then facilitate their session and receive feedback from the instructor and the other participants. To ensure relevance and immediacy, each session must be designed and taught to the actual participants in the room (i.e. this is not a simulation). After a period of further reflection on essential facilitation skills, they design a second 30-minute session to teach the next day</p>	5 Days	N/A

Training Content	Duration	Mentorship/ Assignments
<p>Provides participants with the chance to perfect their 2nd practice teaching sessions again, and then teach them to their colleagues and receive feedback</p> <p>Reviews the principles and practices of Dialogue Education again in light of their experience in designing and facilitating. It will conclude with a series of tasks that will help synthesize their personal and collective learning. They will have an opportunity to name how this approach might change their individual and collective approach to learning design and facilitation, and to discuss how they can best support each other in the learning going forward</p>	5 Days	N/A



Target Participants:

This training targets CSOs represented by full-time or part-time trainers with at least two years of training experience.

Duration: Five Days.

Qualitative Research Methodologies

This course aims to enhance the capacities of non-governmental organizations (CSOs) to conduct focus group research with its constituencies and create opportunities for stakeholder dialogue, enhance the capacities of CSOs to measure the impact of their programs, design any new program based on the needs of their community, and monitor and evaluate ongoing programs to incorporate necessary changes.

The course consists of two main components, a series of technical courses on how to design and conduct qualitative research using systematic focus group methodology, mentoring support and hands-on-training, including conducting actual focus groups on programs that are implemented by the participating CSOs.

This training program provides an enriched perspective and outlook on research for Jordan's civil society sector and allows participants to both practice and train on action-oriented research. This four month-long program combines training, practical application of assignments.

Upon completion, participants will be able to:

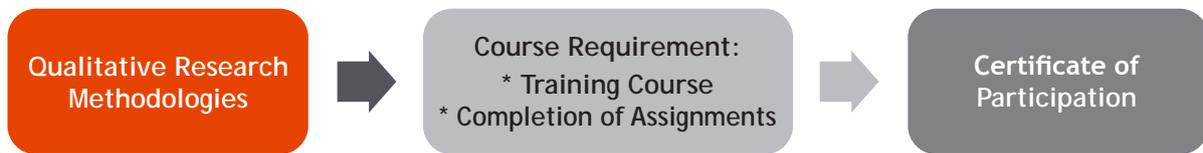


- Be introduced to the theory of qualitative research
- Be able to integrate qualitative research into their programming at the design, implementation and evaluation stages
- Know how to conduct high quality focus group research that produces solid actionable data as well as interesting and insightful information about the research topic



Structure of the course and certificates:

Training Content	Duration	Mentorship/ Assignments
I. Setting Up Research Design <ul style="list-style-type: none"> • Various tools of Qualitative Research • The Focus Group Methodology • Setting the research design and writing the discussion guide • Recruitment principles and practices 	5 Days	Working in teams on focus groups based on themes selected.
II. Pilot Focus Groups <ul style="list-style-type: none"> • Moderation principles • Learning by doing various steps of a focus group research project, especially observation and note taking • Analysis of findings, reporting styles, presentation of results 	5 Days	
III. Focus Groups Of CSOs Projects <ul style="list-style-type: none"> • Learning by doing various steps of a focus group research project, especially observation and note taking • Analysis of findings and reporting styles 	3 Days	
IV. Presentation of Focus Group Findings <ul style="list-style-type: none"> • Formulating findings and results • Building actions on research 	2 Days	



Target Participants:

CSOs represented by senior programmatic staff and research staff, M&E staff.

Additional Requirements:

- Proven track record of program implementation
- Dedicated program staff who will fully participate in the Stakeholder Feedback Project from inception to completion. This person should have complete knowledge of the chosen program which the research will be based upon and should be at a decision making level in the program/initiative itself. CSOs with established research units may wish to nominate a staff researcher.
- Ability to organize and host a minimum of three feedback sessions in the form of focus groups from its network of beneficiaries/stakeholders
- CSO ability and willingness to utilize the research results

Duration: different modules - 15 days of training, and mentorship assignments.

Inclusion 101: Advancing Disability Rights

This course provides CSOs with essential background knowledge and understanding on basic principles and values of human rights, the different approaches/models to disability, as well as specific disability concepts (accessibility and reasonable accommodation). It provides participants with the necessary methodologies as well as understanding for mainstreaming disability rights into their organizations' policies, plans and programs.

Upon completion participants will:



- Be introduced to Human Rights and International Human Rights agreements, including the Convention on the Rights of Persons with Disabilities (CRPD)
- Understand that disability is part of the natural diversity
- Recognize how CSO programs can be mainstreamed for inclusion
- Know what constitutes reasonable accommodation and accessibility and how to build these into CSO programs



Structure of the course and certificates:

Training Content	Duration	Mentorship/ Assignments
<ul style="list-style-type: none"> • Session 1: Human rights: aspirations or reality? • Session 2: Adopted approaches/Models on People with Disability and its legal and practical implications • Session 3: Convention on the Rights of Persons with Disabilities (CRPD) • Session 4: Transversal concepts related to rights in the CRPD (reasonable accommodation, universal design, accessibility) • Session 5: Participatory planning; integrating disability rights in organizations' programs 	3 Days	N/A

Inclusion 101:
Advancing
Disability Rights



Course Requirement:
* Training Course



Certificate of
Participation



Target Participants:

The training is targeting decision-makers as well as programmatic staff of small to mid-level CSOs which have limited to no previous exposure to disability rights, yet desire to mainstream disability rights in their programs going forward. This includes senior staff, program officers and managers.

Duration: Three Days.

III. Eligibility Registration

Targeted Organizations:

The courses target CSOs, and any entity benefiting Jordanian civil society. In specific: Community-based organizations, Mid-Level to National level CSOs - please refer to each course description for more information.

Locations:

In an effort to reach CSOs in the field, USAID CIS is offering these demand-based courses on a national level: North Region (Irbid, Jerash, Ajloun, Mafraq), Middle Region (Amman, Balqa, Zarqa, Madaba), and South Region (Karak, Tafleeh, Ma'an, Aqaba).

Registration:

Interested CSOs must nominate representatives and submit the following:

- Completed registration form.
- Completed Learning Resources Needs Assessment (LRNA).
- Letter of commitment from the CSO certifying that the representative(s)' time will be dedicated to the designated course.

A monthly calendar will be issued containing courses, dates and locations that will be offered. Registration materials can be downloaded from our website at <http://www.cisjordan.org>. Applications should be sent to: CIstraining@fhi360.org, email title or body must contain the name of course, city/region, and date.

- ✓ All courses are demand-based, online calendar will be updated based on registration for each course.
- ✓ All courses are offered free-of-charge.
- ✓ All courses are offered in Arabic.
- ✓ USAID CIS do not cover transportation costs; however accommodation will be offered to participants residing at least 80km away from the venue/city where each course takes place.
- ✓ Sign language available when required.
- ✓ Reasonable accommodation in course venue available when required.

For more information, please contact USAID CIS Capacity Building Team at: CIstraining@fhi360.org.

IV. Other USAID CIS Capacity Building Tools

Capacity development is a continuous process for any organization regardless of size of organization. Organizations are encouraged to assess their organizational capacities periodically, decide on priority development areas, prepare an improvement plan, and implement capacity development activities.

USAID CIS Capacity Building Component offers several capacity development activities including organizational capacity assessments, advocacy capacity assessments, and as well-structured technical assistance, such as the 'Internal Strengthening for Change (ISC)' project. We provide here more information on selected resources.

Institutional Development Assessment (IDA)

Recommended for small and medium CSOs as well as startups

The *Institutional Development Assessment* is a self-assessment tool for civil society organizations (CSOs) which assists them in measuring the level of its institutional development. Adapted to the Jordanian context during FHI 360's implementation of the USAID Jordan Civil Society Program, the IDA has been applied by more than 200 CSOs to date. The IDA defines institutional development as the strengthening of organizational capacities and identifies four components or functional areas of organization mainly Management System, Financial Resources, External Relations and Programs/Services Delivery. The assessment process is an element of institutional self-reflection which in and of itself affords an opportunity to strengthen the organization. The assessment conducted over 5 to 7 hours (depending on the size of the CSO) must be a mutual undertaking conducted jointly by the representatives of the CSO (board, staff and some volunteers) and an external facilitator with a solid experience in organizational management. The results of the assessment are reflected in the scoring with strong and weak points serving as the basis for the CSO defining its own Institutional Improvement Plan.

Institutional Capacity Assessment Tool (ICAT)

Recommended for medium and large CSOs

Adapted from the USAID Organizational Capacity Assessment (OCA) tool, FHI 360 has recently developed the *Institutional Capacity Assessment Tool* for CSOs to identify capacity development priorities and to plan for capacity development by focusing on seven key capacity areas: Governance, Administration, Human resources management, Financial management, Program management, Project performance management, and Organizational management and sustainability. The ICAT combines a facilitated self-assessment complemented by anonymous surveys of staff and board members with verification from an external third party (FHI 360 staff or its representatives) taking place in parallel and supplemented by individual interviews and document review. The full assessment requires 4 to 5 working days over a three-week period to complete. The results are defined in incremental measurements linked to capacity building milestones, enabling CSOs to define its Institutional Development Plan and capture progress over time.

Organizational Tools for Measuring CSO Advocacy Impact And Related Capacity

Recommended for CSOs undertaking advocacy-related activities

FHI 360 developed three additional resources as part of its advocacy capacity building support for Jordanian CSOs: the *Advocacy Readiness Index* assesses the readiness of a CSO to undertake local advocacy campaigns in response to citizens' demands while the *Advocacy Impact Index* measures issue-specific changes in society or the community that occur as a result of a civil society advocacy initiative. It tries to establish where the issue is on a scale between obscurity, different levels of public debate, policy initiative, legislation and implementation. Still in Beta version, it has been applied on a limited number of issues. Additionally, the *Advocacy Capacity Index* measures changes over time in capacity of CSOs to advocate for local or national issues on a scale from 0-6 in five competency areas: coalition building and NGO linkages, outreach, engagement with decision-makers, data research and analysis, and policy development. Originally developed by USAID/OTI for the Lebanon Civic Initiative Support Program, it was adapted, contextualized and implemented by Jordanian CSOs through the USAID Jordan Civil Society Program.

V. The Internal Strengthening for Change (ISC) Project

Through the “Internal Strengthening for Change” (ISC) project, USAID CIS aims to serve a wide population of societies and introduce them to the fundamentals of sound institutional and program management while simultaneously exposing them to other USAID CIS grant opportunities that could fund their work. The ISC program targets societies across the Kingdom that include both community based organizations and those that have registered since 2010.

ISC program is conducted during May 2014 until February 2016; in cooperation with three partners: Jordan River Foundation, Noor Al-Hussein Foundation, and Al Thoria Center for Studies. Each partner is responsible for certain regions to cover all governorates and districts.

ISC is a three-phased program:

(1) Societies Start-up Toolkit Trainings

Utilizing the “Societies Start-Up Toolkit” developed under the USAID Jordan Civil Society Program, the partners design and deliver trainings on the toolkit. The Societies Start-Up Toolkit is a collection of valuable material as well as useful templates on different organizational subjects that was developed by the USAID Civil Society Program in partnership with experienced national organizations.

(2) Institutional Development Assessment (IDA) and Institutional Improvement Planning (IIP)

The partners work with interested societies to conduct this assessment and define an improvement plan.

(3) Strategic Planning training and mentoring

After the IIP is developed, the partners assist interested CSO in developing a 3-5 year strategic plan after which they can apply to other USAID CIS grant opportunities for follow-on support.

For more information; you can contact one of the three partners based on the following locations:

Jordan River Foundation	Tel. +962-6-5933211 Mob. +962-77-6715003 Fax. +962-6-5933210 Email. info@jrf.org.jo	Zarqa, Madaba, Jerash, Ajlun, Karak, Tafeleh
Noor Al-Hussein Foundation	Tel. +962-6-5606992 Mob. +962-77-7386723 Fax. +962-6-5685298 Email. info@nhf-cdp.com	Amman, Irbid, Mafraq, Aqaba, Balqa
Al-Thoria Center for Studies	Tel. +962-6-5694936 Mob. +962-77-7699455 Fax. +962-6-5694937 Email. thoriacenter@gmail.com	Middle Badia: Mwaqar, Geza, Duleil South Badia: Al Husseiniah, Hassa and Qatranah North Badia: West & East East Amman: Sahab, Marka, Qweismeh Ma'an: Ma'an, Shoubak, Petra

VI. Capacity Building Resources for Civil Society Organizations

With USAID support, several Arabic-language tools and resources in the above topic areas have been developed for civil society organizations and are now available. Visit our website to download these: <http://usaidjordan.msdevcloud.com>

Societies Start-Up Toolkit

A. Introduction	Role of Civil Society in Jordan
	Building Sustainable NGOs: Capacity Building
B. Pre-Registration	Law Governing NGOs
	Good Governance
C. Getting Started	Strategic Planning
	Creating Administrative and HR Systems
	Building Your Financial Systems
	Building a M&E System
	Planning Your Communications and Media Relations
D. Implementation	NGO Management
	Project Management
	Advocating For Your Cause
E. NGO Sustainability	NGO Sustainability

Other Resources (Stand-Alone PDFs)

A. Training	Training Management Manual (PDF and Word templates) Training Standards Review (Word)
B. Advocacy & Communications	ABCs of Advocacy (PDF) What to Say, What Not to Say (PDF) Guidelines to Creating a Blog (PDF)
C. NGO Law & Governance	Law on Societies No. 51/2008-09 (Word) ICNL's Law Booklet (PDF) Classification Booklet (PDF) Annual Reporting Template (PDF) ICNL's Good Governance Guide (PDF)
D. Monitoring & Evaluation/ Research	Stakeholder Feedback Manual (PDF) Links to TMM M&E Resources (Word)
E. NGO Sustainability	Essential Guide to Managing Your USAID Award (PDF)

Testimonials

"Now I can help my organization plan for proper monitoring and evaluation starting from the project planning phase. This helps the organization develop a good M&E plan that accounts for and facilitates data collection and reporting throughout the project implementation phase." Ala'a Al Najjar from Jordan Career Education Foundation – Amman, Organizational M&E Fundamentals Course.

"Professionally, I benefited a lot from the specialized and comprehensive Organizational M&E Fundamentals training material covering problem analysis, ways of gathering information and data, means of analysis, the logical framework, and indicators for measuring results. I found the discussions among participants very rich and helpful." Ola Al Momani from the Jordanian Hashemite Fund for Human Development (JOHUD) – Amman, Organizational M&E Fundamentals Course.

"Our Society is newly registered. We feel pressured and feel the need to develop our internal systems. This training helped us structure our society which we hope will reflect positively on our work and enable us to help the local community." Rana Maaytah, a representative of Batteer Young Women Society – Karak, Toolkit training (Internal Strengthening for Change - ISC Project).

"I have participated in a course on writing Press Releases. During the training we were asked to go back to old press releases and make a self-critique of how they were written. After attending this one-day training, I have realized that most of the press releases I have written did not provide a real impact story, and that's why they were not attractive enough to the media"; Amira Al Jamal from Khotwetna Society for Persons with Psychosocial Disabilities – Zarqa, Writing Press Releases Course.

"The course had a great contribution and effect at my practical work and it enhanced my personal skills. I started sharing this knowledge with my colleagues. I used some principles and techniques I learned during the course to design and write a proposal during the last period. It was practically the 1st proposal that I wrote after the training, and we were granted the project. Amazingly; the donor organization stated that the proposal was so impressive and inspiring". Maher Al-Shafee from Royal Scientific Society - Amman, Project Design & Proposal Writing Course.

"For more than 15 years, we were working to support our local community without organizing our work. Now, and based on the training received on organizational management, we developed our mission statement, vision statement, objectives, organized the work of our volunteers, developed job descriptions, and defined roles and responsibilities of our board members. Our work has become more organized which reflected in reduced workload and in attracting new donors." Nayef Al Khawaldeh from Al Zahra'a Society for the Care of Family and Childhood – Mafraq.

"We have participated in several trainings organized by the USAID Civic Initiatives Support Program. We believe those were different compared to other trainings we attend. They are practical, respond to our needs, and have added true knowledge and skills to our organization." Mai Oleimat from Al Hayat Center for Civil Society Development – Amman.

About Us

The USAID Civic Initiatives Support Program (USAID CIS) aims at cultivating a strong and vibrant civil society in Jordan through supporting a broad range of civic initiatives. Working at both national and local levels, it supports civic initiatives and advocacy responding to common interests, strengthen the organizational capacity of civil society organizations (CSOs) and promote Government of Jordan-CSO collaboration efforts to address reform and development challenges. USAID CIS is a three-year project (2013-16) implemented by FHI 360, a nonprofit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions.



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