

Near East Foundation Consortium
NEF - JOHUD - DAJANI

**QUDORAT PROGRAM EVALUATION
- ATTACHMENT -**

Income Generating Projects summaries

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Near East Foundation Consortium
QUDORAT PROGRAM EVALUATION
- MONEY MAKING SENSE -

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August 15, 2006

Near East Foundation Consortium
QUDORAT PROGRAM EVALUATION
- MONEY MAKING SENSE -

1. CONTEXT

Jordan's Ministry of Planning and International Cooperation (MOPIC) seeks through its Enhanced Productivity Program (EPP) to increase development and productivity throughout Jordan. EPP is based on a philosophy that individuals and communities, given tools to enhance their circumstances, will create opportunities and build sustainable businesses that directly impact on quality of life and livelihoods.

An EPP project, Qudorat expands the focus of EPP - giving recognition to the contributions community-based organizations (CBOs)¹ – public and private, for-profit and not-for-profit, make to alleviating social and economic stress throughout Jordan.

The Near East Foundation (NEF) Consortium has responsibility, under a MOPIC competitive contract award, for defining and implementing Qudorat in six governorates (Amman, Madaba, Jerrash, Ajlun, Karak, and Maan). Partners are NEF (as Prime), the Hashemite Fund for Human Development (JOHUD), and Dajani Consulting.

Central to Qudorat is the development and funding of 30+ revenue-generating businesses owned and operated by CBOs, along with additional support for CBO capacity building.

In addition, the project supports policy reform; encourages the growth of a cadre of local development workers; and notes the significance of increasing capabilities and market share for local firms in providing business services to Jordanian CBOs. Integrated activities organized into three project components (Capacity Building, Grant Making, and Sector Enhancement) reflect the importance of access to information, training, finance, and advisor services for long-term sector growth and sustainability.

Qudorat (Phase 1) began December 2004 and, with a 6 month extension (Phase 2) and additional requirements, is scheduled to end October 31, 2006. MOPIC is contributing JD 1,999,593 for project implementation while NEF, its partners, and participating local agencies are expected to contribute JD 850,000 by the end of the project, representing almost triple the required match.

¹ The term "community-based organization" (CBO), referred to in some project documents as non-governmental organizations (NGOs) refers here to a locally-based non-governmental organization actively engaged in community development and service provision. These include: traditional non-governmental organizations or charities registered with the Ministry of Social Development, youth and sports clubs, cooperatives, community centers, culture clubs, faith-based initiatives, advocacy groups, professional and business associations. Key criteria for inclusion are: active involvement in local development initiatives, an open and non-exclusive membership base, and intended service to the broader community as opposed to any specific religious, family, or tribal group.

2. WHAT WE WANT TO KNOW

This report seeks to determine the following:

1. Extent to which the consortium has produced the specific deliverables (outputs) as defined by the project and subsequent amendments
2. Extent to which project outputs have contributed to the general deliverables (outcomes) envisioned
3. Define the short-term and potential longer-term impacts of Qudorat on poverty reduction, institutional capacity building, and the enabling environment that ultimately and largely determines the sustainability of project outcomes
4. Determine if the consortium has in fact lived up to its commitment to provide a successful goal-oriented and integrated approach to institutional change - viewing training and technical assistance as means to an end rather than ends in themselves
5. Was it worth the cost?
6. What was learned that can improve future interventions?

To answer these questions, the writer draws on the project's monitoring, reporting, and evaluation (MRE) system, supplemented by desk reviews of project documents, field visits and discussions with clients and service providers, interviews with CBO management and board members, periodic discussions with MOPIC staff, project partners, and staff members.

A logical framework for the project of the NEF Consortium is included as Attachment A.

3. WHAT WAS ACCOMPLISHED (Question #1 - Specific Deliverables)

Selection and Orientation of Participating CBOs. Following an extensive campaign, including presentations in each governorate, three-hundred NGOs from the six governorates indicated an interest in Qudorat participation. One-hundred and eighty-seven (187) completed the application process. Seventy-five (75) applicants, over 40%, qualified for field visits. CBOs were rated in accordance with pre-set selection criteria reflecting CBO management capabilities, program experience, financial integrity, and membership inclusiveness. Applicants were required to have a basic business idea from which to begin training. They were also required to show proof of their ability to contribute a minimum of 20% in-cash or in-kind against business start-up cost. This process and subsequent activities was documented on line and made available for public review at www.qudoratnef.org.

From the above, thirty-one (31) CBOs were selected and with approval from MOPIC invited to begin training. Phase 1 finalists included: eighteen charitable societies, nine cooperatives, two cultural centers, and two sport clubs. Nine (9) finalists were women's organizations. The remaining CBOs were ranked and the top ten considered as acceptable alternatives should all finalists not complete the program.

Finalists participated in an “orientation” conference at the ZENID Center on March 31, 2005. Seventy (70) participants from thirty-one (31) CBOs and MOPIC representatives were present. Participants received Qudorat “Project Participation Tool Kits.” They received copies and were given an introduction to the text of formal written agreements committing their organizations to basic Qudorat requirements for participation.

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A. **COMPLETED.** *Thirty-one (31) CBOs graduated from a **basic capacity building program** during Phase 1, one more than targeted.*

ON-GOING. *Ten (10) CBOs selected for Phase 2 will complete training by end of August 2006.*

Qudorat basic or core training consists of four activities: (1) an **institutional needs assessments (INA)**; (2) a **participatory strategic planning process (PSPP)**; (3) an economic development forum, and (4) practical training workshops (12 days for each participant). Project activities emphasize a needs-based, goal-oriented institutional development process for individual CBOs. INA activities were carried out on location with individual CBOs and involved full CBO boards and representative members of general assemblies. The PSPP was carried out with small groups of CBOs in each of six governorates.

A one-day forum, “**Understanding and Facilitating Sustainable Economic Development**” was held for participants at the ZENID Center. This was followed by practical training at CBO and consortium partner facilities in four locations (Jerrash, Maan, Karak, and Amman – ZENID Center). This combination of centralized and decentralized training encouraged attendance and assured information exchange and learning. As later experience would demonstrate the combination of centralized and decentralized training and the participatory methods employed created strong bonds between participation CBOs. Use of CBO and partner facilities not only cut costs but also developed a sense of local ownership and responsibility for program success.

Practical training (12 days each offered in four locations) focused on four themes:

- Sustainable Development – Poverty, Unemployment, and Civil Society (1 Day)
- Developing and Managing Local Constituencies (3 Days)
- Finance for Non-Financial Managers and Board Members (4 Days)
- Proposal Writing, Reporting and Evaluation (4 Days)

Practical training was attended by one-hundred and forty-three participants (143) from thirty-one (31) CBOs - plus Qudorat staff and trainer-motivators. While rotation of CBO representatives was allowed between training workshops, given the number of representative from each CBO the same participants generally attended the entire program. On average, 82% of those registered attended any given workshop on any given day. For Ajlun, participation rates reached 91%, followed by Maan with 89%.

Participant evaluations were conducted and summarized for each workshop. Trainees received certificates for each workshop in which they participated.

All capacity building activities were planned under NEF supervision and control. NEF staff conducted INAs, while PSP activities were carried out by Dajani Consulting. NEF and its regional affiliate, the Center for Development Services, provided training and learning resources in support of these activities. Practical training was conducted by JOHUD trainers. Capacity building activities were followed by field visits to individual CBOs to encourage increased understanding and new behaviors based on lessons learned.

Participants covered the **cost of workshop participation** estimated at from JD 300-500 per organization, depending on numbers attending and the distance traveled.

Qudorat Extension Activities. For Phase 2, the NEF Consortium is using a similar process for selecting and training CBOs. Qudorat staff revisited 75 CBOs to review their current status. Priority for selection for Phase 2 was given to CBOs participating in Phase 1 whose original business plans were ranked non-competitive. Five such applicants were selected along with five new CBOs. Those who had successfully completed Phase 1 training were given the option of attending the full capacity building program or simply individual workshops. New CBOs were required to attend the full program. Training for Phase 2 is being held in two locations: Ajlun and Amman (ZENID Center). Competition for business support grants will be based on success in the capacity building program.

Available Documentation of Qudorat Basic Capacity Building Program

- Online applications
- Applications and Pre-Set Evaluation Criteria (Print Material/Online)
- Qudorat CBO Project Participation Tool Kits
- Institutional Needs Assessments Training Materials and Outcomes
- Strategic Plans for Participating CBOS
- Monthly and Quarterly Qudorat Reports (English)
- Printed and Online Training Program Manuals (Arabic)
- Report on Participant Evaluations (Arabic)
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B. **COMPLETED:** *Twenty-three (23) CBOs selected through a competitive process, to receive **grants for revenue-generating projects** (JD 50,000 average per project)*
ON-GOING. *Ten (10) additional CBOs will be selected under Phase 2 for business support grants. This process will be completed and applicants submitted to MOPIC for approval first week of August 2006.*

Following completion of capacity building training August 2005, the Consortium shifted to work with participating CBOs to **formulate preliminary business ideas**. Consortium partner Dajani Consulting spent one day each with CBOs, sometimes alone and sometimes in small groups, to review ideas and identify further information requirements.

Individual sessions were followed by a **Feasibility Study Workshop** (3 Days) in each of six participating governorates. These practical workshops were designed to help participants to explore business concepts and to understand better how to develop sound business ideas compatible with Qudorat criteria. Trainees received a “**Business Development Tool Kit**” to facilitate their work and to share with CBO members to increase their understanding as well.

Following the Feasibility Study Workshop, participants continued work at home, collecting required information and reformulating original ideas. Dajani consultants held **meetings on site** with each CBO. Also included in this process were JOHUD Qudorat trainer-motivators (working from JOHUD Centers) assigned to support CBOs. The role of NEF at this stage was to assure consistency of approach and quality service delivery.

A second **two-day workshop** was held in each governorate to assist participants in finalizing their feasibility studies. The Dajani group followed up on training to develop and fine tune the final draft of feasibility studies to be submitted to NEF for review and preliminary approval.

NEF staff, together with JOHUD **trainer-motivators** held meetings with CBO representatives and visited CBOs and related project sites to assure that participating CBOs fully understood plans and what would be required of them. NEF staff and trainer-motivators worked with CBO management to develop business and financial plans based on feasibility studies. On-the-job training and coaching covered such topics as local contributions, cash flow planning, legal compliance, purchasing and property management, business and personnel.

To enhance competitiveness, attract additional interest and funding, and to provide promote Qudorat objectives, the NEF Consortium - in conjunction with MOPIC/EPP, sponsored a one-day “**Awards Conference**” in Amman on October 5, 2005 under the patronage of the Prime Minister. The conference was attended by more than 250 prominent Jordanian personalities – government officials, philanthropists, and business leaders. Consortium partners and staff assisted CBOs in refining their business ideas for presentation but the actual presentation was the responsibility of individual CBOs.

Eight leading businessmen volunteered to assess competing CBO feasibility studies. These were distributed for review by committee members prior to the conference. During the event, committee members interviewed CBO representatives, asked questions regarding business displays and product demonstrations, and ranked businesses according to pre-set criteria. These included profitability, market demand, job creation, technical issues, time frames, technical issues, and management requirements. NEF later weighed in on institutional capabilities, potential for matching funds, and CBO commitment to the process.

Businessmen donated their time while the Amman Municipality provided free space, support staff, equipment, and refreshments. Local CBOs covered the cost of their own

demonstrations. The event was well received and widely covered in local media. The entire event cost the project less than JD 2,600.

Sub-grant proposals were then submitted in rank order as a recommendation for the final business selection and MOPIC approval for funding. **Twenty-three (23) CBOs from among 31 were selected for funding.**

Qudorat Extension Activities. For Phase 2, an additional 10 CBOs will be selected for funding. These CBOs will follow the same basic process as for initial Qudorat grantees with the exception of the Awards Conference.

Available Documentation of Qudorat Grants for Income-generating Projects

- Basic Business Training Modules (Printed/On-line)
- Business Development Tool Kits
- Feasibility Studies - 31 Business Ideas Presented, Reviewed, and Ranked
- Presentation of Rankings to MOPIC and Subsequent Funding Approvals
- Notices to CBOs of Funding Approval
- Monthly/Quarterly Project Reports (English)
- Training Program Records and Printed Manual (also available on-line)
- Reports on Site Visits, Coaching and Technical Assistance Provided
- Sub-contracts for services with Dajani Consulting and JOHUD

The Consortium is planning a **consumer satisfaction survey** to determine how clients perceive Qudorat business services, the quality of the delivery, and the priority given to individual services and service providers. This will help to both fine tune as well as streamline and cut costs for future service delivery.

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C. **COMPLETED:** *Twenty-three (23) revenue-generating projects implemented by selected CBOs in different parts of Jordan*
ON-GOING. *Ten (10) CBOs selected for Phase 2, moving quickly towards implementation. Work has begun on infrastructure and licensing. All ten are expected to be implemented by September 30, 2006.*

Following announcement of CBO business development grant awards, Qudorat staff and consultants (working through Dajani Consulting) visited CBOs to prepare them to initiate business startups and receive project funds. **Grant letters** were issued that included grant funding, required matching funds, and conditions for Qudorat cost reimbursement. Those in agreement and signing were given a “green light” to spend from their own funds for specified infrastructure and facilities renovation.

Throughout this period, Qudorat staff and consultants continued to deliver **advanced on-the-job training** addressing project and government requirements for licensing, purchase of equipment and services (including formation of internal purchasing committees),

pricing, personnel recruitment and hiring, contracting technical experts, preparing and announcing bids, and bidding processes (offers, newspaper adds, etc.).

By June 30, 2006, **twenty-three (23) businesses were in operation.** These continue to receive follow-up visits, problem-solving assistance, and technical support from Qudorat staff and consultants. *Qudorat funded CBO businesses are listed in Attachment B.*

Significantly, as a result of the intensive training provided – based in large part on peer learning methods, **Qudorat businesses continue to support one another** through contracting with one another and in some cases providing small loans and grants to support project “add-ons” and new activities. This is particularly true for cooperatives.

Qudorat Extension Activities: Ten (10) additional businesses are now being initiated. A process similar to Phase 1 is being followed.

Documentation for Qudorat Revenue-generating Projects Implemented

- Monthly/Quarterly Project Reports (English)
- List of Project Business Startups
- Follow-up and Reporting by Project Staff
- Field Visits to CBO Businesses
- Media reviews and reports (English and Arabic)

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D. COMPLETED: *Provision of EPP approved grants management manual and annexes containing regulations and guidelines for recipient CBOs*

The Qudorat grants management manual will assist grant managers to successfully make and manage revenue-generating and other grants to CBOs in Jordan. The draft manual, which has been developed over the course of the project to guide grant making and grants management, includes: selection and evaluation of CBOs, selection criteria, determining financial inputs based on business and/or project plans, assessing financial management capabilities of CBOs receiving grants, follow-up and monitoring of expenditures, the necessity for flexibility and revisions in the size and use of grant funds, the role of local contributions – their input, management, and documentation, reporting on sub-grant expenditures, coordinating with program managers, internal audits and corrective actions, what to do when something goes wrong. The entire manual will be finalized, approved, and printed by completion of the project.

Qudorat Extension Activities: No Additional Requirements

Documentation for Qudorat Grants Management Manual and Annexes

- Unedited Draft of Manual (Arabic)

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E. **COMPLETED: (Program) Monitoring and evaluation system for sub-grant recipients applied to all sub-grant recipients**

What do you look for to know that a business is on track or not in various phases of design and implementation? Over the life of Qudorat, project staff has been in constant contact with business operators to monitor the progress and prospects of business startups. As a result of visits and discussions, staff has developed a somewhat routine approach to business reviews and the phasing of business development activities. Staff is now working to document these lessons learned into a more systematic procedure monitoring and evaluating business start-up. This will consist of a series of forms to be used in various phases of the startup process and for evaluating end of progress status.

Qudorat Extension Activities: No Additional Requirements

Documentation for Qudorat Business Monitoring and Evaluation System:

- Field Visit Reports
- Discussions with staff
- Review of Working Documents

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F. **COMPLETED: Public awareness campaigns** focused on CBOs in Jordan and the benefits of voluntarism

With significantly less funding than for other specific project deliverables, Qudorat has focused its public awareness efforts in two major areas: (1) NEF has taken major responsibility for **promoting project activities** over the internet and through high profile events and media campaigns, particularly in the English language press; and (2) JOHUD has taken the role of **promoting the work of the civil society** within Jordanian society and the Qudorat project in the Arabic media.

To make the public more aware of the project, NEF has worked to make sure that major project activities are high profile and in the public eye. **Major events** have included the Qudorat opening forum conducted at the ZENID Center. Government officials – including MOPIC and the Ministry of Social Development, development professionals, representative NGOs, and prominent citizens attended along with the press. The forum received major coverage, generating excitement and enthusiasm for the project.

A second major event was the “**Awards Conference**,” see B above. Not only was the event attended by more than 250 of Jordan’s most prominent citizens, but it also attracted the broader attention of Jordan’s business community, resulting in increased support for NEF’s campaign for **Corporate Social Responsibility (CSR)**, also funded by Qudorat. The conference was well covered by the press, which has continued to maintain a healthy interest in and to promote Qudorat activities. A third event, arranged jointly by the NEF

and the Noor Al-Hussein Foundation/CHF Consortia, examined the findings of legal studies on the impact of current legislation on CBOs. This event was highly publicized.

NEF staff and consultants have been active in the **Jordan media** on TV morning talk shows, in business roundtable discussions, and have planned with Jordan TV a series of ten mornings, each of which will feature two Qudorat funded business activities. Business and youth magazines have featured Qudorat announcements and success stories.

Qudorat “branding” has been a conscious process guided throughout the project by NEF management and staff. The Consortium has attempted to create a recognizable Qudorat label that stands for quality and trustworthiness, something people recognize and are proud to be associated with. The Qudorat label is posted prominently on site in all businesses funded. Consortium announcements, publications, stationary, and business cards emphasize Qudorat and are consistently styled for immediate recognition by both Qudorat participants and the public at large. Many of these signs have been provided free of charge by Qudorat suppliers rather than being paid for from project funds. More will be said later about the importance of this process for current and future project success.

Both the **Qudorat website** and NEF’s own website, www.nefdev.org, have continuously promoted Qudorat activities and achievements to the extent that contributions are now being received from Jordanians living abroad and from local residents for voluntary assistance. The transparency and objectivity associated with Qudorat and reflected on the website have drawn comment and lent credibility to the sector.

JOHUD, which has overall responsibility for Arabic media and Qudorat civil society promotions, has completed for the project an **assessment and comprehensive marketing plan for promotion of civil society** in Jordan. The plan is beyond the scope of existing project resources but lays the basis for future activity in this area.

JOHUD work for Qudorat to date has focused on an **Arabic media campaign** hosted by HRH Princess Basma, a series of national campaigns focusing on the benefits of voluntarism, and the mobilization of Qudorat CBO participants in support of public awareness campaigns in their own areas.

Qudorat Extension Activities: No Additional Requirements

Documentation for Qudorat Public Awareness Campaign

- JOHUD Sub-contract (English)
- JOHUD Civil Society Assessment and Marketing Plan
- Misc. Feature Articles for Print Media and Websites (English and Arabic)
- Assorted promotional materials
- Copies of TV presentations/interviews
- JOHUD Media Campaign Report (Due to Be Released August 2006)
- Media Clippings Attached to Monthly/Quarterly Project Reports (English)

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G. COMPLETED: Review of the legal environment in which CBOs operate and recommended changes to include draft legislation

At the request of MOPIC, the Consortium coordinated its work in this area with the Noor Al Hussein Foundation-CHF Consortium, agreeing on a division of tasks between the two groups. NHF/CHF took responsibility for investigating charities and cooperatives while NEF focused on youth and cultural clubs. Both studies investigated the impact of current legislation and procedure on the ability of CBOs to engage in local economic development and revenue-generating businesses. On completion of both studies a joint conference was held by the two consortia and MOPIC to review the findings and make recommendations for further government consideration.

The NEF Consortium's study was undertaken by Dajani Consulting in conjunction with various legal experts. Prior to submitting the final draft of the report, NEF held a series of focus group discussions with participating Qudorat CBOs to allow for corrections and feedback. The draft was amended to reflect inputs from these meetings and discussions with NEF partners and project staff.

Major findings for youth and cultural clubs reflected concerns relating to tax exemptions and importation duties. Other areas of general interest related to the requirements for registration and the numbers required for a general assembly. A majority of respondents expressed a desire to lower the minimum age for board members to allow for inclusion of younger representatives. Plans are to post these studies on the project website pending the approval of MOPIC.

Qudorat Extension Activities: No Additional Requirements

Documentation for Qudorat Public Awareness Campaign

- Legal Study Reports
- Joint Conference Report
- Conference Press Coverage
- Monthly/Quarterly Project Reports (English)

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H. COMPLETED: CBO manual designed to guide future project design and implementation

The intent here is to create a simple, easy-to-use manual based on project experiences that will help CBOs in the future to design and implement more effective revenue-generating projects. The core of the program material for this manual was developed for the Business Development Tool Kit distributed as a part of the preparation of feasibility studies and business plans along with other materials developed for business-related

training and coaching activities. These consist primarily of handouts and tools for use by participating CBOs.

Financial and administrative materials for this manual were developed by the NEF Contracts manager and program staff to assure sound administrative and financial practices on the part of CBOs receiving grants. These materials are now being combined for use as a Guide for CBOs Engaged in Revenue-generating projects.

Materials are now in the process of being reviewed, evaluated, and combined with other materials to form a simple CBO manual to be published by Qudorat in print and online.

Qudorat Extension Activities: No Additional Requirements

Documentation for CBO Manual

- Business Development Tool Kit
- Business Development Training Materials
- Manual (to be developed by end of project)
- Unedited Draft of Chapters for Manual (Arabic)

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I. COMPLETED: CBO IT Network functioning and serving both program activities and clients

The Consortium's Qudorat IT Services Network has been operating since January 1, 2005. Each month has seen an increase in the functions served by the Network as well as in the number of visitors. In January 2005 the site received 7,500+ visitors, an average of 250 per day. Since then, the number of people visiting the site has continued to grow to a **current level of 14,000+ per month**. Of these, 80% are from Jordan. All services are in English and Arabic while some have only Arabic documents attached.

The Consortium's site now provides the following services: (1) Project Information and Updates; (2) Qudorat applications and online application procedures, criteria for Qudorat acceptance, tracking for project applications; (3) performance evaluation for applicants, results of individual institutional needs assessments and strategic plans, comparative rankings among applicants; (4) summaries of business ideas and status of projects funded; (5) listing of project supplies and their voluntary contributions; volunteer matching; photos, feature articles, and internet links; (6) training program manuals for CBOs, (7) guidelines and formats for feasibility studies (tools kits); and a special section devoted to promoting corporate social responsibility and private sector investment.

Plans are to later incorporate **youth and philanthropy** and to explore online giving in Jordan. The Consortium also hopes to convert training manuals into **self-study materials**.

In addition to providing online services, the project has **installed computers and internet connections in participating CBOs** as well as provided **basic training** for members. For Phase 1, Qudorat spent JD 33,500 for computer/IT equipment and software for CBOs not including a JD 10,860 **cost reduction negotiated** with Microsoft Middle East in Lebanon. Phase 2 purchases are now being negotiated.

NEF has recently completed **consumer assessment of needs and priorities for computer and IT services as perceived by participating CBOs** and is working with JOHUD to devise **training programs to be offered through JOHUD Knowledge Stations** for Qudorat program participants, helping them to achieve their own learning objectives.

NEF's assessment also looked at the use of project provided computers and IT equipment in CBOs as well as the impact of computer/IT provision on participating CBOs. It is clear however that the project has had a significant effect on computer/IT utilization. Initial results indicate a 80% increase in computer use, a 200% increase in internet users, and a 90% increase in use of computer peripherals (scanners and printers). Emphasis of training to be provided through JOHUD, and based on the recent needs assessment, will focus on expanding basic training and linking computer/internet use more effectively with CBO and business operations.

Qudorat Extension Activities: No additional requirements.

Documentation for Qudorat IT Network Functioning:

- Online Services and Service Statistics
- CBOs IT Consumer Services Assessment
- Report on Computer and Internet Training Needs and Priorities of Participating CBOs
- Visit www.qudoratnef.org

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J. Explore ways and means of expanding local financial participation in CBO projects and activities

This is one of the projects most significant results and far exceeds original expectations. While requiring a minimum of 20% as a match for Qudorat business contributions, the project has to date reached an almost **70% overall local contribution** with significant amounts of this (**approximately 60%) provided in cash**. These contributions are well documented and recorded in project financial reports. Recorded contributions also do not include services provided free of charge by service providers nor the cost of volunteer time and inputs. They also do not include private investments in several businesses or contributions made voluntarily by one Qudorat CBO to another. These **private investments total more than JD 2,000,000 in one CBO alone**.

In addition to local community contributions and investments, the Consortium has focused attention on promoting **corporate social responsibility** in the private sector in Jordan and on contributions from Jordanian’s living and working abroad. These efforts are beginning to pay off. Recently a Jordanian living in the US contributed online US\$ 500 to a Qudorat sponsored local business. Others are coming forward to contribute time and mentoring. These responses now need to be structured in such a way that they can be taken advantage of to the satisfaction of both the giver and the receiver.

Qudorat Extension Activities: No additional requirements.

Documentation for Qudorat IT Network Functioning:

- Project Financial Records
- Qudorat website
- Online donations
- Online volunteers

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4. PROJECT OUTCOMES (Question #2 - General Deliverables)

A. Enhanced CBO institutional capabilities in key best-practice areas leading to more effective implementation of government and donor-funded economic development projects and increased client satisfaction

Among CBOs participating in the NEF Consortium training and TA program, participants consistently express their appreciation for the training and TA provided by the project. They are quick to point to what they learned and to compare the Qudorat experience with previous training and support programs. They emphasize: the transparency and fairness they associate with the Qudorat process; respect for their ideas and interest; their in-depth involvement in both the training as well as in the business development process – they often say, “now we understand”; the intensity of the involvement with one another in the project and the support systems and sharing that have evolved through that process; the seriousness of the Qudorat management and staff to assure a quality product; and the continuing interest and support shown by the Consortium in their CBO and business activities.

To evaluate the impact of Qudorat on the CBOs themselves, the project must return to the institutional needs assessments and institutional development plans established by CBOs prior to training and business development activities. The results of these activities are posted on-line at www.qudorat/nef.org. The extent to which progress has been made and changes have occurred needs now to be evaluated by Qudorat staff and by individual CBO boards and members. Progress on these indicators will definitely mean increased ability to design and manage projects funded by local and international donors.

B. Development of a cadre of local development practitioners capable of guiding and contributing to this process

Given that financial resources were not specifically provided for in the project to promote this objective, the Consortium proposed to approach this indirectly.

NEF recruited a group of 6 young **Trainer-Motivators** (TMs) to serve as Qudorat project outreach workers. TMs were hired under JOHUD administration and placed in JOHUD centers across the six governorates, as well as in the NEF central project office. Those recruited were given special orientation and training. They attended all project sponsored training events, and on completion of these, worked on specific assignments and as a liaison between the project and individual CBOs with specific problems and needs. Periodic meetings were held with TMs throughout the project to review needs and priorities emerging in the field.

C. Development of a variety of teaching and learning materials that will over time support and expand this process to other Jordanian CBOs

The Consortium produced 13 written **training modules**. One volume of Core Training (5 modules) has been printed as well as posted in Arabic on the Qudorat website. Eight additional less complete modules are scheduled to be posted on the web but not printed at this time. An additional volume of Advance Training is scheduled to be printed prior to completion of the project. The first volume of Basic Training was distributed to 100 users and is now scheduled for reprinted. Online access is at present in the range of 5-10 users per day. It is estimated that the majority of these are academics and trainers seeking information for their own use and for passing on to other trainees.

D. Local private sector and non-profit organizations better positioned to grow market share through business development services to CBOs

Working through Consortium Partners JOHUD and Dajani Consulting, the project has successfully recruited, oriented, and employed a **cadre of CBO trainers and business consultants** capable of working with CBOs in capacity building and on business development programs. Rather than simply hiring and assignment trainers and consultants to specific CBOs, the project has worked to include those assigned in the project process in such a way as to help them to better understand the culture and needs of Jordanian CBOs. NEF project staff has worked closely with partners and with individuals hired to re-orient them to a process oriented approach to capacity building and change rather than simply provision of training and technical assistance.

Of even greater importance has been the **relationship developed through the project between suppliers of goods and services and local CBOs**. The process employed by the consortium was decentralized. CBOs were trained and coached in how to identify their own needs and how to approach and obtain bids from service providers. The role of the consortium was to train, follow-up, and monitor relationships. As a result of this process, relationships and strong commitments were developed between many CBOs and

the selected providers. As a result, many providers have given much more in terms of services than would have been required under their contracts. Some have provided free advice and assistance on installation, others have given training and follow-up services free of charge, provided discounts on goods and services, and helped to make linkages between developing businesses and potential markets for their products.

NEF maintains records of all providers and their contributions and intends to recognize their involvement through the Qudorat Corporate Social Responsibility program in print announcements and internet postings. This section, now being developed for the **Qudorat website will provide opportunities for advertisements by potential service providers as well as give recognition to those involved.** The value of these voluntary contributions is not at present included in the amounts given by the project for local contributions to CBO business development.

While only a beginning, there is reason to believe that given time connections will become even stronger between CBOs, trainer/consultants, consulting firms, and private as well as national NGO suppliers of goods and services. The challenge here is to **make the process market driven** rather than based on an ideal as to what should happen.

E. Enhanced information sharing among CBOs, government and the private sector, improved business performance in each trained CBO

The Consortium has made a concerted effort to work in close cooperation with MOPIC and with the Noor Al-Hussein/CHF Consortium to contribute to the free flow of information among the three parties to the Qudorat project. In addition, NEF Consortium staff has **visited numerous business development projects** to share with them the objectives and activities of Qudorat and to solicit their help in various phases of business development. (Unfortunately most of these projects have been unable to participate in that their mandate limits them to support for the private sector rather than simply to support for local businesses.) The Consortium has also worked closely with the Ministry of Social Development and with the General Union of Voluntary Societies (GUVS) to be sure that these organizations are on line with and supportive of Qudorat activities.

Project staff has also met with **key local NGOs** working in local economic development and representing private sector interests. Qudorat promotional materials have been systematically distributed to local business leaders.

The Awards Ceremony in which CBOs competed with one another for Qudorat business support grants was assisted in part by ARAMEX.

It is difficult to speak in terms of **improved business performance** in trained CBOs since none of the CBOs involved in the project has been previously involved in setting up and managing a comparable business enterprise. What one can easily observe however is the increased self-confidence and willingness to do things differently that are attributed by those managing businesses to the training and assistance received.

F. Increased awareness of CBOs among the Jordanian population

The Consortium has invested time and effort and considerable volunteer time to “get the message out” to Jordanians. This has been accomplished through a variety of means (See 3.F. on page 8). There is considerable and growing interest in the role of CBOs as reflected in the interest shown by individual donors and volunteers as well as by local businesses and in particular, the press. The growing and positive interest of the press is reflective of increasingly positive public attitudes. Initially, the consortium found it difficult to interest the press, particularly the broadcast media, but now the media approaches the consortium. The most significant recent development has been the request by Jordan TV to do a 12 part series on the Qudorat story and new businesses startups. The request was based on an independent assessment by reporters of project results to date and on the excitement expressed by CBO members participating in Qudorat.

G. More supportive policy framework for CBO operations in Jordan

Little can be said here other than the fact that the required legal assessment was completed by the consortium utilizing Dajani Consulting and presented along with a similar study carried out by the Noor Al-Hussein Foundation. (See 3.G on page 10). This was followed by a conference to discuss the studies and reports were prepared suggesting required reforms. This process will be a gradual one.

5. PROMISES FULFILLED (Question #4)

Has the consortium lived up to its commitment to provide, in cooperation with MOPIC, a successful goal-oriented and integrated approach to institutional change - one that sees training and technical assistance as means to an end rather than an end in themselves?

The NEF Consortium has established a framework for CBO institutional needs assessment and for the establishment of individual CBO institutional development objectives. By the completion of Qudorat, 31 participating CBOs will have been through this process.

Training and technical assistance provided under Qudorat have been adjusted over time to reflect the needs and priorities expressed in these plans and in the emerging business ideas. Business development advice and coaching have been geared to the needs of emerging business ideas and to the various stages of the business development process.

While others, including Consortium partners, have provided many of the required inputs, NEF has worked consistently to assure:

- Inputs provided were in line with the actual and expressed needs of individual CBOs and their business ideas
- Methodologies employed to provide advice and assistance were based on recognized adult learning principles and appropriate to each stage in the learning process

- Emerging problems and issues were recognized and dealt with whenever possible
- Evolving relationships between Qudorat and local communities was task oriented and reflective of a growing trust between the two parties
- CBOs were held to their responsibilities in the process
- Funds were used for stated purposes and in a rational matter
- Rather than adhere rigidly to planned training, TA, and funding inputs, there were reprogrammed as required to facilitate the learning process and business development

While continuing to monitor project performance and inputs, there was a corresponding and even more important focus on assuring appropriate and sustainable institutional change and business success. It seems fair to say that the project has lived up to its commitment in this area.

6. CHALLENGES

1. *Pervious Experiences of CBOs*

Many CBOs are accustomed to receiving grants with little planning and even less control and supervision by others over their outputs and expenditures. There is a **tendency to manipulate donors**; this takes many forms. The **competitive process** utilized by the consortium helped to sort out CBOs with more serious intentions and a greater willingness to comply with Qudorat's more rigorous methodology. Still, and particularly early in the process, some CBOs attempted to use influence and connections to obtain approvals for sub-grants, failed to meet commitments to the Qudorat process, tried to get out of financial commitments, and at times tried to undermine the project's financial integrity. Some even sought to force the consortium's hand by expending funds up front and later claiming the right to reimbursement or project funds not previously agreed on.

The project took a dim view of these actions and refused to be drawn into the funding of particular projects (businesses) or manipulated in ways not conducive to future CBO/business success. At the same time, the consortium was **careful not to put CBOs in positions where they would be forced to say one thing and do another** just for the sake of compliance. The consortium avoided where possible funding of activities where inputs and outputs could not be monitored.

2. *Timing and Time Required to Establish Systems*

Given this was the first round of Qudorat funding, it took **time to establish appropriate systems for project management and services delivery, to bring staff on board, and to orient them to the project strategy and approach**. In addition, project funding came through immediately proceeding major holidays causing delays in project startup and outreach to local CBOs. This meant in practice several months out of an already limited project schedule and led to initial delays and later to the cutting short of some services that would have required more time to properly implement. The Qudorat Phase 2 Extension provided time to catch up and complete work with the first group of CBOs but

made timing shorter for those in Phase 2, allowing for little follow-up on completion of training and business startup.

3. Academic and private sector orientation of many experts/consultants

The initial RFP as well as the consortium's proposal note the difficulties faced in CBO business startups as a result of a **lack of a sufficient professionals with experience in providing business development services to CBOs**. This is a significant obstacle and one the project struggled with from start-up. While the strategy adopted by the consortium of working in partnership with the private sector helped considerably to re-orient consultants/business trainers to working with CBOs, it also placed a significant burden on project management and staff to assure a proper balance between what was offered and what was required for CBO business development. Considerable time was required to recruit and oriented new consultants/trainers.

4. Staffing Levels

The **difficulties of recruiting experts** with sufficient experience in working with CBOs in business development placed a burden on the consortium's already overextended management and staff. While this became less of a problem as the project and relationships developed, it is clear that **future project expansion will require an adjustment in project staffing as well as the involvement of additional business development specialists and experts** - who themselves will require considerable orientation and follow-up. This however is one of the objectives of Qudorat – to develop a cadre of manpower capable of planning and managing such a process. There was also considerable difficulty in recruiting and retaining qualified trainer-motivators given budgeted salary levels.

5. Time required establishing functional partnerships

Qudorat project management is based on a **partnership framework**, bringing together organizations of significant experience yet with diverse organizational cultures and leadership styles. Real partnerships bring advantages to the work, yet given their novelty in Jordan, they require time and effort to bring together and harmonize the various parties and to arrive at common approaches and expectations.

NEF and its consortium partners have done well in focusing and harmonizing their efforts. This has however required considerable time and effort and needs yet further work to fully integrate current their various efforts. If the project is to be expanded, other partners should be added - more of the same as well as some new types of organizations. Adequate time should be allowed for participating agencies to come together in an effective way. This in itself is a **very positive and powerful step forward for Jordanian CBO programming**.

6. *Time required meeting government requirements for various business types*

There is an assumption that businesses are designed, funded, and implemented along some independent time line. On the contrary, many **businesses require extensive formal approvals from a variety of governmental - from regulatory bodies to customs and tax authorities, health and environment officials, and labor authorities.** These permissions and approvals often take time and their duration is unpredictable. For this reason, the project has stayed away from certain types of potentially profitable businesses, others have taken longer than expected for startup, still others have faced unanticipated setbacks due to unanticipated last-minute requirements. For a more productive project cycle and for more complex enterprises, the requirements for such approvals must be taken into consideration. As project staff and consultants become more familiar with these requirements, they can be dealt with more efficiently.

7. *Cash flow*

Cash flow is a problem – not so much for startups as for later growth and expansion. The consortium was able to work with CBOs to plan initial cash requirements and to integrate matching funds with Qudorat contributions. Cash inputs from both sources were however often delayed (which is not unusual in business startups) causing CBOs to fall behind schedule.

More problematic is the more complex process of **cash planning as businesses expansion** beyond initial plans. Expansion and growth is what Qudorat wants but the duration as well as focus of the project does not take this into consideration. This issue is made more problematic in that some CBOs, particularly cooperatives and youth clubs have more potential for capitalization and growth than anticipated. They also have little external supervision over financial affairs. It is critical, if projects are to be successful as they grow, to **assure these businesses receive sound upfront advice as well as have access to additional, more technical inputs as they grow.**

This is an area where the project's aim to **increase market share for local private sector** consulting firms can surely be achieved. What is required however is first more attention to cash flow planning and management up front during business startup, and second, accessibility to sound technical advice from private sector consultants as businesses develop. Qudorat will have to assist in establishing this relationship and in later promoting fee-based services. Some **initial project subsidies may be in order** to “prime the pump.”

8. *Diversity of Project Activities/Linkages with Business Support Programs*

The diversity of Qudorat activities is challenging yet also significant. Having all services “under one roof” – **one-stop shopping for business startups**, is a great advantage. To supplement available services, and those just beginning under Qudorat, the consortium attempted to coordinate with existing business support services. Unfortunately, these often specialized programs are all too often confined by their mandate to serving “the

private sector” and in general are not open to working with CBO businesses. Were these services available to CBOs, there would be less need to establish independent specialized services for support of CBOs. Qudorat could become more of a coordinator and enhancer of services rather than a provider.

9. Training Time Given CBO time and project responsibilities

The Qudorat training component was extensive and, judging from results, instrumental in achieving project success. Given the fact that the majority of CBO leaders are voluntary, **training program attendance placed a burden on participants**. This is particularly significant for charity-based organizations. While it is not recommended that training be significantly shortened, **alternatives should be explored** to provide options for those attending. These should also serve broader training functions – not only acquisition of knowledge and skills but also the building of self-confidence, team spirit, trust and cooperation. (See “What’s Useful,” Section 7 below.)

10. Buildings Can Be Problematic

The NEF Consortium pursued a strategy **averse to investing Qudorat project funds in the construction of business facilities**. While a few smaller buildings were financed with project funds, construction has generally been left to local organizations to cover from matching funds. Qudorat has invested in renovations and repairs. Rentals have also been encouraged. From the point of view of the consortium, this has **encouraged upfront investments by participating CBOs**, discouraged costly expenditures on unnecessary or overly elaborate facilities, made it possible to implement projects in a timely fashion, and avoided unwise project investments spurred on by the premature construction of facilities. It has also meant more adequate project funding for investments and operating capital. **The challenge is keeping the lid on this popular expenditure**, which tends to consume a majority of available project capital.

11. Qudorat Branding – Where do We Go from Here

The significance of **Qudorat branding cannot be overestimated** (see 3.F on page 8). Identification with Qudorat is fast becoming a sign of quality and quality control. **Developing and maintaining that symbolism** has been a challenge from the beginning and will continue to be so.

7. WHAT’S USEFUL (TEN EASY LESSONS) (Question #6)

Lesson 1. *Competition and Transparency Matter*

If any one thing stands out in Qudorat implementation, it is that public perceptions of transparency and fairness do make a difference in terms of results. Qudorat CBOs interviewed emphasized their initial skepticism concerning the competitiveness of the process for participation and access to funding. Previous CBO experiences and/or hearsay made them suspect the odds were either in their favor or against them. (It would

be interesting to know how many CBOs may not have bothered to apply based on this same skepticism.)

Those interviewed felt the competition for participation and funding were transparent and fair. The regular posting of applicant information and listings on the Qudorat website, along with their ranking in best practice areas, gave participants a sense they understood what was happening and their interests were being taken into consideration. The rather long and some might say extended applications process helped filter out those with minimal interest and little stamina to stay the course. By the time finalists were selected, those remaining understood what Qudorat was about and how it differs from previous projects. They also understood what was required of them to participate and benefit from Qudorat.

Those interviewed voiced a sense of pride in being among the finalists and in having their projects accepted on the basis of merit rather than influence. As a result, they were and remain motivated to succeed.

Lesson 2. *CBO Capacity is Critical for Business Success*

A consistent problem facing CBOs is their lack of experience with large-scale projects, and in particular with for-profit businesses. Few CBOS - generally only the largest, have such experience. Unfortunately, there is a tendency among those promoting CBO business development to ignore that CBO businesses are controlled by CBO boards and executive staff. If the CBO board and management is not functioning, it is also unlikely the business will flourish.

Several CBOs visited commented that they had been involved in previous income-generating projects and small businesses but these had failed. They noted that previous efforts had been selected and planned by outsiders and given to them to operate once they had been set up. They were encouraged that with Qudorat they felt were able to develop their own understanding through participating more fully in the business development process.

There is an inherent relationship between expansion of activities in CBOs and the involvement of board and general assembly members. As activities increase, participation tends to increase and, as a result, so do differences of opinion and conflicts among members. If CBOs are unable to recognize and deal with these issues, the result is all too often a project/business failure. Many conflicts arise due to a difference of perception among members as to the environment in which they are operating, the roles and responsibilities of their organization, and the opportunities available to them.

In the case of Qudorat, the institutional needs assessment and participatory strategic planning process set the stage for CBOs to reevaluate basic premises concerning their role in general and more specifically in economic development. A few days of training and a simple plan are not sufficient to bring about fundamental change but they can set the stage for future reform.

Lesson 3. *A Single Service – Multiple Outcomes*

Qudorat experience suggests that a single array of services focused on business development can in fact serve a range of clients as diverse as charity organizations, youth clubs, women's groups, sports clubs, and cooperatives. Previous attempts at business development have focused on one or more of these groups. Qudorat suggests that, while services offered may be similar, expectations as to outcomes should differ from one group to another.

Traditional charity organizations have been the focus of past investments. Qudorat experience suggests that the majority of these associations – and particularly those in rural areas, while capable of establishing small income-generating projects, will seldom move beyond to larger more productive enterprises. This is due in part to their inherent limitation - given their membership, structure, time and legal constraints. It is due as well to the limitations placed on capital growth and the lack of benefits relative to the responsibilities of association board members and their general assembly. Only a few outstanding and courageous leaders will attempt to set up and operate a growing business concern in such an environment. The Jerrash Women's Society is one of these.

Cooperatives are at the other end of the spectrum. Having been largely neglected in recent years due to a previous history poor performance and loan defaults, the structure of these agencies in fact lends itself to the development of larger businesses and to later business expansion. The financial incentives are there for members who personally benefit. Cooperative can also raise significant capital from members and take loans from banks to finance investments. Given the legal structures under which they operate, cooperatives are also capable of returning investments to the community in both traditional and non-traditional ways.

The role that cooperatives can play in generating economic development opportunities is best demonstrated by the Reif Angara Cooperative in Ajlun. With only JD 80,000 from Qudorat, Reif Angara has managed to create a business empire worth over JD 4,000,000. While the potential was there, it took Qudorat branding and initial support to develop the capacity of the cooperative as well as its confidence to move forward. An organization which previously has a membership of 40 now has over 700 paying JD 1,000 each in membership fees plus additional local investors. The cooperative has also contributed from its profits to other CBOs participating in the Qudorat training – both those that were funded from Qudorat and those that were not. At the same time, this association and its rapid growth pose concerns for the future if additional training and supervision are not available.

Somewhere in between these two options lie youth clubs. Like cooperatives, their membership overlaps with their beneficiaries, creating an incentive for expansion and profitability. In their case however they have little previous experience with either project or business development. Yet, at the same time, they have access to capital from members and from government programs. Much of this available funding remains unused

due to lack of perceived opportunities. Qudorat has helped to mobilize these unused resources and to focus the attention of leadership on new ways of doing business. Youth and sport clubs offer opportunities and a model for their younger members to emulate. They are a natural training ground for tomorrow's business leaders.

While all these institutions can make effective use of resources provided, Qudorat experience suggests that expectations as to returns should be different for each type of organization. The return on Qudorat investment will vary.

Lesson 4. *Peer Groups Contribute to Success*

Business development projects often praise the value of establishing links in a production process. The problem with this approach is that a weak link can bring down an entire process - a serious flaw when working with business startups. Culture as well often works against such linkages.

An interesting aspect of Qudorat is the natural relationships formed among Qudorat participants. These linkages take the form of purchasing services from one another, providing loans and grants to one another to cover unanticipated or additional costs, providing inputs into the production processes in other businesses as well as providing marketing opportunities for the products produced by other CBOs. The difference here is that the linkages are voluntary and mutually beneficial. They are also largely the result of the project's training and capacity building strategy, which provided a mix of centralized and decentralized services where people came to know one another and to feel part of a group. Succeeding was important but for all to succeed was even more important.

The project methodology set the stage for future cooperation and learning from one another.

Lesson 5. *Relationships Are Critical – Partners, CBOs and Service Providers*

The NEF Consortium focused on the development of relationships between project staff, consortium members and client CBOs. This is a hallmark of NEF's long-term practice; evidence points to the fact it contributes considerably to both short and long-term success. In discussions with participating CBOs, and in meetings between CBOs and project staff, it was clear there is a relationship built on trust and respect for one another. Participants felt at ease with project staff, were open to discussing their problems and concerns, and felt at ease in talking about Qudorat participation. There was a sense of a common objective and mutual respect. This quality of relating extended as well to the relationship between CBO members and service providers.

Such a relationship makes it possible to work together effectively and to resolve problems and issues before they harm or even destroy a CBO and its business. They also make it possible to developing mutually beneficial relationships such as those described under 6.8 above under "Challenges".

Interesting for the future is the way these relationships have been built within what is clearly a formal contractual relationship between Qudorat and its clients. Formal contracts, trust, and mutual respect are not in fact mutually exclusive. When combined they form a powerful combination that can focus and sustain activity and increase prospects for success.

A good example of this is the way in which service providers and suppliers were selected to work with CBO businesses. While this process could have been centralized within the Consortium, it was in fact delegated to individual CBOs who, following training, were entrusted with their own purchasing process. The result has been beneficial to all concerned. The project avoided costly consultant fees and technical services while at the same time CBOs learned how to manage this process for themselves. They also developed relationships with suppliers which led to additional services at no cost. In several cases suppliers have become closely involved with CBO businesses, agreeing to purchase a significant portion of the production as well as to provide additional inputs at no cost. These contributions are in the process of being documented for inclusion on the Qudorat website as a means of recognizing assistance provided.

Lesson 6. *Participation Matters, Self-help Contributes to Business Success*

Qudorat has emphasized a participatory adult learning process based on learning-by-doing. Training and technical assistance provide opportunities for learning based on practical experience. Follow-up and coaching in the field help participants to more readily experience and experiment with what they have been “taught” and to explore the relationship between new ideas and tools and their existing ways of thinking and doing business. The result is clear. Those interviewed compare what they have learned through Qudorat with previous educational/training experiences. They feel they have accomplished something for themselves - Qudorat has helped them and not done it for them. This pride and self-confidence is not only important for individuals but contributes to the success of the business enterprise.

Lesson 7. *Matching Funds are Essential - There is a Right Way to Do It*

The success of the project in raising matching funds is virtually unparalleled. A 20% required contribution is quickly approaching the 70% mark. What has happened to bring this about? Several factors are important. First, the selection of CBOs, their quality and type have had a major influence. Nine (9) out of thirty-one (31) are cooperatives with significant ability to raise capital on their own. Second is the sense of ownership the project has encouraged among CBOs relative to THEIR businesses. Third is the degree of transparency shown by the project and expected of client CBOs. Fourth is the commitment to success on the part of CBO clients, which has encouraged participants to risk investing their own capital. In many cases, it can be said that Qudorat has simply helped to “jump-start” the process and to make sure it got off on the right footing. Funding provided was a catalyst rather than being essential to the process.

The project had a strategy in relation to local contributions which also plays a role. Identification of matching funds was a prerequisite for participation. Local matching funds had to include cash as well as in-kind. CBOs were asked to spend their own funds prior to receiving Qudorat cash. Funds for the construction of buildings generally had to come from the CBO rather than the project. For many items CBOs were asked to spend and be reimbursed rather than to spend from project funds and later account for them.

Lesson 8. *Managing Cash Flows to CBOs*

While grant awards were agreed on in advance, agreements reflected maximum funding rather than commitments. Funds were disbursed according to projected cash flow needs and were adjusted to reflect changing requirements. A failure to comply with project requirements or deviation without previous agreement on plans meant the withholding of cash payments and thus introduced a measured control over CBO business development activities. This relationship, within the context of trust developed between the project and its clients, helped create a structure to guide project implementation. Several CBOs failed to utilize their full allocation. In some cases, it was agreed that additional activities might be undertaken to strengthen initial business activity, while in other cases funds were returned for reallocation to other CBOs.

Lesson 9. *Learning Model for Business Development Services*

Once of the most significant lessons learned from Qudorat is the importance of the Business Development Model. Having examined the model closely, it can be referred to most appropriately as a “Learning Model,” one that stems in part from the Foundation’s earlier promise to assure that Qudorat training and technical assistance remain a means to an end rather than becoming an end in themselves. This meant the business development strategy had to be built around what happened in the field rather than in the classroom, and on what comes from those in CBOs rather than from experts. While the later have a definite role to play, they are not the focus of the process.

It would take too long to define the parameters of the Qudorat business development model, but let it suffice to say that working from locally defined ideas, the consortium has introduced new perspectives for examining business ideas and new ways of refining them. NEF staff and full-time JOHUD trainer-motivators, rather than consultants, have managed the process of work with CBOs. Experts have been recruited via Dajani Consulting and fed into the process as required and in ways that assured continuing Qudorat control over the process.

Professional relations between the consortium and clients have been structured around a combination of trust, transparency, and contract compliance. Financial incentives (cash transfers) have been used to cement this process. Open relationships with suppliers have lead to a dynamic interaction of CBOs and service providers based on business success and self-interest. Markets are emerging gradually and as a result of this process.

The presence of project staff and trainer-motivators in the field with CBOs throughout the project has encouraged mutual learning and allowed the project as well as participating CBOs to compare experiences across businesses and to think in terms of categories of rather than individual problems, needs, and opportunities. The result has been a powerful process of “learning through doing”. Planned Qudorat case studies will document individual business experiences and comment on cross cutting ideas and trends.

Learning to date, the synergies developed in the project model, and the growing knowledge and understanding of the project team, will produce a more efficient, fine tuned approach to serving larger numbers of CBO clients more effectively.

Lesson 10. *Recognition Builds Confidence and Encourages Success*

Qudorat has given recognition to the work of project sponsors, consortium partners, CBOs, and local suppliers throughout the life of the project. While this process has a broader purpose to promote the work of Jordanian CBOs in the public eye, it has also been instrumental in building the confidence of CBOs participating in the project. CBOs interviewed were asked how they felt when invited to Amman to present their project in an open competition before the Prime Minister and the Minister of Planning. The resounding reply was “in the beginning we were afraid but proud, afterwards we were simply proud of being a part of Qudorat and proud that we had succeeded on our own.”

8. THINKING ABOUT THE FUTURE

1. Businesses Grow Faster than You Think – What’s Next

While timing and time requirements have been a consistent problem throughout the project, businesses once established – and particularly those established by cooperatives and youth/sport clubs, seem to attract further funding and to grow at an unanticipated rate. While this is what Qudorat wants to see happening, there are a number of problems with this rapid and unplanned growth. Qudorat needs to be able to assist participating CBOs to more effectively plan for and carry out internal reforms required to support such growth. More dangerous than initial failure would be the significant failure of a large-scale pyramid scheme financed by membership fees, investments, and bank loans. Qudorat should address this issue both upfront and in response to growth. This is the direction to move in but avoiding such dramatic failures is an imperative Qudorat cannot afford to ignore.

2. Financial Planning, Cash Flow, and Marketing – Keys to Sustainability

Related to the above, the project must be prepared to provide more significant and sophisticated inputs in terms of financial planning, cash flow, and marketing. These are critical for sustainability. Initial inputs such as are required for feasibility studies and startup are not sufficient as products come on line, linkages are made, and additional capital invested. The consortium has identified a number of options for addressing this

issue in ways that support broader program objectives. Some of these have been discussed earlier.

3. Some Can Grow – Others Can't, Why?

While study of the legal environment affecting CBOs is important, project experience indicates there are more important considerations in terms of why some things work with some types of associations and not with others. Further attention needs to be given to understanding these dynamics and to addressing the issue of what can be realistically accomplished with each group. Some CBOs may take on smaller businesses, similar to individual income-generating activities. Revenues from these “IGAs” can be used to support service programs that remain the focus of CBO activity. Other CBOs should be encouraged to think bigger, invest more, create jobs, and increase incomes. The project should also consider whether both types of activities are legitimate and if so, for what types of organizations, and how project funds should be allocated among competing sectors

4. Encouraging Business Investments – Beyond Membership and Donor Funds

This area is particularly important for future Qudorat activities and for Jordanian CBOs. They require significantly more capital than available at present if they are to achieve their objectives and effectively contribute to the economy and to improving the lives and livelihoods of Jordanians of moderate means. These funds can only come as a result of private contributions and investment capital. Qudorat has shown that, in isolated cases, this can be achieved. The question is how can Qudorat encourage, expand, and sustain the process. And, more particularly, how can local financial institutions be brought into partnerships with CBOs and CBO businesses.

5. Programmed Instruction Manuals

Training is critical. Group training is an important aspect of peer learning and change. Neither can be eliminated. At the same time, people have a limited amount of time; their schedules differ. The NEF Consortium, led by JOHUD, has covered the range from practical skills training and in-service training to coaching and supervision, and from these to more formal printed training modules. If these modules can now be refined and converted into self-study formats, available both in print and on line and with tutorial services from the project, much of what is required can be learned at leisure rather than according to a formal training schedule. More people can be involved and the process can have a much more efficient, cost effective impact on a larger number of CBOs. Consideration should be given to this in future project work.

6. Computer/IT facilities

The consortium has made every attempt to increase computer literacy and computer/internet utilization among participating CBOs. This is part of a broader strategy within Jordan. Any extension of Qudorat should continue this expansion and deepen the

understanding and skills of CBO users. In the long run, as CBOs and businesses development, access to these skills will be indispensable. In addition, these technologies introduce new ways of thinking about the world and about business that can only add to the growing knowledge and experience of CBOs, particularly those in more isolated rural areas. Such technologies also have a cumulative effective on which later project and non-project interventions may be built.

7. Linkages – Making Them Work

For Qudorat Phase 1 and 2, the NEF Consortium has relied on informal linkages among businesses resulting from personal contacts and commitments. This has been a highly effective approach but has its limits. For future work, the project should both encourage informal linkages as well as more formal links between businesses established in Qudorat Phases 1 and 2, and any future Qudorat activity. Similar linkages can also be explored through a more intensive focus on suppliers and marketing channels. Both of these areas have been shown to be highly productive to date.

8. Refining the Systems that Make Voluntarism and Philanthropy Possibly

The public is learning as well. There is a revival of public interest in CBO activities, a greater willingness to volunteer, and a growing interest in contributing financial to CBO activities. Creative means must be found to support and grow this interest as well as make voluntarism and local philanthropy more viable and effective.

9. Exploration of Resources Unique to Individual Communities

The consortium and participating CBOs have demonstrated the creativity that local communities show when allowed to participate more fully in the process of business development. They tend to be much more aware of unique and available resources as well as their own traditions, knowledge and skills. When given the opportunity local people tend to select what works for them. In the future Qudorat should encourage more local initiatives and listen more carefully to the ideas and suggestions local people make regarding their own economic futures.

10. Business Mentors

In some CBOs, suppliers and clients have become mentors. Larger businesses are helping these new startups to grow – and to their own advantage. While the consortium has basically observed this process to date, actions should be taken that formalize and incorporate this process into the business development process. Mentoring should be made a key aspect of the Qudorat model.

9. MONEY MAKING SENSE – HOW IT WORKS (Cost Benefit)

The NEF Consortium has made significant progress in understanding and dealing with emerging problems and issues and in taking advantage of opportunities as they arise. The

consortium plans to fully accomplish its objectives – and, despite initial delays, complete activities on time. By the end of the project period, approximately JD 2,850,000 (JD 1,999,593 from MOPIC) will have been expended to achieve Qudorat objectives, an average of approximately JD 92,000 per CBO business created - including management and training, legal studies, and marketing costs. Was it worth the cost? Can it be said that Qudorat has in fact decreased unemployment, causes a rise in living standards across Jordan, or simply decreased poverty levels. To answer a resounding “yes” to this question would be naïve; so, what has been accomplished?

1. Employment

The NEF Qudorat Consortium has effectively demonstrated that: given adequate support for both CBO capacity building and business development, CBOs can establish revenue-generating projects owned and operated by CBOs. These businesses provide employment for local residents and increase family incomes for area residents. The Al-Turath Handicrafts Workshop (Jerrash) is a good example of a project that has trained and now employs staff. The business has potential for growth as markets develop. Few CBOs however have the capacity to begin with a business large enough to employ significant staff. Yet, over time, some businesses will grow larger, employ more people, and have a more significant impact on local economies. The Reif Angara Cooperative in Ajlun is a good example, one which is fast becoming a major employer.

3. Spin Offs

The spin offs from CBO businesses can also be significant in terms of economic development and social transformation. Qudorat CBO involvements bring new ideas and perspectives to local communities. Information and connections acquired are transferred to other economic activities. As Qudorat has shown, even small businesses can provide important linkages with the larger economy, often through suppliers and market connections. This is especially notable where women involve their husbands and family members who borrow ideas and tools to enhance their own businesses. Women as well experience a sense of empowerment and economic participation. They pass this along to their children.

4. Collateral Businesses

There are also related developments. Given the growth of Reif Angara Cooperative Car Centers, other businesses have developed independently in the same area taking advantage of Reif Angara clients. Reif Angara centers also provide markets for products produced by other cooperatives and makes investments in area businesses. The Al-Wahadneh Cooperative in Ajlun is expanding its initial project for production and sale of fuel cubes to include a shop for heating equipment and supplies.

5. From Hazardous Wastes to Income Earned

CBO businesses link with those who have assets in local communities to create further opportunities. The Ebein Women's Cooperative (Jubba-Jerrash) is a good example. Farmers now sell previously unused and environmentally hazardous farm waste to the cooperative which processes these into fertilizers (as well as grows medicinal plants on site.) In addition to several employees, a number of women work part time, and local school boys receive summer jobs. The Al-Wahadneh Cooperative (Ajloun) and the Deir Al Leyyat Association are similar examples where wastes from agricultural products are recycled creating additional income for the seller and benefits to the buyer.

7. Providing Inputs to Larger Enterprises

Some CBO businesses have contracts for producing inputs into larger businesses and are receiving training and technical support from these business mentors.

8. Reducing Costs (Income Supplementation)

Other projects save money by producing and selling goods at below market costs. They can do this because they rely on community resources, make bulk purchases, employ local labor, and avoid ever more expensive transportation. Water purification projects (Al-Dera Al-Urduneya – Theeban-Madaba – and the Al-Isteqlal (Muqbila-Jerrash, Cooperatives are good examples of this type of benefit. Others such as Al-Isteqlal Cooperative's Meqebleh Shopping Mall provide special offers and discounts for members.

9. Practical Skills Training

Qudorat businesses also offer training for local youth on computer and IT utilization. Qudorat suppliers have provided on-the-job training as well as access to more formal training. The project itself has arranged for the training of youth in vocational training centers. While focused on CBO and business uses, this training combined with both volunteer and employment opportunities can help youth to develop marketable skills and increase their chances of gaining meaningful employment.

10. Tipping the Balance

The importance of Qudorat is its size and diversity. It creates a cumulative effect that tips the balance in favor of local development. In addition, Qudorat provides the tools and training to move the process forward.

An initial public investment by MOPIC of almost JD 2,000,000 has generated an additional JD 850,000, contributed primarily by small local CBOs. This is an unprecedented achievement. Service providers have become involved and offer services that go beyond those contracted for. There is a sense of renewed energy and enthusiasm across the sector and in the public.

As an investment in development, the project has significant achievements to its credit. What remains is to develop the model further, explore alternative local funding sources (including private investments), expand CBO coverage for economies of scale, expand and strengthen capacity building and business development practices discussed in previous sections of this report, involving additional partners and resource providers.

“Qudorat’ has become a household word in Jordan, and now needs to be further developed. In essence, Qudorat is money well invested – “money making sense.”

10. SUPPLEMENTARY DOCUMENTS

ATTACHMENT A - Project Logical Framework (8 Pages)

ATTACHMENT B - List of Qudorat Funded CBO Businesses (Phases 1 and 2)

ATTACHMENT C - CBO Contributions Phase 1 (to June 30, 2006)

ATTACHMENT D - Lists of Manuals and Reports

APPENDIX 1 - Qudorat Business Summaries (Separate)

ATTACHMENT A - Qudorat Logical Framework

OBJECTIVE 1. Enhance the ability of Jordanian CBOs to: implement projects on behalf of constituents; improve customer service; increase membership; and expand fund-raising.

<i>Activities</i>	<i>Outputs</i>	<i>Indicators</i>	<i>Outcome</i>	<i>Impact</i>
1. Qudorat Promotions/Outreach	<ul style="list-style-type: none"> 300 CBOs from 6 Governorates Enquired regarding Qudorat Participation 187 CBOs Completed Applications Local Participation/Referrals 75 CBOS Qualified for Field Visits 31 CBOS selected for CB Program MOPIC Approvals 	<ul style="list-style-type: none"> CBO Enquiries Applications Submitted Applicant Files Field Visit Reports Requests for Local Referrals CBO Rankings Internet Publications of Rankings MOPIC Concurrence on Finalists 	<ul style="list-style-type: none"> Increased pool of diverse CBOS from throughout six governorates Initiation of CBO Self-Assessment Process Sense of Participation by Authorities 31 participant CBOs Transparent Selection Process Selection based on Rankings 	<ul style="list-style-type: none"> Quality of CBO Selection Better Bus. Opportunities Geographical Dispersion Multiple CBO Types Enhanced Local Support Quality, Committed CBO Candidates Perception of Fairness
2. Selection of Participating CBOs	<ul style="list-style-type: none"> One day Project Orientation held at ZENID Center Qudorat Project Participation Kits 	<ul style="list-style-type: none"> Invitations and Attendance Records Participant Lists Conference Report Sample - Project Participation Tool Kits 	<ul style="list-style-type: none"> Orientation of 70 Participants from 31 CBOs Formal Written Agreements w/Finalists Introduction of Finalists/Sponsors/Partners 	<ul style="list-style-type: none"> Team Spirit Among Participants and Consortium members
3. Project Orientation Conference				
4. Basic Capacity Building Program:	<ul style="list-style-type: none"> Economic Development Forum Institutional Needs Assessments Training of Trainers CBO Training Participatory Strategic Planning Training of Trainers CBO Training Practical Workshops Training Related Follow-up/Support 	<ul style="list-style-type: none"> Number of training days Number of trainees Field Reports Trainee Evaluation Training reports Follow-up and TA Reports Training Records Participant Evaluations Printed and Posted Training Modules Attendance Records Field Reports Qudorat Monthly/Quarterly Rpts Copies of materials distributed 	<ul style="list-style-type: none"> Understanding of the project context and the role of CBOs in Economic Development Increased understanding of Best Practice in CBOs and the status of ones own institution relative to these CBO Institutional Development Objectives/Plans Enhanced Knowledge and Skills Cooperative Team Spirit Training Program Modules Certified Trainees Reinforcement of lessons learning during training 	<ul style="list-style-type: none"> Enhanced CBO capacities Increased awareness of potentials for CBO participation in local economic development Increased ability to design and manage CBO owned/operated businesses
5. Qudorat IT Network	<ul style="list-style-type: none"> Online System for Continuing Education 	<ul style="list-style-type: none"> Functioning online system with required functionalities 	<ul style="list-style-type: none"> Greater access by participating CBOs and others to Qudorat ideas and resources 	<ul style="list-style-type: none"> Opportunities for continuing learning for CBOs and practitioners

ATTACHMENT A - Qudorat Logical Framework (Continued)

OBJECTIVE 2. Provide funds (average JD 50,000 each) for newly trained CBOs to implement at least one productive (revenue-generating) project

<i>Activities</i>	<i>Outputs</i>	<i>Indicators</i>	<i>Outcome</i>	<i>Impact</i>
1. Preliminary Business Ideas Reviewed (As Part of CBO Applications/Selection Process)	<ul style="list-style-type: none"> Available business ideas from which to begin training and technical assistance activities 	<ul style="list-style-type: none"> Preliminary business ideas submitted by applicant CBOs 	<ul style="list-style-type: none"> CBO Applications containing preliminary project ideas Evidence of CBO matching funds 	<ul style="list-style-type: none"> Participating CBOs begin training with basic business ideas consistent with Qudorat program objectives and criteria
2. Follow-up Review and Evaluation of Preliminary Business Ideas	<ul style="list-style-type: none"> One day with each CBO to review and revise preliminary business plans and to identify additional data requirements 	<ul style="list-style-type: none"> Project Field Reports 	<ul style="list-style-type: none"> Revision of Preliminary Business Ideas 	<ul style="list-style-type: none"> More realistic business ideas to initiate Qudorat feasibility studies planning
Business Development Capacity Building:				
<ul style="list-style-type: none"> Feasibility Study Workshops Business Development Tool Kits Business Development Follow-up 	<ul style="list-style-type: none"> 18 days of training – 3 days in each of six participating governorates Distribution of Business Development Tool Kits to CBOs Meetings on Site with Individual CBOs to follow-up on training 	<ul style="list-style-type: none"> Training Program Plans and Modules Participant Evaluations Available Business Development Tool Kits Field Visit Reports 	<ul style="list-style-type: none"> Enhanced ability of CBOs to participate in the development of business feasibility studies 	<ul style="list-style-type: none"> Enhanced feasibility studies with greater understanding by those charged with implementing and managing projects
3. Awards Conference	<ul style="list-style-type: none"> Project Briefs and Displays developed by CBOS Ranking of CBO projects by area businessmen 	<ul style="list-style-type: none"> Actual displays and photos Business rankings for CBO projects 	<ul style="list-style-type: none"> Increased understanding by CBOs of their own projects and project requirements Creative inputs into CBO project planning Increased funding availability 	<ul style="list-style-type: none"> Enhanced public support Pride and self-confidence on part of CBO members Better business plans Increased funding for Qudorat businesses
4. Selection of Finalists	<ul style="list-style-type: none"> Objective application of business selection criteria 	<ul style="list-style-type: none"> Criteria and Rankings for each CBO Presentation to MOPIC Announcement 	<ul style="list-style-type: none"> 23 CBO grant awards announced 	<ul style="list-style-type: none"> Acknowledgement of equity and fairness in the selection process Increased competitiveness
<ul style="list-style-type: none"> CBO Business Rankings MOPIC Approval Announcement of Grant Awards 				

5. Qudorat Consortium System for Grant Making/Grants Management	<ul style="list-style-type: none"> • Provision of grant management manuals containing regulations and guidelines for recipient CBOs • Clear Agreement on terms and conditions of grant awards 	<ul style="list-style-type: none"> • Available forms and procedures for grant making and management • Work in progress on formal grants manual for MOPIC approval • Written Grant Agreements 	<ul style="list-style-type: none"> • Systematic process for making and managing grants • Clearly defined procedures for working together 	<ul style="list-style-type: none"> • More productive working relationships between Qudorat and CBOS • 23 income-generating projects implemented by selected CBOs in different parts of Jordan
6. Negotiation of Grant Agreements with Finalists	<ul style="list-style-type: none"> • 150 days of on-site training and TA provided for business startups 	<ul style="list-style-type: none"> • Technical assistance contracts and plans • Field Visit Reports 	<ul style="list-style-type: none"> • Greater understanding on the part of CBO members as to business requirements • Problem-identification and problem solving addressed in timely fashion 	<ul style="list-style-type: none"> • More successful businesses • Significant lessons learned
7. On-Site Training and Technical Assistance				

ATTACHMENT A - Qudorat Logical Framework (Continued)

OBJECTIVE 3. Support the work of CBOs by increasing public understanding of and support for CBO activities

<i>Activities</i>	<i>Outputs</i>	<i>Indicators</i>	<i>Outcome</i>	<i>Impact</i>
1. High Profile Project Events	<ul style="list-style-type: none"> • Qudorat Orientation Conference • CBO Awards Ceremony • Conference on Legal Issues • Latest Conference..... • Queens Visit to Jerrash Project 	<ul style="list-style-type: none"> • Media coverage of events • Individual feature articles published • Project Monthly/Quarterly Reports 	<ul style="list-style-type: none"> • Public interest in Qudorat activities • Enhanced interest in activities of Jordanian CBOs 	<ul style="list-style-type: none"> • Enhanced Public Appreciation for Qudorat Activities • Increased recognition of the work of CBOS Jordan
<p>10. Online Coverage</p> <ul style="list-style-type: none"> • www.nefdev.org • www.qudorat/nef.org • Hosted on Various Internet Sites, including Reuters network • Links with GOJ/MOPIC Sites 	<ul style="list-style-type: none"> • 100,000 average monthly visitors (NEF) • 13,000 average monthly visitors (Qudorat) • Reuters Network – Millions Monthly 	<ul style="list-style-type: none"> • Records of online activities • Online articles present on the web 	<ul style="list-style-type: none"> • Expanded recognition for Qudorat, MOPIC activities, and Jordanian CBOs 	<ul style="list-style-type: none"> • Sharing of lessons learned • Recognition of Jordan's contribution to development
3. Print Media and Broadcast Coverage	<ul style="list-style-type: none"> • Business Roundtables • Youth magazine articles • Business Publication Features • Print Media and Press Announcements • Series of 12 TV presentations on Qudorat activities • Multiple Radio talk shows 	<ul style="list-style-type: none"> • Copies of presentations and publications 	<ul style="list-style-type: none"> • Increased appreciation for Qudorat and CBO programs and activities 	<ul style="list-style-type: none"> • Greater willingness to fund or donate to Qudorat type activities and CBO programs
4. Qudorat Branding	<ul style="list-style-type: none"> • Logos, labels, and project imaging • Signs and project postings • Advertisements and promotions 	<ul style="list-style-type: none"> • Publications and brochures • Recognition of Qudorat Financial Participation • Credits to Qudorat/MOPIC sponsorship 	<ul style="list-style-type: none"> • Everyone knows Qudorat 	<ul style="list-style-type: none"> • CBOs are proud to be associated with Qudorat • Local Investors and contributors see Qudorat involvement as a sign of quality
6. Qudorat Civil Society Promotions (Promoting Civil Society in Jordan)	<ul style="list-style-type: none"> • JOHUD Press Campaign • Qudorat CBO Marketing Study/Plan • Internet Outreach • Volunteer Promotions 	<ul style="list-style-type: none"> • Promotional Items • Presentations by local CBOs • News Articles • Written Plan for CBO Marketing 	<ul style="list-style-type: none"> • Increasing awareness of the value and importance of participating in CBO activities 	<ul style="list-style-type: none"> • Increasing support for CBO activities – financial and voluntary
6. Corporate Social Responsibility	<ul style="list-style-type: none"> • Posters and brochures • Participation by Suppliers 	<ul style="list-style-type: none"> • Project Publications • Supplier Inputs 	<ul style="list-style-type: none"> • Project participation from local and international businesses 	<ul style="list-style-type: none"> • Increasing interest and participation by private sector in CBO activities

ATTACHMENT A - Qudorat Logical Framework (Continued)

OBJECTIVE 4. Conduct a review of the legal environment in which CBOs operate and formulate recommendations for reform

<i>Activities</i>	<i>Outputs</i>	<i>Indicators</i>	<i>Outcome</i>	<i>Impact</i>
1. Legal Study on Constraints Facing CBOs (NEF Consortium Focused on Cooperatives, Youth and Sports Clubs)	<ul style="list-style-type: none"> Consultant Findings 	<ul style="list-style-type: none"> Consultant Report 	<ul style="list-style-type: none"> Pending Final Joint Report Being Prepared by NHF/CHF 	<ul style="list-style-type: none"> Legal Reform (Pending)
2. Focus Group Discussions	<ul style="list-style-type: none"> CBO Comments on Consultant Report 	<ul style="list-style-type: none"> Records/Report on Focus Group Discussions 	<ul style="list-style-type: none"> Greater local participation and input into legal study report 	<ul style="list-style-type: none"> Increased accuracy of information reported
3. Joint Conference	<ul style="list-style-type: none"> Public Comments on Joint Reports 	<ul style="list-style-type: none"> Report on Joint Conference (NHF/CHF) 	<ul style="list-style-type: none"> Consolidated Report and Conference Proceedings 	<ul style="list-style-type: none"> Pending with MOPIIC
4. Media Coverage	<ul style="list-style-type: none"> Media Reports on Required Reform 	<ul style="list-style-type: none"> Publish Articles/Broadcast Media Coverage 	<ul style="list-style-type: none"> Increased Public Awareness of need for legal reform 	<ul style="list-style-type: none"> Increased public support for legal reform

OBJECTIVE 5. Contribute to the development of a cadre of volunteers and professional development practitioners in Jordan

<i>Activities</i>	<i>Outputs</i>	<i>Indicators</i>	<i>Outcome</i>	<i>Impact</i>
1. Trainer-Motivators	<ul style="list-style-type: none"> Trained Trainer-Motivators 	<ul style="list-style-type: none"> Employed Trainer-Motivators 	<ul style="list-style-type: none"> Increased Manpower for Business Development support 	<ul style="list-style-type: none"> Future possibilities for bus. Development expansion
2. Training Program Modules	<ul style="list-style-type: none"> 13 Printed/Online Training Modules 	<ul style="list-style-type: none"> Materials in Print/Online 	<ul style="list-style-type: none"> Increased access to Qudorat training materials by local development practitioners 	<ul style="list-style-type: none"> Improved development practice in local CBOs
3. www.qudorat/nef.org	<ul style="list-style-type: none"> Interactive Project website with critical links, teaching and learning materials, 13,000 average viewers per month 	<ul style="list-style-type: none"> Website on line and user statistics 	<ul style="list-style-type: none"> Qudorat products available on line for access throughout Jordan and the region (in Arabic and English) 	<ul style="list-style-type: none"> Improved development practice in local CBOs Broader sharing of lessons learned from Qudorat
4. Development Publications	<ul style="list-style-type: none"> Distribution of up-to-date Arabic language development publications to Jordanian CBOs 	<ul style="list-style-type: none"> Number of books distributed in Jordan 	<ul style="list-style-type: none"> Increased understanding and skills among local volunteers and development practitioners 	<ul style="list-style-type: none"> Improved development practice in local CBOs
5. Case Studies (<i>Under Production</i>)	<ul style="list-style-type: none"> Twenty plus case studies of Qudorat businesses/lessons learned 	<ul style="list-style-type: none"> Printed/Online studies 	<ul style="list-style-type: none"> Increased access to Qudorat lessons learned by wide range of potential users 	<ul style="list-style-type: none"> Broader sharing of lessons learned from Qudorat Improved business planning

ATTACHMENT A - Qudorat Logical Framework (Continued)

OBJECTIVE 6. Develop a web-based IT services network to support project objectives and activities.

Activities	Outputs	Indicators	Outcome	Impact
1. www.qudorat/nef.org : <ul style="list-style-type: none"> • Qudorat Applications/Criteria • Qudorat News and Features • CBO Ranking/Strategic Plans • Online Contributions • Volunteer Match • Training Program Modules • Project Updates • Business Suppliers • Business Listings (Under productions) • Souk Qudorat (Marketing) (<i>Under Production</i>) • Contact Us 	<ul style="list-style-type: none"> • Ability to receive and submit applications on line • 20+ Feature articles • 31 CBOS, Ranked with Strategic Plans • \$500 contributed to date (process initiated June 06) • Ability to match volunteer opportunities on line with volunteer interests • 13 training modules online • Regular Updates Posted online • Listing posted, details under preparation • Advertising space for actual/potential supplies of goods and services • Advertising for Qudorat products • Opportunities for questions and answers from CBOs and public 	<ul style="list-style-type: none"> • Online at www.qudorate.org 	<ul style="list-style-type: none"> • Increased information sharing among Qudorat CBOs, between CBOs and the consortium, and with the public at large 	<ul style="list-style-type: none"> • Increased availability of Qudorat information • Increased transparency of Qudorat selection and grant making processes • Increasing access to Qudorat for the public at large
2. Computer/IT Distributions to CBOs	<ul style="list-style-type: none"> • 30+ computer sets and internet connections distributed to CBOs 	<ul style="list-style-type: none"> • Computers and internet connections in use on site • Evaluation Report • Web-based systems in use 	<ul style="list-style-type: none"> • Increased computer/internet literacy and utilization among CBOs and businesses 	<ul style="list-style-type: none"> • Increased computer/internet literacy and utilization CBOs and businesses • Improved Project Performance
3. Web-based information/reporting system	<ul style="list-style-type: none"> • Web-based information/monitoring and reporting systems 	<ul style="list-style-type: none"> • Assessment Report 	<ul style="list-style-type: none"> • Improved monitoring and reporting • On-going project assessment • Information for Qudorat evaluation 	<ul style="list-style-type: none"> • Enhanced understanding of requirements for CBO use
4. IT Training Needs Assessment	<ul style="list-style-type: none"> • Survey of IT training needs in participating CBOs 	<ul style="list-style-type: none"> • Training Plan 	<ul style="list-style-type: none"> • Increased understanding and proficiency 	<ul style="list-style-type: none"> • Increased awareness among CBOs of possibilities and requirements for utilization • Improved performance • Increased access to information • Increased Linkages
5. Computer/IT Training (Partially completed)	<ul style="list-style-type: none"> • Basic training completed and onsite support for CBOS • Additional more formal training to be completed 	<ul style="list-style-type: none"> • Study/Future Plans Completed 	<ul style="list-style-type: none"> • Better understanding computer/IT use 	<ul style="list-style-type: none"> • Increased utilization
6. Evaluation of Computer/IT Utilization		<ul style="list-style-type: none"> • Evaluation Report 		

ATTACHMENT A - Qudorat Logical Framework (Continued)

OBJECTIVE 7. Explore ways and means of expanding local financial participation in CBO projects and activities.

<i>Activities</i>	<i>Outputs</i>	<i>Indicators</i>	<i>Outcome</i>	<i>Impact</i>
1. Expanding Local Contributions	<ul style="list-style-type: none"> • Increased local share of business finance (from 20% to 70%) • Private Investments in Cooperatives • Dramatically Increased Paying membership in cooperative 	<ul style="list-style-type: none"> • Contributions to Qudorat Businesses from JOHUD, GUVS, HM Queen Rania • Cooperative Membership Records • Investments Made 	<ul style="list-style-type: none"> • Increased funding available for business expansion 	<ul style="list-style-type: none"> • Greater interest on the part of private individuals and businesses in financially supporting CBO business activities
2. Encouraging Corporate Social Responsibility	<ul style="list-style-type: none"> • Qudorat CSR Program including brochures, articles, broadcast media. 	<ul style="list-style-type: none"> • Published brochures, etc. , business roundtables • Qudorat Awards Ceremony 	<ul style="list-style-type: none"> • Increasing interest on the part of Jordanian businessmen in Qudorat activities 	<ul style="list-style-type: none"> • Future impact on funding possibilities
3. Stimulating on-line contributions (<i>Program began June 2006</i>)	<ul style="list-style-type: none"> • Initial contributions of \$500 for CBO business 	<ul style="list-style-type: none"> • Cash contributed 	<ul style="list-style-type: none"> • Additional funding 	<ul style="list-style-type: none"> • Increased funding available
4. Youth and Philanthropy (<i>Under Development</i>)	<ul style="list-style-type: none"> • Project proposal submitted for funding to international donors 	<ul style="list-style-type: none"> • In process 	<ul style="list-style-type: none"> • In process 	<ul style="list-style-type: none"> • In process
5. Mentoring (<i>Under Development</i>)	<ul style="list-style-type: none"> • Volunteer Business Development Services and Advice (Under Development) 	<ul style="list-style-type: none"> • In process 	<ul style="list-style-type: none"> • In process 	<ul style="list-style-type: none"> • In process

ATTACHMENT B.

B.1. Qudorat Funded CBO Businesses (Phase 1)

	المنطقة	المنظمة	المشروع
02/6421739	عين جنا - عجلون Ein Janna - Ajloun	جمعية فاطمة الزهراء التعاونية Fatma Al-Zahra'a Women's Cooperative	مشغل الدحنون لإنتاج اللحف و الشراشف و المخدات من البولستر Al-Dahnoun Workshop for the Production of Pillows, Blankets, and Mattresses Made of Polyester
02/6352299	القصبة - جرش Al-Qasaba - Jerrash	جمعية سيدات جرش الخيرية Jerrash Women's Society	مركز قدرات للخزفيات Al-Turath Handcrafts
02/6466777	الوهادنة - عجلون Wahadneh - Ajloun	جمعية الوهادنة التعاونية Al-Wahadneh Cooperative	الوهادنة لكبس و تصنيع الجفت ومستلزمات التدفئة Al-Wahadneh for Making Fuel Cubes from Olive Extracts
02/6321500	بليلا - جرش Baleela - Jerrash	جمعية سيدات بليلا للتنمية الاجتماعية Baleela Women's Society	معرض سيدات بليلا للأجهزة الكهربائية و الأثاث Baleela Home Appliances Store
03/2380370	القصبة - الكرك Al-Qasaba - Karak	جمعية رعاية المعوقين - الكرك Jordanian Society for Care of the Disabled - Karak	مشاغل نجارة إنتاجية محمية للمعاقين Carpentry Workshop for the Disabled
06/4612596	جبل الحسين - عمان Jabal Al Hussein - Amman	الجمعية الأردنية لرعاية المعاقين Jordanian Society for Care of the Disabled	مركز الجمعية الأردنية للتدخل المبكر Jordanian Center for Early Intervention
03/2351905	المشيرفة - الكرك Musheirfeh -Karak	جمعية الشريف التعاونية المتعددة الأغراض AL- Shreif Cooperative	مزرعة نموذجية لتربية الأبقار والاعنام Livestock Farm & Dairy
0777/633802	دير الليات - جرش Deir Leyyat - Jerrash	جمعية دير الليات الخيرية Deir Al Leyyat Social Society	تصنيع مكعبات التدفئة من جفت الزيتون Making Fuel Cubes from Olive Extracts
02/6340064	مقبلة - جرش Muqbila - Jerrash	جمعية الاستقلال التعاونية Al-Isteqlal Cooperative	مركز مقبلة التجاري للتسوق Meqebleh Shopping Mall
03/2156258	وادي موسى - معان Wadi Mousa - Maan	جمعية وادي موسى الخيرية Wadi Mousa Society	مدينة قدرات للألعاب الترفيهية Qudorat Amusement Park
05/3206805	ذيبان - مادبا Theeban - Madaba	جمعية خالد بن الوليد الخيرية Khaled Bin Al-Walid Society	مخبز قدرات الآلي Qudorat Automated Bakery
02/6460999	عنجرة - عجلون Anjara - Ajloun	جمعية ريف عنجرة التعاونية Reif Angara Cooperative	مركز قدرات لخدمة و صيانة السيارات Qudorat Center for Car Services & Maintenance
03/2172455	الحسينية - معان Hussainiyeh-Maan	جمعية سيدات البادية الجنوبية التعاونية Southern Badeya Women's Coop.	مشغل و معرض قدرات الإنتاجي للخياطة Qudorat Exhibition and Sewing Workshop
0777/845014	الفرذخ - معان Al-Farthakh - Maan	نادي الفرذخ الرياضي الثقافي الاجتماعي Al-Farthakh Sports Club	مركز قدرات للياقة البدنية Qudorat Fitness Center
05/3240440	ذيبان - مادبا Theeban - Madaba	جمعية الديرة الأردنية التعاونية Al-Dera Al-Urduneya Coop.	قدرات لتنقية ومعالجة مياه الشرب Qudorat for Filtering & Distributing Drinking Water
06/5353090	صويلح - عمان Sweileh - Amman	الجمعية الأردنية لتأهيل ذوي الاحتياجات الخاصة Jordanian Association for Rehabilitation of Special Needs	قدرات لإنتاج النحاسيات و الإكسسوارات Qudorat Handicrafts Workshop

ATTACHMENT B (Continued)

079/5611612	زحوم - الكرك Zahoum - Karak	جمعية شرق الكرك التعاونية الزراعية East Karak Cooperative	مزرعة قدرات لتسمين الخراف Qudorat Livestock Farm
06/5471624	وادي السير - عمان Wadi Sayr - Amman	جمعية سيدات بدر الجديدة الخيرية Bader Al-Gadeda Women's Society	سوق قدرات التجاري الإنتاجي Qudorat Marketplace
02/644043	عينين - عجلون Ebein - Ajloun	جمعية سيدات عينين الخيرية Ebein Women's Society	صندوق قدرات لتمويل المشاريع الصغيرة Qudorat Micro-Credit Fund
07/77241249	ماعين - مادبا Maein - Madaba	جمعية ماعين الخيرية Maein Society	وحدة قدرات لتصنيع الألبان Qudorat Milk Processing Factory
07/95274809	جبة - جرش Jubba - Jerrash	جمعية سيدات جبة الخيرية Jubba Women's Society	مشروع تدوير المخلفات لإنتاج السماد والنباتات الطبية Recycling Wastes to Produce Fertilizers & Medical Herbs
0777/302458	القصبية - معان Al-Qasaba - Ma'an	نادي أطفال معان الثقافي Ma'an Children's Cultural Club	مركز الخدمات المكتبية لطلبة الجامعات والمدارس Service Center for University & School Students
079/6423451	سول - الكرك Soul - Karak	جمعية سول للعمل و البناء الاجتماعي الخيري Soul Association for Social Work	مشروع قدرات لنقل المياه العادمة Wastewater Disposal

B.2. QUDORAT FUNDED CBO BUSINESSES (PHASE 2)

هاتف	المنطقة	المنظمة	المشروع
يحيى المؤمني 0777/775991	عجلون Ajloun	نادي عينين عيلين** Abeen Ableen Youth Center	مشتل زراعي Agriculture Greenhouses
ريم خراعي 079/5577976	عجلون Ajloun	جمعية سيدات كفرنجة التعاونية** Ladies of Kofranga Cooperative	تجميد وتسويق الخضروات Frozen Vegetables
عماد فريجات 079/5195402	عجلون Ajloun	نادي كفرنجة الرياضي Kofranga Sports Club	غسيل وتجفيف وخدمات مفاتيح وملابس واحذية Dry Cleaning and Services (Keys, Clothing, and Shoe Repair)
حمد السالم 079/5044715	جرش Jerrash	جمعية المشيرفة الخيرية Al Musharfeh Social Society	صندوق قروض دوار Credit Fund
فريد الرماضنة 0777/306447	جرش Jerrash	نادي الكته الرياضي** Al Khateh Sports Club	معمل طوب Brakes Factory
علي الزغول 0795663189	جرش Jerrash	جمعية الإصلاح التعاونية Al Eslah Cooperative	محدده والمنيوم Iron Furniture
محمد ابو لمضي 0777/952944	مادبا Madaba	جمعية الندوة التعاونية** Al-Nadwua Cooperative	مختبر اسنان , وعياده Dental Lab/Clinic
محمد عطا الله البدور 03-2165093	معان Maan	نادي الشوبك الرياضي Al Shobak Sports Club	نادي لياقة بدنية Fitness Center
محمد الطورة 777331026	معان Maan	جمعية الجهير الخيرية Al Juair Social Society	نقل مياه عادمة Wastewater Disposal
م. حسين النعيمات 0777/422495	معان Maan	ابناء وادي بسطة التعاونية Wady Basta Cooperative	تاجير معدات زراعية Agriculture Equipment

ATTACHMENT C
CBO CONTRIBUTIONS, PHASE I – JUNE 30, 2006

#	CBO	Gov.	Project	Total Project Cost		CBOs Contribution			Total Grant	Contribution should be paid by CBO	Contribution Excess/Deficit	% of contribution
				Actual	According to study	In kind	Cash	Total Contribution				
1	Fatema Al-Zahra'a Women Cooperative		Al-Dahnoun Workshop For The Production Of Pillows, Blankets, And Mattresses Made Of Polyester	34,381	31,500	0	10,381	<u>10,381</u>	24,000	7,500	2,881	43%
2	Reif Angara Cooperative	Ajloun	Qudorat Center For Car Services & Maintenance	293,533	110,000	0	213,533	<u>213,533</u>	80,000	30,000	183,533	267%
3	Al-Wahadneh Cooperative		Al-Wahadneh For Making Fuel Cubes From Olive Extracts	58,392	61,500	0	13,392	<u>13,392</u>	45,000	16,500	(3,108)	30%
4	Ebein Women Society		Qudorat Micro-Credit Fund	51,501	43,000	15,040	3,461	<u>18,501</u>	33,000	10,000	8,501	56%
5	Al-Isteqlal Cooperative		Meqebleh Shopping Mall	78,891	65,000	0	28,891	<u>28,891</u>	50,000	15,000	13,891	58%
6	Jerash Women Society		Al-Turath Handcrafts	37,789	29,800	14,219	570	<u>14,789</u>	23,000	6,800	7,989	64%
7	Jubbah Women Society	Jerrash	Recycling Wastes To Produce Fertilizers & Medical Herbs	22,652	26,000	0	2,652	<u>2,652</u>	20,000	6,000	(3,348)	13%
8	Baleela Women Society		Baleela Home Appliances Store	41,213	42,000	0	6,213	<u>6,213</u>	35,000	7,000	(787)	18%
9	Deir Al Leyyat Society		Making Fuel Cubes From Olive Extracts	30,000	36,000	0	0	0	30,000	6,000	(6,000)	0%

ATTACHMENT C (Continued)

10	Jordanian Society For Handicap Care	Amman	Jordanian Center For Early Intervention	53,187	56,000	3,338	4,849	<u>8,187</u>	45,000	11,000	(2,813)	18%
11	Bader Al-Gadeda Women Society	Amman	Qudorat Marketplace	41,275	41,000	0	8,275	<u>8,275</u>	33,000	8,000	275	25%
12	Jordanian Association For Rehabilitation Of Special Needs		Qudorat Handicrafts Workshop	32,298	31,000	735	6,563	<u>7,298</u>	25,000	6,000	1,298	29%
13	Maein Society		Qudorat Milk Processing Factory	66,670	66,000	10,500	6,170	<u>16,670</u>	50,000	16,000	670	33%
14	Al-Dera Al-Urduneya Coop.	Madaba	Qudorat For Filtering & Distributing Drinking Water	39,759	40,000	0	9,759	<u>9,759</u>	30,000	10,000	(241)	33%
15	Khaled Bin Al-Waleid Society		Qudorat Automated Bakery	101,271	100,000	0	21,271	<u>21,271</u>	80,000	20,000	1,271	27%
16	Soul Association For Social Work		Wastewater Disposal	84,831	84,000	7,000	7,831	<u>14,831</u>	70,000	14,000	831	21%
17	East Karak Cooperative		Qudorat Livestock Farm	58,765	60,000	0	13,765	<u>13,765</u>	45,000	15,000	(1,235)	31%
18	Jordanian Society For Handicap Care - Karak	Karak	Carpentry Workshop For The Handicapped	107,315	99,000	26,615	700	<u>27,315</u>	80,000	19,000	8,315	34%
19	Al-Shreif Cooperative		Livestock Farm & Dairy	86,143	75,000	0	26,143	<u>26,143</u>	60,000	20,000	6,143	44%

ATTACHMENT C (Continued)

20	Wadi Mousa Society		Qudorat Amusement Park	176,430	177,900	94,900	1,530	<u>96,430</u>	80,000	24,000	72,430	121%
21	Ma'an Children Cultural Club	Ma'an	Service Center For University & School Students	29,126	30,000	0	4,126	<u>4,126</u>	25,000	5,000	(874)	17%
22	Al-Farthakh Sports Club		Qudorat Fitness Center	60,672	62,000	0	10,672	<u>10,672</u>	50,000	12,000	(1,328)	21%
23	Southern Badeya Women Coop		Qudorat Exhibition And Sewing Workshop	26,104	25,000	0	6,104	<u>6,104</u>	20,000	5,000	1,104	31%
			Total	1,612,196	1,391,700	172,347	406,849	579,196	1,033,000	289,800	289,396	56%

ATTACHMENT D – LIST OF MANUALS AND REPORTS

تقارير التدريب لبرنامج قدرات

(1) **برنامج قدرات وطلب الاشتراك:** يحتوي التقرير على معلومات عامة عن برنامج قدرات ومعايير اختيار المنظمات المشاركة، بالإضافة إلى طلب الاشتراك ونظام تقييم الطلبات.

(2) **تقرير المنظمات المشاركة:** يحتوي التقرير على معلومات مفصلة لجميع المنظمات التي تقدمت بطلبات كاملة لائتلاف مؤسسة الشرق الأدنى وتدرجها حسب المعايير المعتمدة لاختيار المنظمات. ويحتوي التقرير على معلومات مفصلة أيضا عن الجمعيات الثلاثين التي تم اختيارها والموافقة عليها من قبل وزارة التخطيط والتعاون الدولي. ويرفق مع التقرير إحصائيات بالمنظمات الأهلية في الأردن حسب جهة تسجيلها وتواجدها في المحافظات.

(3) **تقرير التقييم المؤسسي للمنظمات:** يحتوي التقرير على نتائج التقييم المؤسسي للمنظمات المشاركة والتي تم تنفيذها من خلال جلسات تدريبية مع كل منظمة، وقسمت النتائج إلى احتياجات طارئة بحاجة إلى تدخل فوري لإعطائها أولوية في التدريب الأساسي لبرنامج قدرات، واحتياجات ملحة تحتاج إلى تدخل في مرحلة التدريب المتقدم من البناء المؤسسي واحتياجات غير ملحة بحاجة إلى تخطيط للمرحلة القادمة من البناء المؤسسي للمنظمات الأهلية. ويحتوي التقرير على نظام التقييم والنموذج الذي تم استخدامه في تدريب المنظمات المشاركة.

(4) **تقرير التخطيط الاستراتيجي:** يحتوي التقرير على شرح مفصل لوحدة التدريب على التخطيط الاستراتيجي وجميع الأوراق التدريبية التي تم استخدامها في التدريب. ويحتوي التقرير على النماذج الأساسية للتخطيط الاستراتيجي التي تم تنفيذها مع المنظمات ومثال مفصل عن خطة إستراتيجية. ويرفق مع التقرير قرص مدمج يحتوي على الخطط الإستراتيجية المفصلة للثلاثين منظمة مشاركة ببرنامج قدرات في مرحلة التأهيل والبناء المؤسسي (لصعوبة وضع الأوراق في تقرير واحد).

(5) **دليل وتقرير التدريب الأساسي:** يحتوي التقرير على الخطة التفصيلية للوحدات التدريبية التي تم اختيارها وتصميمها بناء على التقييم المؤسسي والتخطيط الاستراتيجي اعتمادا على الاحتياجات الملحة والطارئة للمنظمات الثلاثين المشاركة، حيث تم تحديد أربع وحدات رئيسية هي:

- التنمية المحلية ومكافحة الفقر
- الإدارة المالية الأساسية (المحاسبية واستخدامها في التخطيط)
- إدارة البرامج التنموية
- إعداد مقترحات المشاريع والتعامل مع الممولين

ويحتوي التقرير على شرح مفصل لكل وحدة تدريبية وكيفية تنفيذ التدريب كدليل عملي لاستخدامه كمرجع من قبل المنظمات المشاركة وأي منظمات أهلية ترغب في تأهيل كوادرها، وجميع الأوراق والتمارين المساندة للتدريب. ويرفق مع التقرير تقييم المشاركين المفصل لكل وحدة تدريبية.

(6) **دليل كيف تكتب قصص نجاح:** يحتوي الدليل على تفصيل لكيفية كتابة قصص نجاح المؤسسات المشاركة لإظهار الصور المشرقة والآثار التي أحدثتها برامج المنظمات الأهلية المحلية في الأردن. وبناء على التدريب التي تلقته الجمعيات المشاركة يرفق مع التقرير أفضل 10 قصص نجاح من واقع عمل الهيئات الثلاثين المشاركة.

(7) **تقرير الإعلام ومؤسسات المجتمع المدني:** يحتوي التقرير على الدليل الإرشادي والنتائج التفصيلية للبحث الميداني الشامل الذي تم إعداده من قبل ائتلاف مؤسسة الشرق الأدنى، حيث سيتم استخدام الدليل والنتائج لتصميم وتنفيذ حملة إعلامية تستهدف الشباب والنساء والمتطوعين والإعلام، بهدف أعاده التركيز على أهداف المنظمات الأهلية وجميع مؤسسات المجتمع المدني لاستقطاب الدعم للعمل الأهلي وزيادة العمل التطوعي.

(8) **تقرير تنمية أفكار المشاريع الأساسية:** يحتوي التقرير على تفاصيل الدورات التدريبية الستة التي تم تنفيذها مع المنظمات المشاركة لتأهيل الجمعيات في كيفية البحث عن أفكار المشاريع والمعايير المثلي في تحديد المشاريع الإنتاجية، بالإضافة إلي المعايير الأساسية لاختيار المشاريع للمنح في برنامج قدرات. وبناء على هذا التدريب على المنظمات المشاركة تحديد 10 مشاريع إنتاجية محتملة، ومن ثم القيام بدراسة مبدئية في السوق المحلي لاختيار أفضل 3 مشاريع تناسب السوق والبيئة المحلية وقدرات المنظمة المشاركة.

(9) **تقرير تقييم أفكار المشاريع:** يحتوى التقرير على تفاصيل الجلسات التدريبية التي تم تنفيذها مع كل منظمة مشاركة ببرنامج قدرات لتقييم المشاريع الثلاث التي تم تحديدها في مرحلة تنمية أفكار المشاريع، وإرشاد المنظمات لأفضل فكرة مشروع، حيث تم استعراض المشاريع المقدمة من قبل كل منظمة وزيارة السوق المحلي والعمل مع كل منظمة لتحديد الإمكانيات والفرصة المتاحة لنجاح المشاريع المقترحة. وتم تدريب المنظمات على كيفية القيام بدراسة السوق ودراسة المشروع المبدئية لإعطاء الفرصة للمنظمات للخروج إلى الميدان مرة أخرى قبل البدء بإعداد دراسة الجدوى التفصيلية للمشروع المقدم من كل منظمة.

(10) **تقرير صورة برنامج قدرات في الإعلام:** يحتوي التقرير على جميع المقالات العربية والانجليزية لبرنامج قدرات في الصحف المحلية ووسائل الإعلام. ويحتوي التقرير على ملخص عن زوار صفحة البرنامج على الانترنت وتقسيماتها المختلفة كاداه إعلامية.

(11) **دليل سياسات وإجراءات إدارة العطاءات ومشتريات ولوازم المشاريع:** يحتوى الدليل على الإجراءات الواجب على المنظمات اتخاذها لإدارة العطاءات وتشكيل اللجان وتحديد المشتريات وطرح العطاءات وقرارات الإحالة.

(12) **التقارير الانجليزية:**

- التقارير الشهرية لسير البرنامج ونتائجه
- التقرير نصف السنوي لبرنامج قدرات ونتائجه.