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Introduction

Over the last decade, humanitarian and development work has expanded to increasingly complex environments where the number of people in need rises indefinitely, while resources are either inadequate, or remain too scarce, to meet their needs. With donors demanding more measurable results, more robust monitoring, and more detailed data, these trends challenge civil society organizations (CSOs) to improve their performance and work with greater effectiveness and efficiency.

The Organizational Development Assessment Tool (ODAT) is a diagnostic tool designed to help determine the capacity of Jordanian CSOs in the fields of *Management*, *Human Resources*, *Program Implementation*, *Financial Management*, and *External Relations*. In order to design this tool I have conducted a literature review on the most recently available and commonly used institutional needs assessment tools, including:

- 1. Organizational Capacity Assessment Tool (OCAT) McKinsey)
- 2. Organizational Development Assessment (ODA) Tool USAID and FHI360)
- 3. Organizational Development Self-Assessment Tool Mines Action Canada Youth to Youth Network
- 4. Nonprofit Organizational Assessment Authenticity Consulting, LLC.

I reviewed the existing literature of best practices in designing organizational development and organizational capacity assessment tools, and additionally analyzed four existing tools used by leading development firms in the field. I found out Measuring the evolution of organization through time requires a starting point, for example, to measure progress you have to know where you began, through look at and review some of the literature of those tools it showed that determine the strengths and weaknesses is the beginning of the evaluation.

Based on the review and read some of the sites that criticize and analyze assessment tools show that there are standards that must be followed when selecting an assessment tool:

- Data Collection Method must be participatory.
- Objectivity must keep in mind objectivity when answering the questions, especially selfinterest will be present when filling the assessment tool.
- Quantification -Some tools are used the figures to reflect the results of the evaluation and the reality of the organization but we should know that in some cases this is not a good where the organization focus here on the figures and results instead of focusing on aspects that must be improved hence we can use semantic instead of numbers.
- Top management is committed- Commitment to implement the development plan by senior management.
- A capacity-building team is created. The organization must identify and select the team for the implementation of the development plan where it's need for the time and effort and more than one person to be implemented.

For example Organizational Capacity Assessment Tool (OCAT) – McKinsey) is free online tool to measure the organization performance overall and this survey based on some websites reviews it's a long survey, it has 123 questions divided in the following 9 sections:

- 1. Aspirations
- 2. Strategy
- 3. Leadership, staff and volunteers
- 4. Funding
- 5. Values
- 6. Learning and innovation
- 7. Marketing and communication
- 8. Managing processes
- 9. Organization, infrastructure and technology

Some questions have been formulated perfectly 3 reflect the reality and the nature of the work of civil society organizations, where some questions was limited or complicated and long for example "Do we have a logical and commonly understood approach that reflects the most impactful way our organization can advance our vision and mission?" based on tools4dev website this question can be difficult and confusing especially for people who speak English as second language. Also another limitation for the tool that it needs internet and in some cases the slow internet can be frustrating to fill such a long survey.

OCAT Overview



As we can see from the review for this tool and other tools I have been reading and analyzing, the ease of use is hard especially for civil society organizations in developing countries and particularly Jordan, and this is one of the reason why I designed the ODAT for Jordanian civil society organizations to help them to assess their performance without complications and frustrations, a tool they can understand and answer, A tool can measure their potential in line with a fact that these organizations existing in developing countries.

¹ Piroska Bisits Bullen, Assessing your strengths and weaknesses with the McKinsey Organizational Capacity Assessment Tool (OCAT). http://www.tools4dev.org/resources/assessing-organisations-with-the-mckinsey-organizational-capacity-assessment-tool-ocat/

The purpose of such a tool is to:

- 1. Identify the capacity of Jordanian CSOs.
- 2. Promote and develop the performance of organizations.
- 3. Develop the organization staff's knowledge and skills.
- 4. Develop the capacity of Jordanian CSOs in order to improve and advance the efficiency of development work in Jordan, and reflect positively on Jordanian citizens.
- 5. Measure an organization's ability to achieve its objectives.
- 6. Measure whether or not an organization is operating correctly.
- 7. Measure the performance of an organization to help identify potential improvements, which can be implemented to enhance performance and achieve results.

What does the Organizational Development Assessment Tool inspect?

This tool is designed to study the efficiency of Non-Governmental Organizations (NGOs), Community-Based Organization's (CBOs), and CSOs throughout multiple service areas in order to make them stronger and more effective. This tool will study and evaluate the five elements

Shown in the figure below:



Why is the ODAT Designed for Jordanian CSOs?

Design Considerations

Organizations need a tool to evaluate the effectiveness of the activities and processes to achieve the desired goals and to reach what may be there of a discrepancy between the expected results the achieved results. And the tool is the standard to measure it and without measurement cannot make the right decisions.

Organizations need tools to evaluate the effectiveness of their activities and processes in achieving the desired goals, and close any gaps or discrepancies between their expected and achieved results. This tool provides a standard to measure the effectiveness of an organization's work in order to positively influence decision making. Within a Jordanian context, the ODAT is necessary for the following reasons.

Firstly, Jordan is currently undergoing a critical stage in its development due to a lack of natural resources, high unemployment rates, and a refugee crisis. This means that Jordan must plan well for the future. Seeing as how CSOs are considered critical partners in the development process, we can safely say the government has placed a large burden on these organizations in regards to the country's development. Hence, this tool has been designed which such factors in mind, in a way that the results of evaluation can be considered as a reference and therefore used to make changes to the work of CSOs. Such changes will help them provide better services to beneficiaries, while improving and raising the overall quality of Jordan's development.

Additionally, the evaluation process itself can serve as a means to educate stakeholders of civil society institutions on effective enterprise characteristics, and foster a strong commitment towards building consensus on future priorities.

Secondly, out of the many international organizations based in developing countries which have designed tools for assessing institutional performance in Jordan, few take into account the specificity of Jordanian development needs; such as, its precarious position of being surrounded by threats from unstable countries, which have a direct impact on the quality and performance of local NGOs and CBOs. From my experience, many assessment tools are applied uniformly to both large and small organization without taking note of the differences between their abilities (for example, applying an assessment tool to an organization with millions of dollars in funding and over 300 employees on one end, and an organization with little funding and less than five staff members on the other). Many practitioners designing these models and tools are not from Jordan, which despite their study of local CSOs, is not enough to assess the on-the-ground situation.

From this observation evolved the idea to design an Organizational Development Assessment Tool that will take into account financial, administrative, structural, size, and experiential differences between CSOs in Jordan.

It is worth mentioning that this research was based on qualitative and quantitative scientific methods to collect and analyze information, including but not limited to: subject matter desk research on development issues affecting development work in Jordan; collection of information of current organization assessment tools being used by practitioners in the field; an analysis of said tools' relevance to Jordanian development work (both historical and current, and especially considering the Syrian crisis, which has complicated the nature of development work in Jordan for both international and local NGOs); and a comprehensive literature review of recent case studies and articles on the topic.

Development and Civil Society in Jordan

Part 1: Development in Jordan

Development in Jordan

Jordan, a country of 6.5 million people, is a voice for moderation and peace. It is bordered by Iraq, Syria, the West Bank, and Saudi Arabia – a position that keeps it in constant contact with regional conflicts, which affects its political climate and its economy.

Jordan's economy is characterized by its small size and high degree of economic openness as measured by the volume of foreign trade (exports and imports) to GDP, making it vulnerable to regional and international economic and political changes. In the late 1980s, Jordan especially felt the effects of the global economic crisis, which forced the Hashemite Kingdom to resort to economic reform programs in order to achieve macroeconomic stability and to address financial and structural imbalances. Jordan was likewise profoundly hit by the global financial crisis in 2008, and the subsequent geopolitical problems that unraveled in the aftermath of the Arab Spring. The past decade has imposed a new reality on the county, forcing it to face new regional challenges while undergoing an economic downturn, a rising budget deficit, a growing external debt rate, and increases in poverty and unemployment at home. Domestically, the country saw increased pressure on the government to provide more funding for basic services, such as education, health, infrastructure, as well as more water and energy, which are very limited resources in Jordan. As a result regional instability and the influx of hundreds of thousands of displaced persons, especially from Syria, it is estimate that the additional cost of Syrian refugees on the Jordanian economy has been roughly 20% of its GDP during 2012-2014. Despite these

challenges, Jordan has been able to move forward towards sustainable development, albeit slower than it planned.²

Jordan's development as a nation and civil society must be considered in the three broad contexts which have profoundly shaped such processes: (1) The country limited internal natural resources; (2) the regional political instability in the Middle East; (3) and international policies that have been largely Western agendas.³

Government and Development in Jordan

Since its early development planning process in the 1960s, Jordanian officers have been aware of the importance of balancing between economic and social dimensions in the development process. Despite the early successes of these efforts achieving improvement in many economic development indicators, social development has not seen the same levels of ambition and effort, hence poverty and unemployment rates have remained relatively high. Meanwhile, there remains a continuing rise in external debt, deficits in the general budget, weakness of the private sector's entrepreneurial spirit, and inefficiency in its government services, making the national economy vulnerable to regional and international crises.

Since the start of His Majesty King Abdullah II Bin Al Hussein's rule, the national reform agenda began to prioritize a vision for sustainable development based on a true partnership between the public and private sectors. In October 2001, the government adopted a program of economic and social transformation in order to accelerate the implementation of policies, programs, and projects focused on economic, financial, administrative, legislative, and judicial reforms—all of which have been welcome by a positive national consensus.

² Khasawneh, Mohammed. Sustainable Development in the Hashemite Kingdom of Jordan, 2015.

³ Talal, Basma bint. Rethinking an NGO: Development, Donors, and Civil Society in Jordan, 2004.

The reform agenda focused on improving the living conditions of its citizens through the creation of direct and tangible solutions using the basic government services available to them, especially through the health, education, and natural resource sectors. These programs were applied not only to cities, but strove to develop the provinces as well. As a result of the program's success in achieving many of its goals, the Government of Jordan reapplied a National Agenda in 2006 using the same participatory and inclusive methodology. However, the global financial crisis in 2008 and the wave of revolutions throughout the Middle East soon after have imposed new realities and challenges for Jordan in particular and the region in general. For example, regional instability in region has forced Jordan to accommodate more refugees than it can handle, nearly doubling the population in Jordan to 11-12 million in 2013, of whom only about 6.5 million are citizens.⁴

In light of these numbers, there has been a lack of tangible progress in improving citizens' living standards, reducing unemployment and poverty rates, and continued instability in the region. To address these new concerns, the government has been working to develop a new National Agenda for Jordan for 2025, likewise based on a methodology of participation and inclusiveness.

National Priorities for Sustainable Development, Jordan's Vision for 2015

The Desired Results

- 1. Achieve sustained economic growth.
- 2. Fight against poverty and unemployment.
- 3. Secure and safe society where everyone enjoys justice and equality.
- 4. The provision of infrastructure services
- 5. Environment protection.

⁴ Khosawneh, Mohammed. Sustainable Development in the Hashemite Kingdom of Jordan, 2015.

To Explain or Clarify the Role of the Government Here are Some Examples

Since the economic crisis that hit the Jordanian economy in the late 1980s, rising poverty and unemployment rates challenged the development of the Jordanian economy in spite of great efforts to limit them. The following table shows the evolution of poverty indicators during between the years of 2002 and 20010.

Year	Poverty Rate %	Number of Poor in Thousands	Number of Poverty Pockets
2002	14.2	733.2	20
2006	13.0	706	22
2008	13.3	781	32
2010	14.4	877	27

Source: A study assessing poverty in Jordan conducted by the Department of Statistics of the Ministry of Planning and International Cooperation and the World Bank, 2004.

Some Examples of Government Interventions

- Establishing the National Aid Fund to provide cash aid and assistance to the poor (1986).
- Programs fighting unemployment and poverty, which aimed to provide an umbrella of social protection organizations for the poor and for those who are unable to work, and raise the rates and levels of participation of Jordanians in the labor market (2006-2007).
- National Strategy for Poverty Reduction, which aims to contain and reduce poverty and inequality in Jordan's current socio-economic environment (2013).

The Challenges of Poverty Reduction

- Poor coordination between agencies working in this field
- Weaknesses in the commitment of partner organizations
- Most government interventions work to increase the ability of the poor to meet their needs, rather than enabling them to escape poverty in the long run
- Dependence on the distribution of goods and services targeting the poor, rather than longterm policies to empower and help the poor escape poverty⁵

⁵ *Jordan Poverty Reduction Strategy 2013-2020*, 2013, http://www.jo.undp.org/content/dam/jordan/docs/Poverty/Jordanpovertyreductionstrategy.pdf.

Reducing Unemployment

In 1990, Jordan had an unemployment rate of 20%, which has since decreased and stabilized itself at around 13% in 2010-2013. The following table shows the distribution of unemployment rates by provinces for 2013.

Provinces	Unemployment Rate
Amman (Capital)	10.5
Balqa	14.4
Zarqa	13.1
Madaba	16.2
Irbid	13.0
Mafraq	14.5
Jerash	12.3
Ajloun	13.5
Karak	15.8
Tafileh	17.1
Ma'an	15.0
Aqaba	15.2
Total	12.6

Source: A study assessing poverty in Jordan conducted by the Department of Statistics of the Ministry of Planning and International Cooperation and the World Bank, 2004.

Examples of Government Interventions

- The National Employment Program, which aims to give unemployed young people the required technical skills to success in the labor market, especially in the industrial sector, and is carried out in cooperation with the armed forces (2008).
- The Youth to Work program, which aims to train and fund projects for unemployed young people who have high school diplomas and below (2010).
- The implementation of maternity insurance based on Social Security Act No. 7, to encourage the private sector to expand in its employment of women (2010).

The National Strategy for Employability, which aims to provide the Jordanian labor market with trained and qualified Jordanians, to reduce the proportion of foreign workers in the labor market, to reduce unemployment, to raise the proportion of the economically active citizens, and to increase women's economic participation (2011-2020).

The Challenges of Unemployment Reduction

- Mismatch between the educational systems' outputs and the labor market's needs
- Low economic participation (which is estimated at around 24% of the population)
 especially for women, which is considered the weakest among countries in the region and
 the world, estimated at 10% of the female population
- Rising competition in the labor market with increasing expatriate employment and decreasing local employment in many sectors, such as agriculture and construction, despite the high availability of unemployment high school graduates (as well as those without a high school education)⁶

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⁶ Razzaz, Omar. *Jordan's National Employment Strategy 2011-2020*, 2010.

Part 2: Civil Society in Jordan

The Concept of Civil Society

The concept of civil society is a controversial and debated idea, often shrouded in mystery, with many competing definitions of what *civil society* really is.

The description provided by Dr. Saad Eddin Ibrahim is one of the definitions and the most prevalent in the Arab World, defining civil society a "free volunteer organizations that fill the gap that exists between the family and the state to realize their interests, committed to the values and standards of respect and compromise, tolerance and peaceful management of diversity and different groups."

For this paper, we adopt the following definition of civil society as a "free volunteer organizations that fill the public domain between the family and the state group, Created to achieve the interests of its members or to provide services to citizens, or to practice a variety of humanitarian activities, and is committed in their presence and activity of the values and standards of respect and compromise, tolerance and peaceful participation and management of diversity and difference."

For this paper, I've expanded the definition of civil society to a collection of free volunteer organizations that fill the public domain between family and state groups, created to achieve the interests of its members, provide services to its citizens, and to practice a variety of humanitarian activities, all of which are committed through their participation and activities to the values and standards of respect and compromise, tolerance and the peaceful management of diversity and different groups.

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⁷ Ibrahim, Saad Eddin, *The Future of the State and Civil Society in the Arab World*, 1988.

The Origins and the Emergence of Civil Society

The concept of civil society emerged for the first time in Jordan in 1923 in an article published in a Jordanian newspaper, shortly after establishment of the Emirate of Jordan in 1921. The article included a definition of civil society and modern civil society organizations, and called on the Jordanian government to take a positive attitude towards these initiatives and replace its traditional social ties. Though the formation of civil society in Jordan was delayed until the end of the 20th century, political openness after the 1989 parliamentary elections led to a new phase where the civil society organizations were able to grow and prosper.

Recent years have seen remarkable development and activity from Jordanian civil society institutions along with the emergence of new types of CSOs, especially after the issuance of the Associations Law No. 51 in 2008, as amended, which helped increase the number of registered associations. Statistics indicate that the number of CSOs has reached more than 4,771 foundations, filling the public space between the family and the state, and creating an environment that has enabled social and political activities to work with the Jordanian youth, who have been prominent participants through social movements. Civil society has become a new authority in Jordan, known as the "fifth power".

Civil Society Map

Civil society in Jordan currently consists of 4,771 organizations spread over 19 categories of service areas, including associations, labor & trade unions, political parties, clubs, family-orientated organizations, chambers of comers, and various types of non-profits. The table below illustrates the wide variety of CSOs by their respective categories:

Number	Category	Number	%
1	Charities	2533	53.1%
2	Political associations	90	1.9%
3	Cultural bodies	566	11.9%
4	Sports and youth clubs	331	6.9%
5	Religious associations	7	0.15%
6	Family associations	546	11.5%
7	Health associations	38	0.8%
8	Agricultural associations	7	0.2%
9	Communications and IT associations	4	0.1%
10	Commercial and industrial associations	11	0.2%
11	Professional associations	15	0.3%
12	Unions	17	0.4%
13	Political parties	25	0.5%
14	Employers' organizations	48	1.0%
15	Non-profit organizations	449	9.4%
16	Chambers of commerce	16	0.3%
17	Chambers of industry	4	0.1%
18	Environmental associations	60	1.3%
19	Unions and women's committees	4	0.1%
Total		47	771

Distribution of Charities by Province⁸

Province	Number of Charities
Amman (Capital)	890
Balqa	138
Zarqa	239
Madaba	158
Irbid	311
Mafraq	243
Jerash	108
Ajloun	72
Karak	164
Tafileh	63
Ma'an	94
Aqaba	53
Total	2,533

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⁸ Ajeribia, Mohammed. Civil Society and the State of Jordan: Moving from Skepticism to Participation.

The Main Strengths and Weaknesses of Civil Society in Jordan

STRENGTHS:

- 1. The political interest and attention that CSOs have received in recent years
- 2. Demographic, religious, and ethnic diversity in Jordanian CSOs, which have been sources of enrichment and fortified the path to development
- 3. The capacity of CSOs to communicate and access a variety of social and cultural groups in hard-to-reach places
- 4. Youth involvement in CSOs, giving them the vitality and strength to create and implement new ideas and initiatives

WEAKNESSES:

- 1. Lack of coordination, networking, and alliances between CSOs, which weakens their ability to influence decision-makers and government public policy
- 2. Weakness in applying principles of good governance in the management of CSOs, which contributes to a negative view of civil society by the state
- 3. The concentration of more than 60% of CSOs being headquartered in the capital and their lack of presence in other provinces, which weakens chances of progress and development on a national scale
- 4. Fluctuating relationships with the state (positive and negative) which weakens civil society and its ability to operate effectively⁹

Examples of Civil Society Achievements

The Noor Al Hussein Foundation is acclaimed for its high volume of contributions to community development and economic empowerment programs in Jordan. Since its inception it has provided more than 60,000 loans to the establishment and development of small enterprises. The foundation has also provided grants to CBOs to set up 90 small & medium income-generating projects, capacity development for 16,000 local community members, and the empowerment of about 26,000 citizens—4,200 of them being young girls. The Foundation has provided healthcare and health education programs & services to 262,000 beneficiaries, mostly women and children. ¹⁰

http://www.nooralhusseinfoundation.org/index.php?pager=end&task=view&type=content&pageid=32.

⁹ Ajeribia, Mohammed. Civil Society and the State of Jordan: Moving from Skepticism to Participation.

¹⁰ Al-Houssein, Noor. *Our History*, 2015,

The Jordan River Foundation is one of the leading institutions in Jordan and the region, where the organization has served since its inception in 1995. The Foundation is the first civil society institution in the region to report on sustainability and has assisted more than a million beneficiaries.

It should be noted that all projects implemented by NGOs in Jordan have been achieved through coordination with CBOs, who know and understand the needs of their communities. Since Jordan remains a tribal society, international organizations and large NGOs seek the help of CBOs to achieve development goals, creating a participatory relationship between the two types of organizations.

Part 3: The Relationship between Civil Society and the Jordanian Government The Legislative Framework Governing the Work of CSOs

Laws affection CSOs are based on the Jordanian Constitution and refer in large part to the freedoms described in Chapter II, as well as Article 6, Paragraph (2), which states that "Jordanians are entitle to association and political parties, to be of legitimate and peaceful purpose to the people and not contravene the provisions of the Constitution." Civil society organizations in Jordan are characterized by the multiplicity of legal terms of reference and government agencies that oversee them. The most prominent of these laws is the Civil Society Law of 2008, which the government uses to administer the majority of organizations' licenses. The number of registered non-profit organizations in Jordan is 449, according to the Ministry of Industry and Trade, under Law No. 22 of 1988. The law specifics the objectives in the following sectors:

- A. Health sectors
- B. Educational sectors
- C. Microfinance sectors

D. Training sectors¹¹

Civil Society and the State: Points of Convergence and Separation

The origin of the relationship between the state and civil society should be complementary relationship, participatory and interdependent, and not rivalry or contradiction or exclusion relationship. Civil society is one of the most important indicators of the modern state and the proof of the vitality and strength of the state. However, the relationship between civil society and the Jordanian government passed several fluctuations ranged from cautious rapprochement and confrontation and competition, and in many stages prevailed logic of domination and exclusion and no dialogue and participation.

The relationship between civil society and the state is complementary, participatory, and interdependent, and not one of rivalry, contradiction, or exclusion. Civil society is one of the most important indicators of the modern state and proof of its vitality and strength. However, the relationship between civil society and the Jordanian government has indeed passed several fluctuations, ranging from cautious rapprochement, confrontation, and competition in the early days, and eventually evolving into one of inclusion, dialogue, and participation.

Causes of the Troubled Relationship between the Civil Society and the Government

- 1. Lack of coordination and cooperation between civil society and the government
- 2. The historical relationship between civil society and the government in the 1950s and 1960s, during which there was a permanent conflict

¹¹ Civil Society Law No. 51, 2008, as Amended for the Year 2009, http://ar.fabjo.org/sites/default/files/law%20associations%20%20updated%202009.pdf.

- 3. Different priorities between both parties, with civil society focusing on comprehensive political reform, and the state seeking to maintain the status quo, with gradual change development but also deliberation and a lack of urgency
- 4. State-issued legislation which challenged civil society and subjected it to the government

At the beginning of the 21st century, which saw the accession of King Abdullah II, the political and legislative reform movement gained ground, especially given the entry of Jordan into many international economic and political agreements. Civil society began to fulfill its mission of playing a key-role in decision-making and public life.

For example, in Sept. 2014 the government sent a public invitation to local newspapers through the Ministry of Planning and International Cooperation, in order to broaden participation in the creation of Jordan's vision for 2025. The plan is to include all citizens, CSOs, political parties, and business associations and allow them to contribute their views and ideas to the process of development. Hence, we can now witness that the relationship between the Jordanian government and civil society has evolved and improved.

Organizational Development (OD)

Organizational weakness is considered a major impediment to any program trying to secure sustainability. Leaders, managers, and employees recognize the need to strengthen their organizations and respond to the multiple external challenges they face. Improving organizations' performance is the main object of OD, which helps organizations achieve their missions and become more efficient and effective. OD is also a participatory process not only confined to senior management but all staff members of an organization, as well as its target groups.

What is Institutional Capacity Development?

OD can be defined as a process designed to develop an organization's capacity to perform its job efficiently and effectively in a sustainable manner. As Donald L. Anderson writes, "organizational development is the process of increasing organizational effectiveness and facilitating personal and organizational change through the use of interventions driven by social and behavioral scientific knowledge."

The above definitions reflect the following main aspects:

- It is the continuity of a process aimed at drawing conclusions that need to be followed to correct deviations and improve performance.
- This process helps to set new goals and modify existing plans to serve the best possible level of achievement.

Organizational development seeks to:

1. Change values and trends

 $^{12}\ Anderson,\ Donald\ L.\ \textit{Organizational Development: The Process of Leading Organizational Change},\ p\ 3,\ 2012.$

- Change policies and structures inside the organization to be commensurate with its external work
- 3. Strengthen human development and improve performance
- 4. Raise the capacity of organizations to address external changes and internal problems
- 5. Find a suitable environment that enables individuals to develop their abilities

OD programs give organizations a number of advantages, as listed below: 13

- 1. **Leading Change:** OD provides a planned strategy aimed at achieving organizational change.
- 2. *Participation:* OD improves participation, allowing employees as well as management to participate in the process.
- 3. *Performance:* OD focuses on specific ways to develop and support performance and quality.
- 4. *Human Approach:* OD depends on a set of human values to achieve a greater utilization of human potential.
- 5. *Systems:* OD is organized to improve work and relations between various sectors, units, groups and individuals.
- 6. *Scientific Approach:* OD depends on scientific methods meant to increase the effectiveness or organizations.

In general, it can be said that an organization can be more effective in achieving its goals by adopting various OD programs.

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¹³ Brown, Donald R., and Donald F. Harvey. An Experiential Approach to Organization Development, p. 5, 2001.

Many Jordanian organizations lacking in OD practices focus only on the implementation of projects without paying attention to the capacity of the organizations themselves, and most importantly to the capacity and well-being of their staff. Hence, the main argument for using OD in Jordan is to help organizations achieve outstanding and sustainable performance levels, to meet and exceed the expectations of all those concerned. Jordanian organizations should start adhering to OD practices in order to:

- Add value for the stakeholders: Organizations work to add value for stakeholders and beneficiaries on an ongoing basis by trying to understand and meet their needs and expectations.
- Building a sustainable future: Organizations create a positive impact on the world
 around them by developing and improving their performance, while at the same time
 working to achieve economic, environmental, and social development.
- Organizational capacity development: Outstanding organizations build and develop
 their capacities through the effective management of change processes inside and
 outside institutional boundaries.
- 4. Flexible management and rapid adaptation to change: Outstanding organizations have the ability to seize opportunities and meet challenges ahead of time and with a quick response, thanks to their efficiency and effectiveness.
- 5. Success through the talents and abilities of the organization's staff: Outstanding organizations value their staff and create a culture of empowerment for them in order to achieve personal and organizational goals.

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¹⁴ Ali Jawad, Mohammad and Imad Ahmed Seif El-Din, *The Impact of the Employment of Employees in Organizational Development*, College of Business and Economics, University of Baghdad, 2013.

Research Findings

Through desk research, literature reviews, and face-to-face interviews with practitioners I have come to the following findings:

- 1. Jordan's development must be considered in the three broad contexts which have profoundly shaped such processes: (1) the country's limited internal natural resources; (2) the regional political instability in the Middle East; (3) and international policies that have been largely Western agendas. ¹⁵ Therefore, any development project in Jordan must take into account the country's limited resources and its impacts on the local community, as well as the surrounding conditions influenced by political instability in neighboring countries. While there are many projects executed without considering these factors, most of these projects do not success.
- 2. In my review of existing organizational assessment tools, especially those relating to Jordan, I found that these tools do not take into account the situation in Jordan; or, they focus on large development organizations and do not take into account smaller organizations and CBOs, which leads to weak and inaccurate results. For example, most of the tools have global standards which do not take into account smaller organizations, especially in regards to information technology and electronic filing systems, since many smaller organizations may not have the staff or technical capacity to handle such procedures. Based on these findings, I have added a more detailed IT section to the ODAT that I have designed.
- 3. In my research on the relationship between civil society and the Jordanian government, I saw that the relationship had fluctuations in many forms, given that the relationship was

¹⁵ Talal, Basma bint. Rethinking an NGO: Development, Donors, and Civil Society in Jordan, 2004.

often affected by the political changes and transformations, dictated by both external and internal factors. While this relationship should always be complementary, participatory, and interdependent, there have been times when it has been affected by rivalry, contradiction, and exclusion. Because civil society is one of the most important indicators of the modern state, and the proof of vitality within a state, steps need to be taken to bring civil society close to the Jordanian government.

- 4. After conducting research, I found that establishing a joint council between the government and civil society with a view to deepening the principle of partnership and the creation of a culture of dialogue and joint responsibility.
- 5. While reading about partnerships between government and civil society in Jordan I believe that there should be an established joint council between the government and civil society focused on deepening the principle of partnership and the creation of a culture of dialogue and joint responsibility.
- 6. While I was reading about civil society in Middle East and the best practice of civil society I found out that the civil society must have a strong commitment to cultural democracy and the principles of good governance, and try to avoid being misled by conflicting ideas and goals surrounding the objectives of the community.
- Civil society has a strong commitment to accuracy, objectivity, integrity, and relies on scientific facts.
- 8. After reading and conducting research about development in Jordan and the role if government and the civil society organizations I believe there must be continued efforts to develop a true partnership strategy between the government and civil society.

- 9. While I was working in development in Jordan and during conducting this research I accept as true that the government should involve civil society actors in meetings devoted to the development of its national policy.
- 10. After searching for civil society law and look at the number of legislation governing the work of CSOs, I think the government should have updated legislation and laws governing the work of CSOs and helping them become more involved in international agreements.

Interview Findings

Maja Petkovska; Personal Interview; July 23, 2015

During my interview with Maja Petkovska (Associate Director, Institutional Strengthening at World Learning) we discussed organizational development in the Middle East and the tools used by World Learning in the evaluation of organizations, where it was found that they had used the same tools that I was designing. It turns out that in some cases it's not the best idea to give organizational tools to the organizations themselves to use, as many will not let other departments and staff participation, and the answers will be limited to the opinions of a small number of officials. These answers are subjective and do not reflect the real work and results of the organization, so it is better that a third-party implement the evaluation, for more accurate and objective results.

During the interview, I also learned that I should add a section on operations that includes an assessment of an organization's information technology and procurement systems, since donors focus on these topics when deciding whether or not to administer funds.

I also learned that World Learning works on enhancing and improving their organizational assessment tools on an ongoing basis based on: (1) feedback from the implementing team: (2) the requirements of international development goals and new trends in the development field; (3) the reality that organizational development is an ongoing process.

The Organizational Development Assessment Tool (ODAT)

The **Organizational Development Assessment Tool (ODAT)** is a diagnostic tool designed to help determine the capacity of CSOs in Jordan in the fields of Management, Human Resources, Program Implementation, Financial Management, External Relations and Information Technology (IT), in order to promote and develop the performance of organizations as well as develop staff knowledge and skills.

What does Organizational Development Assessment Tool inspect?

This tool is designed to study the efficiency of NGOs and CBOs in a number of areas in order to make them stronger and more effective. This tool will study and evaluate the five elements shown in the following figure.



Management and Human Resource: This category is meant to evaluate the extent to which managers and staff have the necessary skills in order to achieve an organization's mission and vision efficiently and effectively. This category assesses the framework organizations use for

human resource management as well as employee procedural manuals, payroll, wages and labor standards, etc.

Program Implementation and M&E: To what degree an organization's products and services reflect the needs of the organization's stakeholders and are considered, suitable, high-quality, and sustainable.

Financial Management: To what degree the organization gets the necessary financial support for its work and its ability to use its financial resources efficiently, in accordance with the applicable regulations, and in a way that protects the interests of the organization and its property.

External Relations: To what degree the organization interacts with its target groups and external partners in its activities, and whether or not they have the ability to network and cooperate with similar organizations. To what degree the organization responds and reacts appropriately to the effects of surrounding social, political, and economic forces.

Operations (IT and Procurement): To what degree the organization is able to collect, file, and manage data, as well as the organization's ability to analyze and integrate its data in strategic planning and decision-making. To what degree an organization uses appropriate means to order and purchase products and services, and how well it documents such purchases.

The ODAT Implementation challenges:

While developing and modifying this tool to fit the Jordanian civil society organizations and their work in development I came across the following challenges.

- Given the length of the tool, the time needed to complete the assessment can take up to eight hours.
- 2. The person who carries out the evaluation must fully understand the questions and indicators outlined in the ODAT, and have a grasp of the difficulty in answering the questions. The evaluator will need to be able to explain and simply the questions and indicators to those taking the assessment.
- 3. A successful assessment using the ODAT needs objectivity, as some organizations may not answer objectively in order to get better results.
- 4. An organization's leadership must chose representatives from all departments to assist in the implementation of tool, rather than selecting people based on personal preference.
- 5. Lastly, the lack of commitment to an organization's development tool after the completion of the assessment can hinder progress. Some organizations may not pay sufficient attention to the results of the evaluation, especially if it is not linked to a program or a competition to get funding.

ODAT Guideline

General Directions

The ODAT is a regular interview with an organization's administrative body, employees, and volunteers, where an external consultant works with each individual to discuss questions one at a time. The ODAT has a total of <u>75 questions</u> to answer. The organization's member must give one answer that reflects where the organization stands on the index.

Semantics of Answers

- 1. *Strongly Agree:* This means that the organization implements all the procedures associated with the question, and the procedures are written and documented. (Given Points 4).
- 2. *Agree:* This means that the organization partially implements all the procedures associated with the question, but these procedures are not written and documented; or alternatively, if the procedures are written and documented, but are not implemented. (Given Points 3).
- 3. *Disagree*: This means that the organization sometimes implements the procedures associated with the question, but these procedures are not written and documented. (Given Points 2).
- 4. *Strongly Disagree:* This means that the organization does not implement any of the procedures associated with the question at all, and these procedures are not written and documented. (Given Points 1).

How Do You Apply the ODAT?

Part 1: Implementation of the Tool

- 1. Read the organization's file to identify its vision, mission, and objectives. As you read more you will become familiar with its programs and projects.
- 2. Read through the ODAT and understand the aspects contained in the tool as well as every goal measured by each question.
- 3. Select what you want to assess. Do you plan to carry out a comprehensive assessment? Or do you want to assess only one program or project?
- 4. Ask the organization to form a team of 5-11 members to take the questionnaire. The team should include a representative of the Board of Directors, the Executive Director, a Finance Officer, a Project Manager, and Project Officer (or coordinator/volunteer).

- 5. Make a list of documents required for each question and ensure that participants can provide access to records supporting the validity of their answers, such as work plans, reports, statistics, pictures, certificates, files, etc.
- 6. Fill out basic information about the organization and the assessment participants using (*Annex 1 P.41*).
- 7. Implement the ODAT over the course of two or three sessions so that each session will not be longer than two hours.
- 8. After each section of the ODAT, calculate the total *Points* received by the organization and determine the *Level* of the organization. Identify the most prominent lapses in proficiency and highlight these areas for improvement. Continue to do so over the course of the ODAT.
- 9. Fill the most important 4 strength and weakness points, which will help to develop and fill the capacity building plan.

Part 2: Capacity Building Plan Preparation (Organization Development Plan)

Criteria for developing the plan:

- The plan must be approved by the organization's team
- The plan should cover the majority of the needs determined by the ODAT
- The plan must be diverse in its interventions
- The plan is realistic and can be implemented within the limits of time and cost
- The plan is well-written and effectively presented

Do the following with the organization's team:

- 1. Analyze the results of the ODAT and identify the organization's needs using (*Annex 2 P.41*).
- 2. Specify areas that should be improved on; this will be the main priority.
- 3. Select interventions that can fulfill each requirement, taking into account the conditions and capabilities of the organization. For different types of interventions, review (*Annex 3 P.42*).
- 4. Select interventions that meet more than one need. For example, "compiling forms and documents for staff members"—such an intervention covers the following requirements: the lack of job descriptions, signed work contracts and evaluation forms, etc.
- 5. Complete the development work plan (*Annex 4 P.42*) with a focus on identifying the needs of the organization and the appropriate interventions needed to fulfill them. Identify the potential cost and execution time for each intervention, taking into account the order of interventions chronologically according to logical sequence.
- 6. Finally, ask the organization's team to approve the development plan.

ODAT Framework

	ODAT Framework for Management and Human Resource						
		Please Circle the Appropriate Answer (Indicators)		rongly Agree	Agree	Disagree	Strongly Disagree
1.	1. The mission and vision of the organization is clear and known to all members and staff of the NGO.					2	1
2.	The organiza	tion's structure is transparent and clear.		4	3	2	1
3.	programs (for communicati	tion's structure, by its various functions, supports the organization's goals and r example, does the organization have staff members specializing in fundraising ons, information technology?).		4	3	2	1
4.	& responsibil	directors and senior management has a clear understanding of their respective relities as the providers of the organization's overall direction.	oles	4	3	2	1
5.	plan, instituti	tion has a comprehensive strategy, including strategic planning, vision, mission onal goals, sub-goals, target groups, activities, budgeting tools, and evaluation to their impact. Or is it an action plan containing only activities?	ools	4	3	2	1
6.		directors or advisory board is involved in the formulation of strategic policy.		4	3	2	1
7.	make a decis	king procedures are clearly defined and well-known to all. (How difficult is it to ion within the organization?)		4	3	2	1
8.		tion has fixed and agreed-upon procedures to accomplish its tasks, i.e. through rating procedures or guidelines. Staff members participate in the planning of		4	3	2	1
9.		nent has a clear description of their work and their areas of activity.		4	3	2	1
10.		tion's human resource management policies are documented and reviewed on a and revised as necessary.		4	3	2	1
11.		tion has functional requirements for all paid and unpaid positions. (For example ars of experience, education requirements, etc.)	:	4	3	2	1
12.	proper orient	tion's staff members and volunteers have clear job descriptions and undertake ations describing the mission and vision of the organization prior to beginning w	ork.	4	3	2	1
13.	the performa	tion has performance appraisals (i.e. specific criteria and procedures for evaluatince of staff members.)	ing	4	3	2	1
14.		es can participate in management decisions.		4	3	2	1
15.		tion has a filing system for documents that can be reviewed when necessary.		4	3	2	1
16.		tion works to improve its volunteers' and staff members' skills and encourages their knowledge through professional development.	them	4	3	2	1
		Total					
	Points	Level	Organi	zation P	oints	Organiza	tion Level
	16 – 30	BEGINNING: Needs Urgent Attention	Organi	Zativii I	OHILD	O I gamza	HOII LEVEL
	31 – 45	EXPANDING: Needs Improvement					
	46 – 57	ACCEPTABLE: Room for Improvement; Needs Help to Maintain					
	58 – 64	Mature, needs no additional assistance					
Stre		7	Weaknesse	es			
	1.		1.				
	2. 3.		2. 3.				
	<i>4</i> .		3. 4.				

	ODAT Framework for Project and Program Imple	mentation and M&	&E		
	Please Circle the Appropriate Answers (Indicators)	Strongly Agree	Agree	Disagree	Strongly Disagree
	he organization has the necessary technical competencies (knowledge and skills) in s main areas of service.		3	2	1
	he organization maintains documented regulations and technical procedures for rojects and programs.	4	3	2	1
3 T	he organization has the proper tools to assess the needs of beneficiaries as the rojects/programs respond to the needs of the community.	4	3	2	1
ac	rojects and program design incorporates monitoring, evaluation, & reporting of ctivities.	4	3	2	1
5 T.	he organization evaluates its projects and activities to determine their progress owards the accomplishment of goals.	4	3	2	1
be	he organization follows up after completion of its activities and programs with eneficiaries and stakeholders to study the effectiveness and impact of their ctivities.	4	3	2	1
	Periodical evaluation includes a review of the organization's vision, mission, and values.		3	2	1
8 E	valuation results are reflected in revised strategic projects and/or program plans.	4	3	2	1
9 T	here are clear and effective systems to document programs and services.	4	3	2	1
10 T	he organization has the capacity to write effective project proposals.	4	3	2	1
	he organization takes into account the social, geographical, and cultural conditions f beneficiaries in the design of its activities and programs.	4	3	2	1
re	he organization's board members know the status of current programs and the esults of already implemented programs.	4	3	2	1
13 T	he organization's staff members know the results of current activities.	4	3	2	1
ar	he organization's staff members are involved in program design, implementation, and monitoring & evaluation.	4	3	2	1
st	here is regular and effective communication between the organization and its akeholders.	4	3	2	1
	he organization's stakeholders are involved in evaluation process.	4	3	2	1
	he organization continually assesses the satisfaction of stakeholders and	4	3	2	1
	eneficiaries (i.e. through questionnaire, surveys, or focus groups).				
18 T	he organization obtains feedback from its stakeholders and beneficiaries.	4	3	2	1
	Total				
Points	Level	Organization Poi	ints	<mark>Organization L</mark>	evel
18 - 32	BEGINNING: Needs Urgent Attention				
33 – 47	EXPANDING: Needs Improvement				
48 – 59	ACCEPTABLE: Room for Improvement; Needs Help to Maintain				
60 - 72	Mature, needs no additional assistance				

Strength	Weaknesses
1.	1.
2.	2.
3.	3.
1	1

		ODAT Framework for Financia	l Management				
		Please Circle the Appropriate Answers (Indicators)		Strongly Agree	Agree	Disagree	Strongly Disagree
1		ganization has written financial policies and procedures that are properlial decisions (i.e. expense authorization, purchasing).	y used to make	4	3	2	1
2	The o	ganization has an annual budget that they monitor regularly.		4	3	2	1
3	The o	ganization has a financial planning system and budgets for its activities		4	3	2	1
4	The o	ganization's financial management systems are overseen by a qualified ment.	4	3	2	1	
5	The o	ganization has appropriate and regular external audits.		4	3	2	1
6	The o	ganization prepares timely financial statements, including cash flow and tents.	4	3	2	1	
7	The organization has an effective system in place to collect donations or handle fundraising.				3	2	1
8		The organization is currently collecting new information on potential funding sources and donors.				2	1
9	The o	rganization has renewable sources of funding.		4	3	2	1
10	The o	The organization has alternative financial plans for emergencies.				2	1
11	The o	ganization has a financial vision and plans for its future.		4	3	2	1
12	The organization's financial systems are understood and used by the relevant staff and management associates (i.e. financial planning, monitoring cash flow, allocating expenditures).				3	2	1
13	Staff	nembers know the basic procedures for making financial decisions.		4	3	2	1
14	The c	urrent available cash is sufficient for the implementation of the current a	nnual plan.	4	3	2	1
15	Finan autho	cial reports are usually issued in a timely manner and give reference to the ity.	he responsible	4	3	2	1
16		ecounting department applies measures adopted by the organization to rependitures.	ecord income	4	3	2	1
17	All de	cision-makers and staff members are aware of the financial status of the	e organization.	4	3	2	1
		Total					
Poir	nts	Level	Organization	Points		rganization L	evel
17 -		BEGINNING: Needs Urgent Attention	Organization	1 Units	0	i gamzanun L	C 1 C 1
32 -		EXPANDING: Needs Improvement					
47 –	- 61	ACCEPTABLE: Room for Improvement; Needs Help to Maintain					
62 -	- 68	Mature, needs no additional assistance					
Stre	ength		Weaknesses				
1.	<u>-</u>		1.				
2.			2.				
3.			3.				
4.			4.				

	Please Circle the Appropriate Answer (Indicators)	Strongly Agree	Agree	Disagree	Strongly Disagree
1	The organization hosts appropriate channels that allow them to be easily reached by stakeholders and beneficiaries.	4	3	2	1
2	The organization effectively markets its projects and programs.	4	3	2	1
3	The organization produces appropriate marketing and communications materials (books, brochures, online pages, etc.).	4	3	2	1
4	The organization has methods and procedures to maintain close contact with other NGOs, as well as public and private sector entities.	4	3	2	1
5	The organization maintains regular contact with representatives of public and private sectors in Jordan.	4	3	2	1
6	The organization maintains regular contact with Jordanian and Arab NGOs.	4	3	2	1
7	The organization maintains regular contact with international NGOs.	4	3	2	1
8	The organization cooperates in the preparation and implementation of projects and programs with public sector institutions (municipalities and ministries) as well as the private sector.	4	3	2	1
9	The organization cooperates in the preparation and implementation of joint programs with Jordanian and international NGOs.	4	3	2	1
10	The organization has policies to build coalitions with other organizations.	4	3	2	1
11	The organization is in alliance or an active member in a union, network, or membership association.	4	3	2	1
12	The organization has established cooperative programmatic links with other institutions.	4	3	2	1
13	The organization uses media (i.e. newspapers, radio, television) to promote programs and communicate with stakeholders and the public.	4	3	2	1
14	The organization invites representatives from the media to openings of projects or programs.	4	3	2	1
	Total				
Poin 14 –	29 BEGINNING: Needs Urgent Attention	S	Organiz a	tion Level	
30 – 45 –	51 ACCEPTABLE: Room for Improvement; Needs Help to Maintain				
52-5	Mature, needs no additional assistance				
Stre					
	1. 2. 3. 4. 4.				

ODAT Framework for External Relations

	ODAT Framework for Operations (IT and Procurement)						
		Information T	echnology (IT)				
	Please Circle the Approp		O	Strongly Agree	Agree	Disagree	Strongly Disagree
1	The organization owns the appropriate IT sys	stems which are regularly	updated	4	3	2	1
2	The organization has updated information so assist in the implementation of programs	ources (books, files, databa	ses, etc) to enable and	4	3	2	1
3	The organization has an information manage	ement system		4	3	2	1
4	4 The organization has the necessary capacity and skills (human resources and systems) to use and manage information systems			4	3	2	1
5	The organization uses the available informat implementation, evaluation, etc.)	ion effectively in its various	us programs (planning,	4	3	2	1
		rement					
6	The organization has a certified and documented system for procurement			4	3	2	1
7	The organization follows the correct procedules basis of competitive prices (tenders)	ment happens on the	4	3	2	1	
8	The organization has detailed records of capital	uipment	4	3	2	1	
9	The organization periodically takes record or	of property and equipment	on the ground	4	3	2	1
10	The staff care about the cost and look for the and to cut costs	best way to use available	funds, to save money,	4	3	2	1
	To	tal					
Poin	ts Level		Organization Points		Organiza	tion Level	
10 –		n					
20 –	T						
30 –	36 ACCEPTABLE: Room for Improveme	ent; Needs Help to					
	Maintain						
36 –	40 Mature, needs no additional assistance						
Stre	ngth	Weakness					
	1. 2.		1. 2.				
	2. 3. 4.		3. 4.				

Reflections on Learning

One of the main reasons I entered into a graduate program in sustainable development was the desire to advance my career and to acquire new skills in order to improve development work in Jordan, as well as meet new people from different backgrounds. I've always wanted a master's degree as I thought it necessary and helpful to strengthen strategic thinking and problem solving skills, which will build on lessons learned during my undergraduate career and on the basics gained in the higher education system as a whole. Below are the most important lessons I learned while in graduate school, that contributed to the advancement of my career and personality.

Development in Jordan

I have learned that development is a necessary process for the advance of any country, and without sustainable development nations cannot achieve their objectives by improving the lives of their citizens. That learned that development in Jordan must be a participatory process between the government and civil society institutions, with trust between them. I also recognized that many of the problems facing Jordan have to do with the lack of natural resources and the impact of refugees. Civil society organization can partner with the government to mitigate these problems.

Civil Society in Jordan

Many of the readings I did during the school year related to Jordanian civil society institutions. I discovered that civil society in Jordan is among the best in developing countries, and plays an important role in helping and supporting the government in its implementation of goals and improvement of living standards.

Civil society also works to cover many development aspects not covered by the government, such as the environment, youth empowerment, and unemployment, by trying to find

solutions to these problems. To achieve these goals efficiently, CSOs in Jordan should trust the government and cooperate more with government agencies. CSOs should also work and cooperate with each other and set aside competition, which is having a negative impact on their work.

M&EL

After studying M&EL for a year (my major academic track) I have learned that community and project development requires planning based on scientific grounds to ensure the achievement of development goals, and of the desired changes for progress in society. Effective planning should always include M&EL. The evaluation process is important because it shows how the actual implementation of the project matches with what has already been planned. M&EL is a continuous process of analysis and data collection meant to assess performance and progress.

By the end of the M&EL course I have learned:

- Understood M&EL concepts and their importance
- Recognized the different types of M&EL
- Applied M&EL to my professional skills
- Identified the skills of an effective evaluator
- Gained the skills to conduct assessments
- Designed and developed questions
- Designed and developed indicators
- Learned about ICTs
- Time management

I can say from my own personal experience that anyone who is undertaking a graduate program has to become good at multitasking. I had papers to write, classes to attend, and research to do, all of which improving my multi-tasking and time management skills.

Writing and Communication Skills

Now that I am at the end of my graduate program, I remember how long it took me to write my first assignment and how much time I spent editing it. As stressed as I felt back then, I feel

more confident now and that my technical writing skills have improved significantly, though they still need work. My communications skills have also greatly improved, since I used to be afraid to ask questions or participate in class discussions because of language difficulties, the new culture, and unfamiliar background; but I have since learned how to ask questions and how to be part in discussions, while at the same time respecting and understanding other people's opinions.

Teamwork and Collaboration

My professional experience did not teach me how to get along with teams of different-minded people, but my graduate program did. I have learned to work with a team, collaborate with my team members inside and outside the classroom, and how to deal with various kinds of personalities.

Creative Problem-Solving

This is the skill that I wanted to learn the most and use in my professional life. I have found myself becoming much more flexible and capable of coping with the daily drudgeries of graduate school. The more I use creative problem-solving skills in the classroom the more I can apply them to my personal and professional life.

Annex 1

Organization Name:
Members of the Organization:
1)
The name of the interviewer:
The date of the interview:

Annex 2

Operational Aspects	Organization Grades	Organization Level
Management and Human		
Resource		
Program Implementation and		
M&E		
Financial Management		
External Relations		
Operations (IT and Procurement)		

Annex 3

Interventions Examples

A. Training

- Financial Management
- Project Management
- Networking
- Human Resource Management
- Proposal Writing

B. Technical Support

- Develop indicators and a plan for follow-up programs & projects
- Develop a system to evaluate the performance of employees
- Design the construction for the founding of partner associations
- Draft a vision and mission for the organization
- Design an annual survey to measure the satisfaction of grassroots groups
- Assist in the preparation of financial and administrative policies and standard operating procedures manuals
- Develop a strategy plan

Annex 4

Development Work Plan Form

Te	chnical Assistance Priorities	Business	The Employee in	Finishing Date
		Summary	Charge	
1				
2				
3				
4				
5				
6				
7				
8				

The organization's director's printed name:	
The organization's director's signature:	
Date:	

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