

## USAID Civic Initiatives Support Program

### Evaluation Report

# Capturing Organizational Improvements through the Lens of the Institutional Capacity Assessment Tool (ICAT)

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# ACRONYMS

Acronym	Description
CSO	Civil society organization
FGD	Focus group discussion
Fundamentals	Fundamentals of CSO Sustainability
GI	Group interview
HR	Human resources
ICAT	Institutional Capacity Assessment Tool
KII	Key informant interview
M&E	Monitoring and evaluation
MG1	Mixed Group 1
MG2	Mixed Group 2
OCDM	Organizational Capacity Development Measurement
SEF	Societies Empowerment Fund
USAID	United States Agency for International Development
USAID CIS	USAID Civic Initiatives Support Program
Acronym	Civil Society Organizations
ARDD	Arab Renaissance for Democracy and Development Legal Aid
AWLN	Arab Women Legal Network
CCK	Creativity Club-Karak
CDFJ	Center for Defending Freedom of Journalists
EDAMA	EDAMA (Energy Water and Environment) Association
FGAC	Family Guidance and Awareness Center
Hayat	Al-Hayat Centre for Civil Society Development
HCAC	Health Care Accreditation Council
HCC	Haya Cultural Center
INJAZ	INJAZ
IRCKHF	Information and Research Center - King Hussein Foundation
JGBC	Jordan Green Building Council
JOHUD	Jordanian Hashemite Fund for Human Development
JREDS	Royal Marine Conservation Society of Jordan
Jubilee-KHF	The Jubilee Institute - King Hussein Foundation
LOYAC	Lothan Youth Achievement Center
NCCA-KHF	National Center for Culture and Arts - King Hussein Foundation
NMC-KHF	National Music Conservatory - King Hussein Foundation
PBDC Aqaba	Princess Basma Development Center-Aqaba
PNT	Petra National Trust
Qantara	Al Qantara Center for Human Resource Development
Rasheed	Rasheed Coalition for Integrity and Transparency
RHAS	Royal Health Awareness Society
SIGI	Sisterhood is Global Institute
WLR	Taghyeer - We Love Reading



# EXECUTIVE SUMMARY

The USAID Civic Initiatives Support Program (USAID CIS) is a five-year program (2013-2018) working at national and local levels in Jordan to support civic initiatives and advocacy responding to common interests; strengthen the organizational capacity of civil society organizations; and promote Government of Jordan civil society collaboration efforts to address reform and development challenges.

In 2018, USAID CIS undertook an aggregate analysis of changes in capacity and performance among civil society organizations (CSOs) that took part in program-facilitated assessments using the Institutional Capacity Assessment Tool (ICAT), designed to assist CSOs to identify and address organizational capacity needs and gaps.

The aim of the aggregate analysis was to enhance insight into the magnitude and nature of changes in CSO capacity and performance, identify influencing factors and highlight new or persisting capacity gaps in order to learn from experience. By definition, the analysis focused on the aggregate sample of CSOs; it did not focus on or highlight individual CSOs. It also did not intend to identify any direct correlation between USAID CIS capacity development assistance and CSO improvements. This was not feasible due to the complex capacity development environment and the plethora of variables involved, including variance in the nature of USAID CIS capacity development initiatives and activities; CSO circumstances as well as level of motivation and extent of engagement in different CIS offerings; and potential external influences, such as CSO participation in outside trainings.

This report, “Capturing Organizational Improvements through the Lens of the Institutional Capacity Assessment Tool,” sets out aggregate analysis findings, conclusions and recommendations, utilizing ICAT results supplemented with additional data and analysis. These are summarized below.

The following table summarizes the overall shift of the 25 CSOs’ levels between the 1<sup>st</sup> and 2<sup>nd</sup> ICAT:

Level	ICAT1	ICAT 2
Basic	7	2
Moderate	11	12
Strong	7	11

## A. Baseline Capacity Gaps & Needs

- SEF had the lowest and MG1 had the highest overall ICAT baseline scores.
- Across the group of 25 CSOs, baseline ICATs highlighted human resources systems as the weakest overall CSO capacity. At the ICAT subdomain level, common baseline strengths and weaknesses were evident.
- Through the lens of the four focus areas, baseline ICATs of the group of 25 CSOs highlighted strategic planning as the weakest overall CSO capacity. When narrowing analysis to focus area subdomains, several common baseline capacity gaps and strengths were evident.

## B. Main Findings

### 1. To what extent did organizations improve capacity and performance?

#### *1.1 To what extent did organizations improve overall capacity pertaining to the seven ICAT sections?*



- SEF had the lowest overall ICAT endline score. MG1 had the highest overall endline score.
- In overall ICAT scores, 40% of CSOs advanced into a higher capacity level.
- In the majority of cases, CSOs improved capacity under each of the seven ICAT domains.
- Across the 25 CSOs, the greatest overall change was registered under HR systems - the weakest ICAT capacity at baseline. The least change was registered under financial management and internal control systems.
- The majority of cohorts achieved greatest improvement in their respective weakest baseline areas of capacity.

### ***1.2 To what extent did organizations improve capacity and performance pertaining to the USAID CIS four thematic focus areas?***

- Through the lens of the four thematic focus areas, all four cohorts improved capacity in all areas - and in nearly all subdomains under each area.
- Across the group of 25 CSOs, greatest overall change was registered in strategic planning - the weakest focus area at baseline.
- At subdomain level, groups often achieved greatest improvement within their weakest areas of baseline capacity.
- In some areas, groups also regressed or experienced quite limited change.

### ***1.3 How were improvements perceived and valued by CSOs?***

- CSOs perceived improvement in organizational capacity at both a practical level and at a higher level related to shifts in institutional thinking around capacity development.
- CSOs perceived the significance of improved performance to be profound, and respondents reported many examples of USAID CIS assistance impacting performance.
- Several distinct areas of CSO-valued change emerged: Strengthened organizational identity and reputation, enhanced stakeholder representation and participation, more effective, systematic management and operations, improved staff ownership and satisfaction and enhanced financial viability.

## **Conclusions**

- CSOs improved organizational capacity across multiple domains, and CSOs perceived improvements as tangible, practical and significant.
- ICAT scores and capacity levels alone did not sufficiently capture the spectrum and importance of improvements. These dimensions emerged when analysis of the magnitude of change was paired with deeper examination of the nature of change.
- CSO perspectives on organizational priorities, why changes were important to them and the impact these had on stakeholders and performance gave valuable insight into the nature of change. Yet such perspectives often did not emerge spontaneously during the ICAT process.

## **Recommendations**

- Utilize ICAT quantitative results with caution. Take account of both quantitative and qualitative analysis of CSO status and capacity, including the importance that CSOs assign to aspects of their development.
- Create time in the ICAT process for CSO reflection on the outcomes of developed capacity. Equip facilitators with the knowledge, skills and questions to effectively probe significance of results on organizational stakeholders and performance.

## **2. What factors affected improvement of capacity and performance?**



## ***2.1 How relevant and valued was USAID CIS capacity development assistance?***

- CSOs perceived the value of the ICAT to be in the process of highlighting capacity gaps and weaknesses and identifying capacity development priorities. Overall, the ICAT process was perceived in a positive light, though a few challenges were cited.
- USAID CIS staff perceived one of the ICAT's greatest strengths to be the introduction to CSOs - often for the first time - of the idea of assessing organizational capacity. However, the tool also was seen as more effective at measuring the existence of policies and procedures than at assessing implementation.
- CSOs generally felt areas highlighted for improvement during baseline ICATs were addressed by the time of endlines. In many cases, this perception was corroborated during the USAID CIS third-party verification process at endline.
- Although USAID CIS did not methodically apply ICAT results to shape CSO support, the program's capacity development assistance clearly addressed CSO gaps and priorities.
- Overall, CSOs expressed satisfaction with relevance of the USAID CIS approach to capacity development and quality of delivery, though some frustration was cited.
- SEF, Fundamentals and MG1 considered the most useful areas of USAID CIS assistance to be strategic planning and HR. Some CSOs perceived 'inclusion' components of the endline ICAT to give particularly valuable insight into the importance of this capacity dimension.

## ***2.2 What internal and external factors affected improvement of organizational capacity and performance?***

- Internally, organizational leadership commitment and engagement, compelling need, and external support were seen to play important roles in bringing about change.
- Hindering factors included staff and membership resistance, lack of required expertise to undertake reforms, and competing demands for time, attention and other organizational resources.
- Externally, Jordan's constraining environment for CSOs was perceived to especially hamper progress, while other donors and USAID implementers were perceived as wielding important influence over improvement.

### **Conclusions**

- External ICAT facilitation and validation of progress were viewed by CSOs as positive elements of the process.
- The USAID CIS multi-dimensional approach to capacity development was perceived to be effective, with its emphasis on institutional and staff capacity development and regular follow up and mentoring.
- Most CSOs took part in multiple USAID CIS capacity development activities. They also expended considerable organizational effort to address priorities. Although resource-intensive, especially for smaller CSOs, this combination delivered results.
- CSO senior management commitment and board activism - and the will to bring organizational change that these represented - were important elements of success.

### **Recommendations**

- Maintain external ICAT facilitation and third-party validation of results or, alternatively, enable interested CSOs to access resources to activate these options.
- Provide CSOs with a multi-faceted model of capacity development assistance, combined with supporting resources to alleviate pressures that can hinder participation.
- Embed recognition of active senior managers, management teams, and boards in capacity development initiatives.



### **3. What are priority capacity development needs going forward?**

#### ***3.1 What aspects of capacity development do organizations say they will continue?***

- Only half of CSOs plan to use the ICAT in some capacity independent of the USAID CIS program. Moreover, while CSOs have acknowledged specific gaps and identified priority actions to address these, generally there is a lack of detailed capacity development planning among the organizations.

#### ***3.2 What are the emerging areas of need?***

- Across the group of 25 CSOs, endline ICATs highlighted program and grants management as the weakest CSO capacity. Across the ICAT subdomains, common endline strengths were also evident.
- Through the lens of the four focus areas, two cohorts showed weakest endline capacity under M&E and two showed weakest capacity under good governance. When narrowing the analysis to subdomains, common endline capacity gaps and strengths emerged across cohorts.
- When the same gaps persisted from baseline, often CSOs had made significant gains in capacity. Reflecting CSO improvements along a spectrum, the nature of gaps often had changed between baseline and endline.
- CSO perceptions of the areas of emerging need reflect broadly a confidence in the more ‘essential’ areas of organizational capacity. These needs revolve less around internal processes and more around effective donor engagement. Financial sustainability is clearly perceived as the key gain to be made through addressing these areas.
- CSOs did not offer detailed plans to continue their capacity development. However, at the conclusion of endline ICATs, they identified a wide range of future priorities, many of which aligned with USAID CIS recommendations. These are usefully institutionalized in ICAT narratives and action plans.

### **Conclusions**

- CSOs reported significant progress in implementing their initial (baseline) institutional improvement plans, with actions verified by USAID CIS in many instances. This is a promising indicator of CSO motivation and ability to implement current (post-baseline) action plans, independent of USAID CIS support.
- In contrast, discussions with a number of CSOs revealed a lack of clear intention to drive forward with future organizational development, in part due to project-dependent funding and resource constraints.

### **Recommendations**

- Maintain a flexible budget line into grant-making programs to provide organizations with discretionary funds to self-address capacity-oriented gaps. When designing capacity development initiatives, provide organizations with funding to cover operational needs, similar to the SEF model.
- Encourage organizations to adopt capacity development as a shift in institutional culture and to focus on longer-term sustainability: Follow up with supported CSOs to determine the extent to which improvement plans have been executed. During donor discussions with CSOs, signal that capacity self-assessments, capacity development plans and self-motivated progress are considered important indicators of organizational viability and sustainability.



# I. INTRODUCTION

The USAID Civic Initiatives Support Program (USAID CIS) is a five-year program (2013-2018) working at national and local levels in Jordan to support civic initiatives and advocacy responding to common interests; strengthen the organizational capacity of civil society organizations; and promote Government of Jordan civil society collaboration efforts to address reform and development challenges.

In 2018, USAID CIS undertook an aggregate analysis of changes in capacity and performance among civil society organizations (CSOs) that took part in program-facilitated assessments using the Institutional Capacity Assessment Tool (ICAT), designed to assist CSOs to identify and address organizational capacity needs and gaps.

The aim of the aggregate analysis was to enhance insight into the magnitude and nature of changes in CSO capacity and performance, identify influencing factors and highlight new or persisting capacity gaps in order to learn from experience. By definition, the analysis focused on the aggregate sample of CSOs; it did not focus on or highlight individual CSOs. It also did not intend to identify any direct correlation between USAID CIS capacity development assistance and CSO improvements. This was not feasible due to the complex capacity development environment and the plethora of variables involved, including variance in the nature of USAID CIS capacity development initiatives and activities; CSO circumstances and level of motivation and extent of engagement in different CIS offerings; and potential external influences, such as CSO participation in outside trainings.

This report, “Capturing Organizational Improvements through the Lens of the Institutional Capacity Assessment Tool,” sets out aggregate analysis findings, conclusions and recommendations, utilizing ICAT results supplemented with additional data and analysis.

## Definitions<sup>1</sup>

- Organizational capacity: Capabilities that enable an organization to attain its aims and improve its performance. Also defined as the ability of a human system to perform, sustain itself, and self-renew.
- Organizational capacity assessment: A collaborative process for obtaining valid information about an organization’s capacity and factors affecting its performance.
- Organizational capacity development: Strengthening an organization’s ability to manage itself and achieve its mission effectively.
- Organizational change: Process by which an organization moves from its present state of capacity and performance to a desired future state.
- Performance: Actual result of an organization’s work compared to its intended goals, objectives, targets.
- Technical assistance: Provision of external support to increase the capacity of an organization or improve its performance.

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<sup>1</sup> Definitions are based on a compilation of USAID CIS program documents and other sources, including USAID *Organizational Capacity Development Measurement* (2015) and E3 Bureau *Capacity Development Assessment: From Capacity Development to Sustainable Development* (2017) and Earthscan *Capacity Development in Practice* (2010).



## II. EVALUATION PURPOSE & EVALUATION QUESTIONS

### Evaluation Purpose & Scope

The evaluation purpose is to assess CSO organizational improvements in capacity and performance through the lens of the ICAT process and results. Specific objectives are to:

1. Assess the extent of organizational improvements
2. Identify factors that facilitated or hindered improvements
3. Identify emerging gaps and needs
4. Recommend areas of opportunity going forward

The period under review is from April 2014 through mid-March 2018. The analysis is expected to produce strategic insight, learning and recommendations to enrich current and future capacity development programming and contribute essential content to USAID CIS legacy events at program end and to the final program report. The primary audience is FHI 360 and USAID/Jordan.

### Evaluation Questions

#### **1. To what extent did organizations improve capacity and performance?**

- 1.1 To what extent did organizations improve overall capacity pertaining to the seven ICAT sections?
- 1.2 To what extent did organizations improve capacity and performance pertaining to the USAID CIS four thematic focus areas?
- 1.3 How were improvements perceived and valued by CSOs?

#### **2. What factors affected improvement of organizational capacity and performance?**

- 2.1 How relevant and valued was USAID CIS capacity development assistance?
- 2.2 What internal and external factors affected CSO ability to achieve improvements?

#### **3. What are priority capacity development needs going forward?**

- 3.1 What aspects of capacity development do organizations say they will continue regardless of USAID CIS existence?
- 3.2 What are the emerging areas of need?

See Annex 1: Evaluation Design Matrix for additional information about how the evaluation questions were approached.



### III. ANALYTICAL FRAMEWORK

The ICAT focused predominantly on assessing capacity, rather than performance, as the desk review and background discussions with USAID CIS illuminated. In addition, as USAID notes in *Organizational Capacity Development Measurement (OCDM)*, “Capacity development interventions can be conducted in relatively short timescales; however, for organizations to embed changes in ways that improve their performance takes time” (OCDM, pg. 4). Yet USAID also notes the importance of measuring improved performance:

[N]either USAID nor partner organizations seek to develop capacity for its own sake, but rather to better empower their organization to achieve its goals and objectives... This emphasis on organizational performance does not imply that underlying process and input measures are not useful... However, the performance of any organization remains the most important aspect for measurement as it relates to organizational change. (OCDM, pg. 4)

Keeping these points in mind, to the extent possible, the evaluation explored improved performance to lend insight into the changes that CSOs may have achieved. It sought to accomplish this using an analytical framework that included applying an ICAT lens, nuanced spectrum of change, and recognition of limitations in determining USAID CIS contributions.

The evaluation did not focus on design and facilitation elements of the ICAT process and tool, although the tool’s relative utility was probed. As noted elsewhere, this evaluation did not analyze improvements of individual CSOs, as this was accomplished by the ICAT itself. Moreover, improvements related to the cross-cutting thematic areas of gender, inclusion, and a human rights-based approach were not evaluated. Although these aspects of capacity were an important part of USAID CIS capacity development programming, they were covered under other USAID CIS evaluative activities.

See Annex 2: Analytical Framework for more detailed description of the framework.



## IV. CAPACITY DEVELOPMENT BACKGROUND

### A. CIVIL SOCIETY CAPACITY IN JORDAN

Civil society in Jordan is playing a growing role in the country's governance and development, and in the last ten years, the number of registered CSOs tripled. Yet the USAID 2016 Civil Society Organization (CSO) Sustainability Index for the Middle East and North Africa, the CSO sector in Jordan was ranked as "sustainability impeded." Moreover, despite the evident need for strengthening, a recent sector assessment, CSOs characterized capacity development assistance as "off-the-shelf, repetitious and unimaginative training and other 'capacity-building' activities that have emphasized form and process over substance and outcome; have paid insufficient attention to organizational strengthening, as opposed to training individuals; and have been insufficiently geared to the specific profiles, strengths and weaknesses of organizations." (*Civil Society Assessment Report*, pg. 9).

USAID/Jordan has identified an engaged and effective civil society in Jordan as critical to the country's development and long-term stability. Recognizing challenges, USAID/Jordan's programs promote "a vibrant civil society that has both the political rights and organizational and institutional capacity to play a more effective role in decision-making processes, advocate for citizen rights, and expand opportunities for meaningful civic engagement around key issues spanning the sectors of USAID assistance" (USAID/Jordan *Country Development Cooperation Strategy*, pg. 17).

### B. USAID CIS CAPACITY DEVELOPMENT

USAID CIS has been USAID/Jordan's primary mechanism to support civil society (2013-18). It is a grant-making program with a capacity development component, with the overall objective to empower civil society to respond to and promote common interests through implementation of initiatives at the national and sub-national levels. USAID CIS supports a broad spectrum of Jordanian CSOs to assess and strengthen core organizational systems and skill sets.

#### ICAT

At USAID/Jordan's request USAID CIS was asked to produce a tool that would assess CSO capacities with a third-party verification. In turn, FHI 360 amended the "USAID Organizational Capacity Assessment tool" to the ICAT to include the third-party verification. The program further developed incremental measurements linked to capacity milestones to show short term improvements within subdomains as a means for more effective measurement of CSO strengthening. The program also adapted the tool to be more inclusive of youth, gender equality and persons with disability and incorporated opportunity for CSOs to reflect on the nature and significance of capacity improvements.

The ICAT is a central component of CSO capacity development support. It is designed to support organizations to assess and develop their institutional capacities, with the aim to enhance their ability to play an effective role in civil society. The ICAT process combines a facilitated self-assessment session, complemented by anonymous surveys of staff and board members and a verification process conducted by USAID CIS as an external third party, involving individual interviews and document reviews.

The ICAT defines four CSO capacity levels - low, basic, moderate and strong:

- **Low capacity (1 to 1.9):** Low level of institutional capacities exists; almost no systems are in place, neither are there adequate internal practices; could affect the



performance of organization in the future and expose it to significant risks for medium to large organizations.

- **Basic capacity (2 to 2.9):** Basic level of institutional capacities exists, a few systems are in place, and there are some basic internal practices; could expose the organization to unacceptable/inadequate levels of unmanaged risk.
- **Moderate capacity (3 to 3.9):** Moderate level of institutional capacities exist, systems are in place and applied to a good extent. Further improvements could be made to ensure sustainability of organization and its main programs.
- **Strong Capacity (4 to 5.0):** Overall, a strong level of institutional capacities exists. Systems are in place and applied to a large extent contributing to organizational sustainability. Further refinement of systems is recommended to enhance sustainability and the organization's ability of achieving impact.

Each CSO determined its own score under ICAT sub-sections. Sub-section scores were averaged at the section level to determine a section score. Section scores were averaged to determine an overall score. Subsequently, USAID CIS verified the basis for and adjusted the CSO scores if and when its trained observers determine this was necessary. This became the CSO's final score and CSO capacity level. For additional detail, see *ICAT Instructions to Facilitators*, 2016 (<https://jordankmportal.com/resources/institutional-capacity-assessment-tool-icat>).

In all during USAID CIS, 25 CSOs successfully completed a full ICAT cycle (this entails both a baseline and endline assessment) by the mid-March 2018 evaluation launch. As described in Section V, for evaluation purposes, the CSOs were grouped based on capacity development participation: 1) Societies Empowerment Fund (SEF), 2) Fundamentals of CSO Sustainability (Fundamentals), 3) Mixed Group 1 (MG1) and 4) Mixed Group 2 (MG2). The timeline of their participation in baseline and endline ICATs is illustrated in Figure 1: ICAT and Capacity Development Timelines. The shortest time between any baseline and endline ICAT was about 17 months, the longest was about 42 months, and the average was about 25 months.

### Capacity Domains

In general, USAID CIS capacity development supports CSO improvements falling under the ICAT's seven capacity domains: 1) Governance and legal structure, 2) financial management and internal control systems, 3) administration and procurement systems, 4) human resources (HR) systems, 5) program and grants management, 6) project performance management and 7) organizational management and sustainability. Capacity development also supports several cross-cutting domains, including gender equality, inclusion of persons with disabilities and a rights-based programming approach. Within the ICAT structure, there are also subdomains to facilitate granular insight into the level and nature of CSO capacities.

USAID CIS capacity development interventions typically focus on four overarching thematic areas identified as essential for well-functioning, effective CSOs. These cut across the ICAT domains and subdomains: 1) Good governance, 2) financial management, 3) monitoring and evaluation and 4) strategic planning. Domains and subdomains are detailed in Annex 3: Capacity Domains and Subdomains.

### Capacity Development Components

This evaluation examines organizational improvements related to four of USAID CIS' capacity development assistance interventions for CSOs:

1. **Societies Empowerment Fund (SEF):** A two-phased grant program (Phase I: Foundational Structure and Phase II: Program Implementation & Capacity



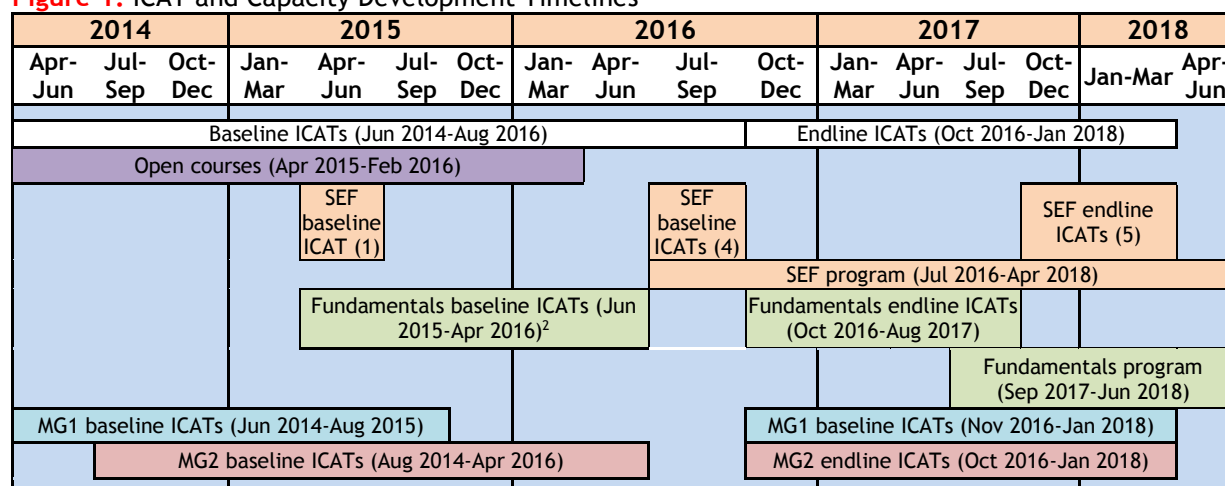
Development) that supported CSOs to strengthen organizational effectiveness and sustainability through assessing, planning, and developing institutional capacities as well as integrating a rights-based approach into their programs and operations. (Average grant = JOD 70K)

2. **Fundamentals of CSO Sustainability:** A two-pillar program (Pillar I: Strategic Planning & Board Governance and Pillar II: Financial Management and Compliance) that assisted CSOs to grasp strategic planning concepts and processes and develop a three-to-five-year strategic plan along with related fundraising plan and to assess and improve organizational governance as well as to identify financial management needs, develop a customized financial improvement plan, and build basic systems and practices needed to effectively and efficiently manage finances and assure compliance with organizational and donor policies.
3. **Budget Support:** A budget line (targeted as 10% of total award amount) provided to grantees to create and self-manage their own plan of capacity development activities. This provided grantees with the flexibility to obtain specific goods and services customized to their own organizational needs and timing/sequencing.
4. **Short courses:** One curriculum of short courses provided grantee training to strengthen compliant management of grant awards and cross-cutting capacities related to gender integration, human rights and social inclusion. Grantees with grants over \$25,000 were required to participate in full modules, while others participated in abbreviated versions. In addition, optional courses were offered to interested CSOs in seven topical areas: M&E, advocacy, project design and proposal writing, budgeting for proposals, fundamentals of procurement, project management and strategic communications planning.

While USAID CIS capacity development programming includes other elements, such as mentoring, coaching, customized technical support, and networking opportunities, these were challenging to measure and were not explored under this evaluation.

It is important to note that the timeframes of CSO baseline and endline ICATs did not necessarily align with the beginning of an organization's engagement with USAID CIS or with participation in USAID CIS capacity development activities, such as SEF or open courses. Thus, CSOs may have demonstrated capacity gaps and needs that are not captured in the ICATs and they may have gained capacity that will not be evident in scoring or qualitative data. In addition, there were variable timeframes between CSO baseline and endline ICATs, affording individual CSOs with a shorter - or longer - timespan in which to gain and apply capacity to improve organizational performance. See Figure 1: ICAT and Capacity Development Timelines (25 CSOs).

**Figure 1:** ICAT and Capacity Development Timelines



<sup>2</sup> CSOs enrolled in the Fundamentals program (in October 2016) previously participated as grantees in baseline ICATs in June 2015 and April 2016, prior to the design of the Fundamentals program.



## V. METHODS & LIMITATIONS

### A. EVALUATION SAMPLE

There are 25 CSOs in the main evaluation sample, comprising all CSOs involved in USAID CIS programming that completed one full ICAT cycle, which entailed both a baseline and an endline assessment. The 25 CSOs are disaggregated into four groups defined primarily by intensity of capacity development support received and, to a lesser extent, length of involvement with USAID CIS, as summarized in Table 1: Evaluation Sample. Two mixed groups of CSOs (MG1 and MG2) were defined to distinguish between those CSOs that were included in qualitative analysis and those that were not, as described below.

**Table 1:** Evaluation Sample

SEF	Fundamentals	MG1	MG2
5 CSOs	3 CSOs	7 CSOs	10 CSOs
More intensive support	More intensive support	Less intensive support	Less intensive support
Shorter involvement, majority joined after 2014	Shorter involvement, majority joined after 2014	Longer involvement, majority joined during 2014	Shorter involvement, majority joined after 2014

“Involvement” with USAID CIS refers to the year in which CSOs first participated in USAID CIS programming in any capacity (such as becoming a grantee), which also marked the point at which they became eligible for a wide range of USAID CIS capacity support.

Quantitative data was analyzed for the full sample of 25 CSOs (SEF, Fundamentals, MG1, MG2). Qualitative data was analyzed for a sub-sample of 15 CSOs (SEF, Fundamentals, MG1), targeting those involved in intensive capacity development, such as SEF and Fundamentals and those with longer exposure to capacity development opportunities. This sub-sample approach balanced time and resource constraints with the evaluation’s high volume of qualitative data collected from multiple sources using multiple data-collection procedures.

For more information on the CSOs in the sample, such as sub-sample members, organizational status, grant awards, baseline and endline ICAT details and selected capacity development activities, see Annex 4: Evaluation Sample Characteristics.

### B. DATA COLLECTION

USAID CIS possessed extensive quantitative and qualitative analysis on CSO capacity, which was used as the basis for the aggregate analysis. In addition, USAID CIS commissioned an external firm to conduct qualitative research on CSO and USAID CIS perceptions of capacity development and improvement (implemented by REACH Initiative). See Annex 1: Evaluation Design Matrix, which was used to guide data collection and analysis.

#### Desk Review

For each CSO undergoing an ICAT, the CSO and USAID CIS produced detailed quantitative and qualitative data and analysis to record the process and results. This ICAT data and analytical package included each CSO’s self-assessed scores, rationale for scores, and action plan to address identified needs and priorities. The package also includes USAID CIS scores and rationale for these scores based on intensive external verification of activities and analysis, along with a detailed narrative that summarizes ICAT findings, conclusions and recommendations. These ICAT packages served as a core element of the desk review.

In addition to ICAT data and analysis, other desk review materials included:



- ICAT facilitators' guide, ICAT tracking and scoring tools, and capacity development presentations and analytical reports
- Context and subject matter documents, such as relevant literature on civil society capacity in Jordan and organizational capacity development

### Qualitative Data Collection

To gain qualitative data around perceptions of CSOs and USAID CIS staff, the REACH Initiative conducted a mixture of key informant interviews (KII), focus group discussions (FGDs) and group interviews (GI). These were conducted with CSO and USAID CIS staff from the 15 CSOs targeted for supplemental data collection (SEF, Fundamentals and MG1<sup>3</sup>) as noted below and in Table 2: Overview of CSOs Consulted in Qualitative Data Collection:

- Seven KIIs were conducted with senior CSO leadership and Board of Director members
- Seven FGDs were conducted with CSO staff involved in ICATs and capacity development activities
- Three GIs were conducted with USAID CIS staff involved in the ICATs, capacity development activities, grant management and finance

Interviews were guided by semi-structured question guides and aimed to enrich and add depth to the aggregate analysis of organizations by drawing out different perspectives at the individual level. The resulting qualitative data report has been incorporated into the main body of this aggregate analysis.

**Table 2:** Overview of CSOs Consulted in Qualitative Data Collection

Sub-Sample Group	CSO	Intensity of involvement	Baseline ICAT	Baseline level	KII	FGD
SEF	CCK	More	2.72	Basic	✓	✓
SEF	EDAMA	More	2.58	Basic		✓
SEF	JGBC	More	2.77	Basic		✓
SEF	Qantara	More	2.06	Basic		✓
SEF	WLR	More	2.95	Basic	✓	
Fundamentals	FGAC	More	3.27	Moderate	✓ <sup>4</sup>	✓
Fundamentals	RHAS	More	3.95	Moderate	✓	
MG1	Hayat	Less	3.29	Moderate	✓	
MG1	HCAC	Less	4.49	Strong		✓
MG1	INJAZ	Less	3.54	Moderate		✓
MG1	JREDS	Less	4.17	Strong	✓	
MG1	Jubilee-KHF	Less	4.37	Strong	✓	✓

### C. ANALYSIS & REPORTING

Analysis was grounded in materials generated during baseline and endline ICATs as well as supplemental research. Existing data and analytical work were systematically organized, synthesized and triangulated to ensure robust findings. Convergence, divergence, patterns and trends in CSO capacity were probed, including unexpected and outlier occurrences.

Initial findings, conclusions and recommendations were presented to USAID CIS and USAID representatives prior to drafting the report. This provided an opportunity for questioning, discussing and validating findings and conclusions and the appropriateness and feasibility of preliminary recommendations. Feedback was taken into account during drafting of this report, which was presented to USAID CIS for review and input before final submittal.

<sup>3</sup> Three of 15 CSOs in the sample (SIGI, AWLN and HCC) were not able to be contacted and did not take part in the research.

<sup>4</sup> This was conducted as a pilot for data collection. The data has been included in analysis and where possible has been triangulated with the FGD also conducted with FGAC.



#### **D. LIMITATIONS & CHALLENGES**

There were data and analytical gaps in existing work, such as unexplained CSO scoring changes, action plans that lacked prioritization, missing linkages between baseline and endline ICATs, and similar. These issues particularly affected the Fundamentals sample and to a lesser extent MG1 and MG2 samples.

In general, the Fundamentals sample had significant limitations. There were only three CSOs in the sample, each CSO took part in different configurations of program offerings (one participated only in Pillar I: Strategic Planning & Board Governance, one participated only in Pillar II: Financial Management and Compliance, and one participated in both). The three CSOs were eligible to enter the Fundamentals program based on endline ICAT results, as one eligibility criterion stipulated that a CSO shall have obtained an ICAT score less than 4. Due to time constraints related to USAID CIS close-out, it was not possible to conduct a third ICAT with Fundamentals participants. However, the three CSOs took part in “reflection” meetings to discuss and document capacity changes. Due to the timing and nature of endline ICATs, some data was not available, particularly related to the status of USAID CIS recommendations and CSO action plan prioritization and status.

Especially with small samples, the strong or weak capacity of a few CSOs can significantly affect score-based measures of change, particularly at subdomain levels. This was notably the case with Fundamentals (with three CSOs) but also evident in other groups.

The overall impact of these issues was somewhat mitigated by using multiple data sources, drawing on quantitative as well as qualitative data, setting aside part or all of relevant data sets when answering certain questions and flagging possible issues in the report’s text.

During supplemental qualitative data collection, due to time constraints and availability of CSO staff, the number of FGDs conducted with multiple CSOs at the same time was limited. The majority of FGDs therefore only featured staff from a single organization; however, this did mean more detail could be sought. Efforts were made to consult individuals with experience undertaking both ICATs; however, in some cases this was not possible. This was due to high staff turnover or lack of availability of relevant individuals; for example, one organization no longer had anyone on staff who had taken part in the first ICAT. USAID CIS staff members with deep institutional knowledge about USAID CIS and capacity development programming remained on staff during the evaluation process.

Although difficult to measure, some CSOs might have experienced “participation fatigue” from involvement in recent ICAT processes, end-of-program evaluations, or other demands and activities implemented under USAID CIS. This might have limited willingness of senior leadership to commit staff time and effort, and it might have limited the interest of some to participate. This was mitigated by the flexibility described above.

In some instances, baseline and endline ICATs were facilitated by different USAID CIS staff, with variable expertise, experience and backgrounds, albeit similarly trained. Such variables may have had an effect on ICAT results.

Finally, a relatively short time period has elapsed since CSO capacity development activities (which in some cases continued during this evaluation). According to CIS staff facilitators, newer organizational systems (developed within three months of the ICAT) would not result in significantly higher scores.

As USAID noted in the OCDM report, “Capacity development interventions can be conducted in relatively short timescales; however, for organizations to embed changes in ways that improve their performance takes time” (OCDM, pg. 4). With this in mind, along with the practical challenge of observing improved CSO performance, CSO perceptions can be considered as early indicators of changes in performance.



## VI. FINDINGS

This report interchangeably references CSOs by sample sub-group, by intensity of involvement in programming (more intense/less intense) - with “more intense” defined as participation in highly-focused SEF and Fundamentals programming - and by baseline capacity (as those with lower baseline scores had more intense involvement over the course of the program).

### A. BASELINE CAPACITY GAPS & NEEDS

#### Findings

- *SEF had the lowest and MG1 had the highest overall ICAT baseline scores.*
- *Across the group of 25 CSOs, baseline ICATs highlighted human resources systems as the weakest overall CSO capacity. At the ICAT subdomain level, common baseline strengths and weaknesses were evident.*
- *Through the lens of the four focus areas, baseline ICATs of the group of 25 CSOs highlighted strategic planning as the weakest overall CSO capacity. When narrowing analysis to focus area subdomains, several common baseline capacity gaps and strengths were evident.*

Insight into the magnitude and nature of CSO baseline capacity gaps and needs is based on an analysis of average baseline ICAT scores and CSO as well as USAID CIS stakeholder perspectives documented in ICAT materials and captured during follow-up research.

**SEF had the lowest and MG1 had the highest overall ICAT baseline scores.** SEF had the lowest overall baseline score, indicating “basic” capacity in almost all domains, while MG1 had the highest overall baseline score, indicating “moderate” capacity. None of the CSOs fell under the ICAT’s lowest capacity band, described as almost no systems in place, inadequate internal practices, and poor performance that could expose an organization to significant risks. (USAID CIS staff indicated that several CSOs took part in self-assessments before participating in the ICAT baseline. This may have led to improvements that advanced three organizations from low to basic capacity in the baseline ICAT.) See Annex 5: CSO Baseline and Endline Capacity Levels for an overview of cohort and CSO ICAT capacity levels.

Across the group of 25 CSOs, **baseline ICATs highlighted human resources (HR) as the weakest CSO capacity**, followed by program and grants management, then organizational management and sustainability. See Table 3: Lowest Baseline Scores (7 ICAT Sections).

**Table 3:** Lowest Baseline Scores (7 ICAT Sections)

ICAT sections	25 ICATs*	SEF*	Fund*	MG1*	MG2*
Governance and legal structure					
Financial management and internal control systems					
Administration and procurement systems		1 <sup>st</sup>	2 <sup>nd</sup>		
Human resource systems	1 <sup>st</sup>	2 <sup>nd</sup>	1 <sup>st</sup>	1 <sup>st</sup> /2 <sup>nd</sup>	3 <sup>rd</sup> /4 <sup>th</sup>
Program and grants management	2 <sup>nd</sup>	3 <sup>rd</sup>		1 <sup>st</sup> /2 <sup>nd</sup>	3 <sup>rd</sup> /4 <sup>th</sup>
Project performance management					2 <sup>nd</sup>
Organizational management and sustainability	3 <sup>rd</sup>		3 <sup>rd</sup>	3 <sup>rd</sup>	1 <sup>st</sup>
<b>Overall score (average of 7 ICAT sections)</b>	<b>3.46</b>	<b>2.62</b>	<b>3.28</b>	<b>3.82</b>	<b>3.69</b>

\* Ascending order, from lowest score

**At the ICAT subdomain level, common baseline strengths and weaknesses were evident.** All four cohorts registered strong baseline capacity in legal requirements and status, bank account management, financial documentation, financial reporting to donors, donor compliance requirements and project performance.



However, three of four (Fundamentals, MG1 and MG2) were assessed as particularly weak in other contractor and consultant evaluations, involving an organization's staff and contractor performance review processes and systems. Closer examination shows that multiple CSOs utilized acceptable processes and practices but typically lacked written policies and procedures. Under program and grants management, all four cohorts were assessed as having weak capacity in sub-award management - the systems and procedures for awarding, managing, and supervising sub-grants or sub-contracts to other organizations and/or partnerships. The primary issue was a lack of written policies and procedures, which some CSOs stated were not organizational priorities, although donors require it.

Through the lens of the four focus areas - good governance, financial management, M&E and strategic planning - **baseline ICATs of the 25 CSOs highlighted strategic planning as the weakest overall capacity.** Within cohorts, two of four (SEF and Fundamentals) showed weakest capacity in strategic planning, while the remaining two (MG1 and MG2) showed weakest capacity in good governance. See Table 4: Lowest Baseline Scores (4 focus areas).

**Table 4:** Lowest Baseline Scores (4 Focus Areas)

Focus areas	25 ICATs*	SEF*	Fund*	MG1*	MG2*
Good governance	2 <sup>nd</sup>	4 <sup>th</sup>	4 <sup>th</sup>	1 <sup>st</sup>	1 <sup>st</sup>
Financial management	4 <sup>th</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	4 <sup>th</sup>
M&E	3 <sup>rd</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>
Strategic planning	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>
<b>Overall score (average of 4 focus areas)</b>	<b>3.50</b>	<b>2.70</b>	<b>3.23</b>	<b>3.92</b>	<b>3.69</b>

\* Ascending order, from lowest score

When narrowing analysis to focus area subdomains, several common baseline capacity gaps and strengths were evident. As illustrated in Table 5: Lowest Baseline Scores (4 Focus Areas/Subdomains), common capacity gaps - highlighted in at least three cohorts - were evident:

- **Financial management:** Operating policies, procedures and systems, covering office equipment, supplies, vehicles, safety and security and similar administrative spheres
- **M&E:** Stakeholder involvement, relating to responsiveness to stakeholder needs and seeking input from clients (beneficiaries) in designing, implementing, monitoring and evaluating projects
- **Strategic planning:** Strategic planning, entailing organizational review of strengths, weaknesses, opportunities and threats, the external environment and competition and stakeholder needs as well as the preparation and use of an effective three-to-five-year strategic plan (business plan).

These gaps generally involved the absence of or incomplete administrative and stakeholder engagement policies and procedures. With regard to stakeholder involvement, some CSOs practiced strong techniques, such as incorporating a broad range of stakeholder views into project design, implementation and M&E, but they lacked written guidelines. At the outset of involvement with USAID CIS, multiple CSOs lacked the knowledge, skill and organizational processes to conduct effective strategic planning and either did not have plans or had insufficient or outdated plans in place. Table 5 illustrates the subdomains in which each cohort scored lowest capacity.



**Table 5:** Lowest Baseline Scores (4 Focus Areas/Subdomains)

Focus area subdomains	SEF	Fund	MG1	MG2
Succession planning				
Operating policies, procedures, & systems				
Stakeholder involvement				
Monitoring and quality assurance				
Project & program evaluation				
Budgeting				
Strategic (business) planning				
Annual workplan				
Opportunity development for sustainability				
<i>Color key:</i>				
Good governance	Financial management	M&E	Strategic planning	

Common strengths were also evident across cohorts. In particular, three cohorts (Fundamentals, MG1 and MG2) exhibited “strong capacity” at baseline in financial documentation, technical reporting and vision and mission.

## B. MAIN FINDINGS

### 1. To what extent did organizations improve capacity and performance?

#### 1.1 To what extent did organizations improve overall capacity pertaining to the seven ICAT sections?

##### *Findings*

- SEF had the lowest overall ICAT endline score. MG1 had the highest overall endline score.
- In overall ICAT scores, 40% of CSOs advanced into a higher capacity level.
- In the majority of cases, CSOs improved capacity under each of the seven ICAT domains.
- Across the 25 CSOs the greatest overall change was registered under HR systems - the weakest ICAT capacity at baseline. The least change was registered under financial management and internal control systems.
- The majority of cohorts achieved greatest improvement in their respective weakest baseline areas of capacity.

##### 1.1.1 What was the magnitude of improvement (7 ICAT sections)?

##### 1.1.2 What was the nature of improvement (7 ICAT sections)?

Similar to baseline rank, SEF had the lowest and MG1 had the highest overall endline scores. SEF’s overall endline score (averaged across ICAT sections) indicated “moderate” organizational capacity. MG1’s overall endline score indicated “strong” capacity. Each group improved baseline standing by one level. Two groups - Fundamentals and MG2 - improved within baseline capacity levels and did not advance into higher capacity levels.

With regard to individual CSOs, when assessed by overall ICAT scores (averaged across the seven ICAT capacity domains), 10 CSOs (40%) advanced into a higher capacity level over the course of their involvement with USAID CIS. Another 13 CSOs advanced incrementally within the same (baseline) capacity levels, while one CSO regressed within its baseline capacity level and one regressed to a lower capacity level. USAID CIS reported the regressions were attributable to a strengthened verification process during endline ICATs, which brought to light CSO-overstated baseline weaknesses. Ultimately, for one



Fundamentals CSO, this led to a decreased average score at endline (this second ICAT took place prior to the end of the Fundamentals program and if time allowed for a third ICAT, USAID CIS believes the organization would have improvements), and for one MG2 CSO, this led to a diminished level of capacity at endline. All other CSOs either improved within their baseline capacity levels or advanced into higher capacity levels. See Annex 5: CSO Baseline and Endline Capacity Levels for an overview of cohort and CSO capacity levels.

**In the majority of cases, CSOs improved capacity under each of the seven ICAT domains.**

The majority of individual CSOs improved capacity under all seven ICAT domains. In line with this, all four cohorts also improved capacity under each of the seven ICAT domains. Within subdomains, however, all four groups experienced some regression: SEF in nine subdomains, Fundamentals in nine subdomains, MG1 in one subdomain and MG2 in two subdomains. The nature of regression in relation to the four focus areas is explored under Question 1.2.2, below.

While improvements resulted in two cohorts advancing into a higher level of capacity, two cohorts did not advance despite gains under each of the seven ICAT domains. Specifically, SEF advanced from basic to moderate capacity and MG1 from moderate to strong capacity, while Fundamentals and MG2 both remained at moderate levels of capacity. (As noted elsewhere, Fundamentals CSOs took part in the program following completion of the endline ICAT, and one eligibility criterion was that a CSO scored below 4.00 on the endline ICAT.) See Annex 5: CSO Baseline and Endline Capacity Levels and Annex 6: CSO Baseline and Endline Capacity by Cohort.

**Across the 25 CSOs the greatest overall change was registered under HR systems, which was also the overall weakest baseline capacity.** Across the group of 25 CSOs, greatest overall change was registered under HR systems (17% improvement), which ICAT baselines had revealed to be the weakest capacity domain. Three of four cohorts achieved significant change in this domain, including SEF (29%), Fundamentals (22%) and MG1 (21%).

Comparing cohorts' weakest baseline capacities that transitioned to notable endline improvements, SEF and Fundamentals made gains in staff time management and payrolls, in part due to the development and documenting of payroll policies and procedures, although these often require refinement, and remedial action to address occasional gaps related to staff payments and non-compliance with tax requirements. SEF also improved capacity under staff salary and benefits, developing and documenting policies and procedures that comply with Jordanian laws. Fundamentals also made endline gains in recruitment and retention, defining and drafting policies and procedures and, in the case of one CSO, applying open and transparent recruitment processes. MG1 made gains related to staff job descriptions, clarifying roles and responsibilities, including guidance on the development of job descriptions in HR policies.

Across the group of 25 CSOs, **the least overall change was registered under financial management and internal control systems (6%).** Two of four cohorts (MG1 and MG2) experienced least change in this domain, which was highlighted as their strongest respective capacity at baseline. While demonstrating weakest change in the strongest baseline capacity domain did not hold true for the other two cohorts (SEF and Fundamentals), they did register relatively strong baseline capacity in financial management and internal control systems. This suggests that less dramatic gains might be expected in capacities that already register as strong in baseline assessments, which stands to reason.

In a noticeable pattern, **greatest improvement was frequently achieved in cohorts' respective weakest baseline areas of capacity.** For both Fundamentals and MG1, their weakest baseline capacity and greatest area of improvement at endline was HR systems, at 22% and 21%, respectively. This is explored in more detail in Section 1.2 through the lens of the four focus areas.



SEF registered the lowest ICAT baseline and endline scores of the four cohorts as well as the greatest overall improvement across the group of 25 CSOs in 4 out of 7 ICAT sections with the highest percentage of improvement being in administration and procurement systems (47%).

## 1.2 To what extent did organizations improve capacity and performance pertaining to the USAID CIS four thematic focus areas?

### Findings

- Through the lens of the four thematic focus areas, all four cohorts improved capacity in all areas - and in nearly all subdomains under each area.
- Across the group of 25 CSOs, greatest overall change was registered in strategic planning - the weakest focus area at baseline.
- At subdomain level, groups often achieved greatest improvement within their weakest areas of baseline capacity.
- In some areas, groups also regressed or experienced quite limited change.

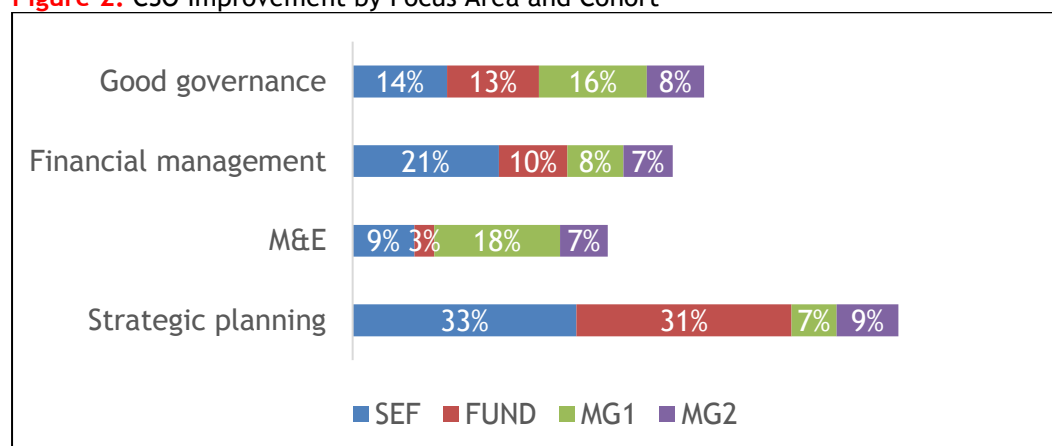
### 1.2.1 What was the magnitude of improvement (4 focus areas)?

### 1.2.2 What was the nature of improvement in capacity (4 focus areas)?

Through the lens of the thematic focus areas, all cohorts improved capacity in all areas, to a greater or lesser degree, as illustrated in Figure 2: CSO Improvement by Focus Area and Cohort. All four cohorts also improved capacity in nearly all of the 17 subdomains, as detailed below and in Annex 6: CSO Baseline and Endline Capacity by Cohort.

With regard to the four focus areas and Fundamentals, it is important to note that strong improvement frequently could be traced to one CSO, while the distinctly poor performance of another CSO tempered the group's collective (averaged) gains. This needs to be accounted for when considering the group's magnitude of change.

**Figure 2:** CSO Improvement by Focus Area and Cohort





**Across the group of 25 CSOs, greatest overall change (14%) was registered in strategic planning** - the weakest focus area at baseline. Three of four cohorts achieved their greatest changes in this domain, including SEF (33%), Fundamentals (31%) and MG2 (9%). The nature of improvements is described under the following finding.

With regard to the focus areas, similar to ICAT sections, **cohorts often achieved greatest improvement within their weakest areas of baseline capacity.** This is particularly noticeable at a granular level, where each group registered significant improvement in a majority of weakest subdomains. This trend is evident across all cohorts, as described below and illustrated in Table 6: Comparison of Baseline Weaknesses and Endline Improvement:

*“[Strategic planning] helped focus the organization, and new board and staff proposals are only submitted within the new strategy’s framework. [It has] ensured programs are applicable and the organization could identify the correct beneficiaries.”*  
SEF CSO

- SEF exhibited greatest improvement in three of five baseline weakest capacities: Operating policies, procedures and systems, budgeting and annual workplan.
- Fundamentals exhibited greatest improvement in four of six weakest capacities: Operating policies, procedures and systems, budgeting, strategic planning and opportunity development for sustainability.
- MG1 exhibited greatest improvement in four of five weakest capacities: Succession planning and - all under M&E - stakeholder involvement, monitoring and quality assurance and project and program evaluation.
- MG2 exhibited greatest improvement in three of five weakest capacities: Operating policies, procedures and systems, monitoring and quality assurance and opportunity development for sustainability.

SEF strides in operating policies, procedures and systems is generally attributable to three of five CSOs and Fundamentals to two of three CSOs. Typically, organizations developed and documented administrative policies and procedures that had been incomplete or lacking at baseline, covering areas such as use of office equipment, supplies and vehicles as well as developing safety and security protocols.

With regard to subdomains under strategic planning, CSOs typically enhanced understanding of and ability to play active roles in organizational strategic planning processes. SEF and Fundamentals CSOs worked to develop realistic, well-documented master budgets, draft multi-year strategic plans, produce annual work plans, and - importantly - establish coherent links between the three. In addition, some Fundamentals CSOs were successful in obtaining diverse donor funding that covered most of their programs.

MG1 made particular strides in the M&E subdomains of stakeholder involvement, monitoring and quality assurance and project and program evaluation. While this included the development and documentation of various policies and procedures, changes also were characterized by the implementation of good practice, such as enhancing stakeholder outreach and opportunities to participate, incorporating viewpoints into organizational decision-making and programming, establishing realistic targets for indicators, collecting and analyzing related data, systematically tracking progress, and undertaking periodic project and program evaluative processes.

*“Diversifying the board composition contributed to “more transparency... Transparency and the existence of an advisory board provided a better image for donors.”*  
MG1 CSO

The groups also manifested improvement in the other weak subdomains, but to a lesser degree, e.g. not registering among the top five in magnitude. Similarly, cohorts experienced significant change in other subdomains that were not necessarily among each group’s five weakest, such as the notable improvement SEF achieved in organizational structure (38%).



Yet it is interesting to note that even where “top” improvements and weaknesses do not align, most instances fall just outside these parameters. For example, MG1 and MG2 achieved notable improvement in organizational structure (23% and 22%, respectively), which were their “next weakest” baseline capacities. See Table 6: Comparison of Baseline Weaknesses and Endline Improvement for additional detail.

**Table 6:** Comparison of Baseline Weaknesses and Endline Improvement

Focus area subdomain	SEF		Fund		MG1		MG2	
	Base	Change	Base	Change	Base	Change	Base	Change
Organizational structure		38%				23%		22%
Succession planning						17%		
Operating policies, procedures, & systems		44%		35%				13%
Procurement								14%
Stakeholder involvement						24%		
Monitoring and quality assurance						21%		17%
Project & program evaluation						28%		
Budgeting		44%		39%				
Strategic (business) planning		54%		28%				
Annual workplan		94%		41%				
Opportunity development for sustainability				59%				20%

*NOTE: Table depicts five greatest magnitude baseline weaknesses and five greatest magnitude endline improvements for each cohort.*

In addition to gains, **groups also experienced limited change and regressed in some areas.** As outlined below and detailed in Annex 6: CSO Baseline and Endline Capacity by Cohort, SEF and Fundamentals regressed in several focus areas:

- SEF: Board composition and responsibility (-1%), internal controls (-1%), knowledge management and linkages (-2%)
- Fundamentals: Procurement (-7%), project and program evaluation (-9%), knowledge management and linkages (-5%)

In the case of SEF, regression was traceable to one or two CSOs, although CSOs in the cohort generally registered limited change in each of the relevant subdomains. In the case of Fundamentals, one CSO regressed in nearly 50% of endline subdomains. USAID CIS noted that this was due to failure to put systems in place and unfocused efforts to develop capacity as well as staff illness and grants that ended. Given the small size of the Fundamentals cohort (three CSOs), the magnitude of regression had a significant impact on the group’s averaged endline scores. In comparison to SEF and Fundamentals, only one other cohort (MG2) regressed in any subdomain, specifically board composition and responsibility.

With regard to least change in a focus area, three of four cohorts registered little improvement in M&E. In general, this can be traced to strong baseline capacity in some (SEF) or all (Fundamentals and MG2) subdomains. As previously noted, less dramatic gains might be expected in capacities that already register as strong in baseline assessments. It is important to note that all SEF and most MG1 and MG2 CSOs were provided with technical assistance in M&E. SEF organizations received advanced M&E training (five days’ duration for each of the two trainings) and were required to develop results frameworks for strategic plans as well as for USAID CIS-funded projects. MG1 and MG2 also received M&E training and, as a special award condition, were required to develop and report on M&E plans.

Consistent with progress noted above in relation to the seven ICAT sections, SEF registered the lowest focus area baseline and endline scores of the four cohorts, yet also registered the greatest overall improvement (19%). Weakest baseline capacity and greatest area of improvement at endline was achieved under annual work plans (94%) - which was also the greatest magnitude of change experienced by any cohort in any of the focus area capacity



subdomains. This dramatic improvement can be traced to progress made in developing comprehensive annual plans, although not all CSOs succeeded to craft plans. On a related note, while all CSOs registered high magnitude changes in scoring (between 50% and 173% change between baseline and endline), in some cases the rationale for the change is not explained in qualitative documentation.

### 1.2.3 What was the nature of improvement in performance?

See Question 1.3.1 for insight into the nature of CSOs' improved performance, as drawn from ICAT analysis and articulated by CSOs.

### 1.3 *How were improvements perceived and valued by CSOs?*

- CSOs perceived improvement in organizational capacity at both a practical level and at a higher level related to shifts in institutional thinking around capacity development.
- CSOs perceived the significance of improved performance to be profound, and respondents reported many examples of USAID CIS assistance impacting performance.
- Several distinct areas of CSO-valued change emerged: Strengthened organizational identity and reputation, enhanced stakeholder representation and participation, more effective, systematic management and operations, improved staff ownership and satisfaction and enhanced financial viability.

Along with analysis of ICAT documentation, post-ICAT qualitative research into CSO and USAID CIS staff perspectives on organizational improvements provided insight into how these were perceived and valued. It is important to note that in many cases, CSO perspectives on organizational improvements did not emerge spontaneously during the ICAT process. Introducing opportunities for this reflection and specifically probing CSOs about their thoughts during and after ICATs provided information that gave enriched insight into improvements, challenges and longer-term value of the ICAT process and perceived results.

#### 1.3.1 What were considered major improvements?

**CSOs perceived improvement in organizational capacity at both a practical level and at a higher level related to shifts in institutional thinking around capacity development.** Respondent CSOs perceive USAID CIS assistance to have resulted in significant improvements. Broadly, a key theme observed was the shift in institutional thinking among CSOs around organizational improvements and capacity development. For those with more intense engagement over the USAID CIS program, respondent CSOs reported an improved understanding of the importance of proper documentation, processes and policies for the efficiency and overall effectiveness of the CSO. For those with less intense engagement in the USAID CIS program, respondent CSOs reported a bigger institutional shift in thinking around inclusion, M&E and good governance.

The improvements perceived by CSOs with lower baseline ICAT scores, and who had more intense engagement with the USAID CIS program, were more at a practical level. The assistance was seen to instill in CSOs the importance of documentation; CSOs reported much clearer policies, procedures and processes across the organization as a result of the USAID CIS assistance, particularly in HR and financial management. These practical improvements are closely linked to higher-level aspects; for example, it was not only training on specific HR processes that was perceived as important, but also the principles of good governance that underpin HR procedures.

For both SEF and Fundamentals CSOs, the USAID CIS assistance made a substantial impact on day-to-day operational running of the organizations. Improvements in HR systems included creating processes for attendance monitoring, leave requests, appraisal systems



and clearer job descriptions. For one Fundamentals CSO, the USAID CIS assistance enabled them to establish a whole new HR system as well as more broadly transitioning the CSO from a paper-based organizational system to electronic, including a beneficiary database that resulted in better tracking and targeting of beneficiaries. Three SEF grantees also reported to have new or better-established HR systems, along with HR manuals and clearer Standard Operating Procedures (SOPs) and reference documents. As one SEF KI reported: “The trainings that were provided as regards to HR management helped us to realize how, and how much, this unit could be improved... before we knew that improvements could be made, but we did not really try to change anything as we did not know how.” In addition, FGD participants from one SEF CSO spoke in particular of how they now have the correct legal terminology in their documentation.

Both SEF and Fundamentals CSOs also reported improvements in financial management, such as better budgeting, the establishment of procurement policies and transparent systems for office petty cash. One Fundamentals KI reported how the financial management assistance has resulted in improved organizational budgeting, with budgeting and forecasting now taking place at the beginning of the financial year, rather than at the end. A SEF CSO reported how as a result of the assistance, they have established a separate committee for procurement to ensure more transparent and efficient processes. Another SEF CSO reported how the changes to sub-contracting has led to much clearer processes, with systems for technical and financial clearance, and administrative sign-off. The changes for these CSOs in terms of increased understanding of proper procedures was significant, one FGD participant from a Fundamentals CSO reported: “[Before the ICAT] our financial management was very simple, our knowledge was at 10%, now it is at 90%.”

*“The staff were part of rephrasing the mission and vision. Therefore, there is a much better understanding of what [we’re] here to do and how this impacts their specific functions.”*

SEF CSO

*“Staff had better knowledge of roles and decision capabilities.”*

MG1 CSO

High-intensity CSOs also reported an improvement in strategic planning. Both Fundamentals CSOs consulted mentioned the strategic plan as a significant improvement; FGD participants spoke of how the strategy is now not just regarded as a document for donors, but that staff feel more “confident and accountable to their vision.”

The majority of SEF grantees also mentioned strategic planning; one CSO reported how the introduction of a written strategic plan has encouraged them to think more strategically about the types of projects they approach donors with, to ensure projects are aligned and compatible with their organizational vision and mission. This has also resulted in better feedback from donors on their proposals.

In terms of good governance, one Fundamentals grantee spoke of an improvement in organization-wide understanding of good governance principles that were previously felt to be somewhat intimidating. As a result, internal systems and communication channels are much clearer, for example they now have formal procedures in place to inform the executive board of management level decisions. One SEF KI also spoke of how good governance training encouraged better structuring of independent departments.

MG1, with less intense USAID CIS engagement and higher scoring baseline results, saw greater changes in less tangible areas. In particular good governance was identified as an important area of improvement. CSOs better understood the practical implications of applying a good governance lens to their organization; for example, some CSOs reported enforcing a separation of duties between board and management. One KI reported how this enabled the organization to move to a more “mature” level, with principles of good governance infused throughout the organizational structure: “the mindset of the staff has completely changed, each employee started to know their duties, scope of work and TOR... and they started to know what the institutional culture must be.”



Furthermore, respondent CSOs saw an improvement in inclusion mainstreaming, particularly concerning disability and integration of a human rights approach across programming. For example, one CSO reported they started to use correct human rights terminology, referring to international standards for gender, disability and human rights. One KI highlighted how their proposals have seen an improvement following this inclusion assistance, as well as the proposal-writing training; their CSO now understanding the importance of these cross-cutting themes for international donors.

CSOs from MG1 also highlighted M&E as an area of major improvement, consistent with the significant improvements reflected in scoring under this focus area (18%). One CSO reporting how the improvements reflect a wider change in the culture of understanding around M&E and the underlying principles. In addition, one MG1 CSO benefited from further HR system improvements, with the introduction of a competitive salary structure scheme.

### 1.3.2 What was the significance of improvements?

CSOs perceived the significance of improved performance to be profound, and respondents reported many examples of USAID CIS assistance impacting performance, as summarized in Table 7: CSO Perceptions of Improved Performance. In some cases, CSOs were able to expand their beneficiary base through working in new sectors, moving into new geographical areas or building new partnerships. In other cases, the USAID CIS assistance enabled CSOs to win new grants. Overall there was a strong perception that USAID CIS assistance facilitated new opportunities; through both enabling sustainable improvements in institutional capacity as well as through the USAID CIS grants.

**Table 7:** CSO Perceptions of Improved Performance

#### SEF CSOs

- A better articulated vision and mission through a comprehensive Strategic Plan enabled CSOs to focus more on projects that are aligned strategically, better communicate with donors and ultimately win more grants. E.g. one CSO reported winning new grants with GIZ and Mercy Corps as well as signing new agreements with the Ministry of Education and Ministry of Youth.
- One CSO was able to expand partnerships to international banks and companies through using the USAID CIS grant to run an international course.
- Increased demonstrable capacity improved reputation with donors and led to more grants, also due to the good reputation of the ICAT, e.g. one CSO reported being approached by UNDP to apply for a grant due to their reputation for increased capacity following the ICAT and the projects they have subsequently executed.

#### Fundamentals CSOs

- Improved implementation due to more efficient database management raised CSO profile and increased beneficiary numbers
- Better documentation of organizational policies and procedures resulted in efficiency gains due to reduced knowledge transfer gap after staff turnover.
- Framing work around the strategic plan, and basing work on priorities, has resulted in an expansion of the scope of work

#### MG1 CSOs

- Disability rights and inclusion training encouraged one CSO to open a new, permanent project targeting persons with disabilities, thereby expanding the CSOs beneficiaries beyond its traditional base
- One CSO was able to expand activities into a new sector, from health to the social sector: “we are very satisfied as can now work with more vulnerable categories of people, we are proud of this work”
- USAID CIS assistance enabled one CSO to expand coverage of educational labs into new geographical areas, as well as open an educational lab specifically for PWD



- Communications assistance enabled one CSO to increase its profile and expand its network of beneficiaries

Across CSOs, **several distinct areas of CSO-valued change emerged** from the aggregate analysis qualitative data and review of CSO ICAT documentation and commentary. (Generally, CSOs did not draw links between particular types of capacity development support and particular achievements):

***Strengthened organizational identity and reputation***

- Mission-driven planning, project development, and reporting
- Clearer public image
- Better visibility

***Enhanced representation and participation***

- Greater diversity of voices and perspectives in planning
- increased participation in and influence over decision making
- Better targeting of beneficiaries
- More relevant, demand-driven service delivery

***More effective, systematic management and operations***

- Improved structure
- Improved internal communication
- Clearer allocation of authorities, segregation of duties, delegation of tasks, performance review process
- More efficient allocation of project personnel and funds
- Better measurement and communication of achievements

***Improved staff ownership and satisfaction***

- Staff clarity about and ownership of objectives and “place” in organization
- Greater engagement in organizational direction and decisions
- Greater understanding of roles, responsibilities, and authorities; reporting lines; operating systems
- Lawful and fair administrative practices, including application of correct tax exemptions, fair compensation for travel

***Enhanced financial viability***

- Better clarity about and confidence in procurement processes, financial record keeping
- Expanded financial information sharing
- Higher level of donor trust
- Targeted fundraising

### 1.3.3 What improvements were prioritized? What progress was made in addressing these priorities?

See Question 2.1.2 for insight into priority improvements and progress.

## 2. What factors affected improvement of capacity and performance?

### 2.1 How relevant and valued was USAID CIS capacity development assistance?

#### **FINDINGS**

- CSOs perceived the value of the ICAT to be in the process of highlighting capacity gaps and weaknesses and identifying capacity development priorities. Overall, the ICAT process was perceived in a positive light, though a few challenges were cited.



- USAID CIS staff perceived one of the ICAT's greatest strengths to be the introduction to CSOs - often for the first time - of the idea of assessing organizational capacity. However, the tool also was seen as more effective at measuring the existence of policies and procedures than at assessing implementation.
- CSOs generally felt areas highlighted for improvement during baseline ICATs were addressed by the time of endlines. In many cases, this perception was corroborated during the USAID CIS third-party verification process at endline.
- Although USAID CIS did not methodically apply ICAT results to shape CSO support, the program's capacity development assistance clearly addressed CSO gaps and priorities.
- Overall, CSOs expressed satisfaction with relevance of the USAID CIS approach to capacity development and quality of delivery, though some frustration was cited.
- SEF, Fundamentals and MG1 considered the most useful areas of USAID CIS assistance to be strategic planning and HR. Some CSOs perceived 'inclusion' components of the endline ICAT to give particularly valuable insight into the importance of this capacity dimension.

### 2.1.1 What ICAT elements were most useful?

**CSOs perceived the value of the ICAT to be in the process of highlighting capacity gaps and weaknesses and identifying capacity development priorities.** For those CSOs with more intense USAID CIS involvement and lower baseline ICAT scores, the ICAT process was felt to be particularly revealing of capacity gaps which perhaps had not been apparent before. A Fundamentals grantee FGD described the process as "eye opening."

KIs from CSOs with higher capacities felt the ICAT tool was more useful to check and ensure current administrative and managerial systems in place were effective and efficient and, in one case, to discover how employees view the capacity of the CSO they work for. In another case, the process of going through the ICAT, and the open discussion it generated, helped the CSO realize that it was stronger than previously thought, by linking policies and documents already in place more clearly to the ICAT elements.

While generally initial CSO staff perceptions of the ICAT were positive, in some cases there were concerns around the process. These concerns varied from hesitation around the perceived critical nature of the assessment, to reluctance due to the expected increase in workload. One KI from the MG1 sample perceived its CSO workforce to be resistant to leave their "comfort zone", having worked with each other for a long time in certain established ways. However, despite initial impressions, in all cases the value of the ICAT was clearly expressed by CSOs. In some cases, initial fear of 'failure' and desire to score well turned into more critical self-assessment and a new dynamism to address highlighted weak areas.

For the majority of CSOs, the timing of the ICAT process was satisfactory. For some CSOs this dovetailed well with ongoing organizational changes. However, in one case, this was not perceived to be have been helpful, as the ICAT score for certain areas did not reflect the changes that were already being made to address capacity gaps. The timing between the two ICAT assessments was generally considered to have been appropriate, though the time was felt to be too long for two stronger CSOs who wanted to measure the performance of their progress sooner. On the other hand, one CSO felt the time between the ICATs was too short to realize the capacity development improvements implemented.

The external facilitation of the ICAT was expressed as a key positive feature of the ICAT and was considered to be useful in terms of eliminating bias. FGD participants and KIs also spoke positively of the USAID CIS facilitation team, who were described as supportive, encouraging and quick to follow up. In addition, concurrence was high when CSOs were asked if they believed if the final, USAID CIS-verified ICAT scores accurately reflected organizations' actual capacity. There was only one case where a CSO (SEF) perceived the scoring to be unfair; the KI revealed there was inconsistency between the first and second ICAT, for



example having received a lower score for strategic planning in the second ICAT despite a perceived improvement in output (from a verbal strategy to a written strategy document).

**Overall the ICAT process was perceived in a positive light, though a few challenges were cited.** For some SEF grantees, the workload was considered overwhelming and CSO staff struggled to focus on the ICAT while balancing commitments to other projects. For example, this might mean that CSO staff had to prioritize donor meetings over USAID CIS trainings. In one case, the high staff turnover meant there were no staff who had worked on the first ICAT; the second ICAT was therefore perceived as more of a 'chore'. This challenge to balance commitments was also echoed by those MG1 CSOs engaged in lower intensity activities, for whom financial sustainability is dependent on project funding. One KI also reported a challenge in finding someone suitable to lead the CSO through the ICAT process and to implement the recommendations from the USAID CIS team, and that they could not afford to bring in such a qualified individual.

In addition, some SEF grantees felt that the tool was somewhat inflexible and that certain subcategories of the ICAT process were not applicable to their organization or difficult to apply for smaller CSOs. As described by USAID CIS staff, one CSO gave the example of how the procedures around launching a Request for Proposals (RfP) - such as publishing the RfP a month prior, having signatures from all board members and setting up a specific evaluation committee - was too demanding given staff shortages. Another example given was the requirement to include sections on employee benefits, such as insurance, in the HR policy, when the CSO is unable to offer such benefits. One KI also found the assessment to produce recommendations that were standardized across all grantees and not customized to the specificities of the organization.

**USAID CIS staff perceived one of the ICAT's greatest strengths to be the introduction, often for the first time, of the idea of assessing organizational capacity.** This idea of continuous improvement was seen as on the way to becoming a part of Jordanian civil society culture. In addition, the third-party validation of the ICAT was considered an important component. Various changes to the tool since its inception have constantly improved it, for example the scoring changes which allow for more granular change to be felt, and the addition of the inclusion component.

**However, the tool was perceived as more effective at measuring the existence of policies and procedures than at assessing implementation.** This is reflected in periodic disconnects between findings of ICATs in comparison to the Pre-Award Assessment Tool used to assess an organization's eligibility or ability to manage a sub-award. These two tools do not appear to be frequently cross-referenced. Additionally, there is currently no assessment of technical capacities of CSOs in the ICAT, for example CSOs who specialize in health. USAID CIS staff also appreciate the workload can be overwhelming and time intensive, particularly for some smaller CSOs, despite the ICAT not being designed for small organizations. One suggestion made is therefore to more clearly delineate what constitutes a medium/large CSO to ensure the right kind of organizational assessment is used.

### **2.1.2 How did CSOs use ICAT results between the pre- and post-ICAT period?**

**CSOs generally felt areas highlighted for improvement during baseline ICATs were addressed by the time of endlines. In many cases, this perception was corroborated during the USAID CIS third-party verification process at endline.** CSOs reported that they started work instantly on addressing ICAT findings, recommendations and priorities. In one case, a Fundamentals grantee CSO suggested to have used the ICAT continuously throughout the two-year period to update their self-assessment and measure progress ahead of the second ICAT. For many of the CSOs with a higher intensity of involvement with USAID CIS, this meant establishing properly documented organizational policies, procedures and guidelines. In addition, some SEF CSOs mentioned how ICAT findings were used in part to draft strategic plans, as well as guiding, in particular, HR and financial plans.



A key benefit mentioned by both SEF and Fundamentals CSOs as a result of this improved documentation was the improvement in knowledge transfer between incoming and outgoing staff members. One SEF CSO also reported how the ICAT findings were a useful baseline in drafting the capacity development plan, by pinpointing the specific weaknesses and strengths in current capacity.

On the whole, low intensity CSOs reported to have worked through each ICAT finding and recommendations to make the necessary improvements to their weaker capacity areas. For example, one KI reported how, as a result of the ICAT, the organization worked actively on its financial and strategic plans and also began to address how inclusion can be better mainstreamed throughout organizational processes, such as in recruitment processes and proposal writing. A KI from the MG1 sample also reported how the ICAT ‘board composition and responsibility’ section helped them realize the unhealthy structure of their senior management and how they subsequently introduced measures to separate duties.

*“Before ICAT our work and processes were based on one employee and if they left we would lose all the knowledge, but now with everything written clearly we can hand it over to new employees easier.”*  
Fundamentals CSO

In some cases, CSOs reported that the results of the ICAT were used to identify direct courses and guided the use of the 10% budget support capacity building activities. One KI in particular spoke of how the results of the first ICAT encouraged them to apply for the training courses and 10% budget support, while the second ICAT encouraged them to apply for the Fundamentals program, stating “What encouraged us was the desire to improve and develop our institutional capacity, not getting a higher score.” For one SEF grantee, the projects were based on the impact assessment and FGDs carried out with local communities, as well as the ICAT. In other cases, capacity building interventions were more based on the existing knowledge of capacity gaps, for example hardware requests and using staff appraisals to choose training courses. However, while the ICAT was seen as a useful accompaniment, generally CSOs based their technical assistance proposals on their own knowledge of capacity weaknesses; for example, one MG1 CSO chose the ‘financial management course for non-financial people’ as they had already identified a need for their senior staff to be better aware of financial management.

*“What encouraged us was the desire to improve and develop our institutional capacity, not getting a higher score.”*  
Fundamentals CSO

At the conclusion of baseline and endline ICATs, USAID CIS produced a set of recommendations for each CSO that highlighted priority areas for attention based on ICAT findings. These were incorporated into the respective baseline and endline ICAT narratives and were reviewed by the CSO before endorsing the final document. CSOs took the recommendations into consideration as they developed their institutional improvement (action) plans. As part of the action-planning process, CSOs frequently assigned high, medium or low priority to each item to guide and focus post-ICAT efforts.

Although there were notable gaps in Fundamentals and MG1 data with regard to recommendations and action items, the aggregate analysis of the nature and endline status of USAID CIS recommendations and CSO high-priority action items nevertheless served as a useful lens into capacity priorities and progress.

### Recommendations & High Priorities

In many cases, CSO perceptions that areas highlighted for improvement at baseline were addressed by endline was corroborated by USAID CIS during the verification process.



USAID CIS recommendations to CSOs spanned all seven ICAT domains. Within the four focus areas, there were quite a few recommendations that USAID CIS commonly made to CSOs in the SEF cohort, as many shared similar capacity gaps. The following is an illustrative list:

- **Good governance:** Define roles and responsibilities. Prepare and communicate the organizational structure. Develop / update a code of conduct. Prepare a succession plan.
- **Financial management:** Develop internal auditing policy and procedures. Develop / institutionalize the updating of operational policies and procedures. Develop / refine procurement policies and procedures and related tools.
- **M&E:** Create / update organizational (v. project-oriented) M&E policies and procedures, identify staff roles and responsibilities and train staff members
- **Strategic planning:** Revisit / update the vision and mission statements. Include gender equality and rights of people with disability. Prepare annual budget with projected costs and income. Develop / update the strategic plan (3-5 years). Prepare and document annual plans. Prepare sustainability plan and develop fundraising strategy or plan.

Many of the above recommendations were also directed toward CSOs in both the Fundamentals and the MG1 cohorts. During final ICATs, USAID CIS verified that the majority of SEF and MG1 recommendations were either completed or in progress. (Information was not easily available on the status of recommendations to CSOs in the Fundamentals cohort, but at least one of the organizations reportedly had been slow to act.)

In their institutional improvement plans, cohorts prioritized tasks across all capacity domains. With regard to the seven ICAT sections, the majority generally related to improving HR systems when compared to other domains. This correlates with data highlighting HR systems as the weakest baseline capacity across CSOs - and the domain that evidenced the greatest magnitude of change across CSOs.

With regard to the four focus areas, a majority of SEF CSOs targeted improvement of organizational structures, internal controls, procurement, stakeholder involvement and strategic planning along with work planning. Many of these priorities echoed the USAID CIS recommendations described above.

Among CSOs, there was a distinct trend to identify a large number of action items to address ICAT-highlighted gaps as well as to assign “high priority” to many of these. Despite what might appear to be an over-ambitious agenda to address a wide scope and scale of capacity gaps, CSOs reported the majority of actions were completed or in progress. The USAID CIS verification process confirmed much of this progress.

### **2.1.3 How relevant was USAID CIS capacity development assistance to CSO needs highlighted in ICATs?**

#### **2.1.4 To what extent was assistance adapted to respond to ICAT findings?**

**Although USAID CIS did not methodically apply ICAT results to shape CSO support, the program’s capacity development assistance clearly addressed CSO gaps and priorities.** It is clear from USAID CIS GIs that the USAID CIS capacity development interventions were not expected, nor designed, to be directly based on the ICAT findings, with the exception of the 10% budget support, which - while not conditional - was encouraged among grantees. There is an understanding, however, that while the ICAT is a useful tool in identifying capacity weaknesses at the procedural level, there is some assistance the ICAT cannot highlight, such as equipment for the CSO’s programmatic enhancements (for example, one CSO procured furniture through the USAID CIS program to upgrade its training facilities). In addition, financial assistance is based more on in-depth documentation review and observations of the CSO. The relatively long duration of the ICAT also means practically that technical



assistance requests sometime precede the finalization of the ICAT documentation. Therefore, while overall the ICAT is perceived as a useful tool in highlighting overall areas, generally this is not the sole basis for further assistance.

USAID CIS capacity development assistance clearly addressed ICAT-highlighted CSO gaps and priorities. This is evident when gaps and priorities are compared with the menu of USAID CIS capacity development assistance, including intensive support through SEF and Fundamentals, topical short courses on a wide range of subjects, and grant allocations for CSO self-managed capacity development. See Table 8: USAID CIS Capacity Development Relevance to CSO Gaps and Priorities.

**Table 8:** USAID CIS Capacity Development Relevance to CSO Gaps and Priorities

<b>SEF</b>					
ICAT sections	ICAT baseline gap*	CSO high priority	Program focus	Short courses	10% budget spending
Administration and procurement systems	1 <sup>st</sup>	Yes	Yes	Yes	N/A
Human resource systems	2 <sup>nd</sup>	Yes	Yes	No	N/A
Program and grants management	3 <sup>rd</sup>	Yes	Yes	Yes	N/A
<b>Fundamentals</b>					
ICAT sections	ICAT baseline gap*	CSO high priority	Program focus	Short courses	10% budget spending
Administration and procurement systems	2 <sup>nd</sup>	Yes	Yes	Yes	No
Human resource systems	1 <sup>st</sup>	Yes	No	No	Yes
Organizational management and sustainability	3 <sup>rd</sup>	Yes	Yes	Yes	Yes
<b>MG1</b>					
ICAT sections	ICAT baseline gap*	CSO high priority	Program focus	Short courses	10% budget spending
Human resource systems	1 <sup>st</sup> /2 <sup>nd</sup>	Yes	N/A	No	Yes
Program and grants management	1 <sup>st</sup> /2 <sup>nd</sup>	No	N/A	Yes	Yes
Organizational management and sustainability	3 <sup>rd</sup>	Yes	N/A	Yes	Yes
<b>MG2</b>					
ICAT sections	ICAT baseline gap*	CSO high priority	Program focus	Short courses	10% budget spending
Human resource systems	3 <sup>rd</sup> /4 <sup>th</sup>	No	N/A	No	Yes
Program and grants management	3 <sup>rd</sup> /4 <sup>th</sup>	Yes	N/A	Yes	Yes
Project performance management	2 <sup>nd</sup>	Yes	N/A	Yes	Yes
Organizational management and sustainability	1 <sup>st</sup>	Yes	N/A	Yes	Yes

\* Ascending order, from low to high

This relevance is reinforced by the nearly \$310,000 that CSOs spent in grant funds to improve a wide spectrum of organizational capacity through procurement of goods and services. USAID CIS records indicate that 17 CSOs invested in the procurement of various goods, with several spreading their budget over multiple categories:

- 10 CSOs procured information technology equipment and software (i.e. computers, printers, servers, financial management software packages)
- 2 CSOs procured office equipment (i.e. camera, copier, air conditioner)
- 2 CSOs procured office furnishings to outfit training facilities (i.e. table, chairs, filing cabinet)
- 4 CSOs procured office Infrastructure (i.e. accessibility modifications, lighting improvements)
- 3 CSOs produced advocacy and communications materials as well as other enhancements (i.e. informational and visibility products and the set-up and improvement of knowledge management and other systems)



In addition, USAID CIS records indicate that 22 CSOs invested in services to create and expand organizational capacity, such as funding staff participation in specialized training courses, hiring consultants to facilitate organizational planning and other institutional activities and outsourcing development of job descriptions, websites and other institutional needs. Many took a multi-pronged approach, investing in a combination of efforts to simultaneously increase knowledge, improve skills, set up and enhance systems, create and improve management tools and act on similar priorities. See Annex 7: CSO Self-Managed Capacity Development Investment.

**Overall, CSOs expressed satisfaction with the relevance of the USAID CIS approach to capacity development and the quality of delivery, though some frustration was cited.** For many CSOs, the process of rigorous self-assessment and scoring was a new experience altogether and for some, understandably a steep learning curve. Despite challenges such as the heavy work load, CSOs generally were eager to undergo recommended organizational changes, however difficult, as they could recognize the longer-term benefits.

Indeed, CSO perceptions of the value of the USAID CIS assistance was very good: FGD participants and KIs reported an appreciation for the focus on institutional and staff capacity building without this being tied to specific project outcomes. Many CSOs reported that this was unique among the other grants they had received. One SEF KI emphasized how the USAID CIS project was very different because of the intensive eight months spent on solely improving institutional capacity: “What we learned in these eight months is a very useful project in itself, these eight months contributed in building a solid base for the institution.” Another CSO with prior experience with USAID grants noted how the USAID CIS project is more sustainable than other USAID funds because the impact of the assistance is felt after the grant ends.

Furthermore, many CSOs commented on the positive nature of the relationship with USAID CIS, reporting that USAID CIS staff were cooperative and supportive throughout the duration of the project. In particular some CSOs noted an appreciation that the USAID CIS focal point stayed the same for their organization over the years, and the strong communication despite the length of the project.

Some CSOs found the assistance to be too generalized, not sufficiently accounting for the size and capacities of the CSO. For example, one SEF grantee found the HR policy designed by an external consultant as part of their Phase I assistance to be too complex for their size as at the time they had only four staff. The policy put in place sign-off systems which were unsustainable given their size. Another MG1 sample CSO felt that the legal assistance they received was unnecessary given the high score they received in the related ICAT component.

Some SEF and MG1 CSOs also felt that the trainings they received were less relevant to their organization, for example one lower intensity CSO undertook a course on report writing, which the respondents felt was only useful in meeting the USAID CIS grantee requirements, rather than being applicable to other donors. Another SEF grantee KI also reported that the trainings they received did not account for the capacities of their staff, which were often pitched at too low a level, a specific example of this given was the good governance training.

Some SEF CSOs found the strict reporting and audit requirements required by the USAID CIS program to be a challenge, such as ensuring expenditure matches allocated budget lines. In addition, one SEF CSO perceived the communications with USAID CIS around financial issues to be difficult, and another missed the deadline to submit training requests.

#### **2.1.5 What elements of assistance were most useful in terms of achieving improvement?**

**SEF, Fundamentals and MG1 considered the most useful areas of USAID CIS assistance to be strategic planning and HR.** SEF grantees widely reported strategic planning as the most



useful type of assistance received through the USAID CIS program. CSOs reported how strengthening and consolidating the CSO vision and mission into a coherent strategic plan enabled the organization to more confidently articulate the CSO's mandate both internally and externally to donors. Some CSOs expressed how before USAID CIS assistance, their strategic plan was unclear, sometimes just verbal, with little organizational accountability to the vision and mission of the CSO. In two cases, CSOs reported how the strategic plan has enabled the CSO to focus more strategically on projects within their mandate. One FGD reported receiving more positive feedback on a donor report after basing it more concretely on their strategic plan and also after following some of the reporting training they had received. In another case, the sector and community mapping USAID CIS assisted the CSO with as part of their strategic plan enabled them to formulate new partnerships with international companies working on similar issues.

Improvements to HR systems were also raised by some CSOs as the most useful form of assistance. In some cases, this had profound practical implications for everyday operations of the CSO; establishing HR policies and procedures, for example staff performance management through better attendance monitoring, clearer job descriptions and appraisal systems. One CSO also reported the legal consultant was one of the most helpful types of assistance they received, by ensuring their documentation such as contracts and code of conduct contained the correct technical legal language. For others the financial management and accounting training was particularly useful in ensuring clearer financial policies and procedures. One CSO reported they had established a specific committee for procurement as a result of the trainings received.

The good governance training was highlighted by one SEF CSO as being the most useful type of assistance. The KI reported how these trainings encouraged them to provide clearer ToRs for their board and management to ensure there is no further overlap in tasks and responsibilities as there had been before. In others the M&E trainings were reported as the most useful forms of assistance. One KI spoke of how the capacity building trainings for staff have "helped the center to empower our staff to be able to rely on themselves."

Fundamentals grantees also identified the strategic plan as the most useful type of assistance received. CSO staff can talk more coherently about the strategy and feel more confident and accountable to their mission. One KI emphasized the importance of having a clear strategy "as it forms the basis of everything else."

*"Now we can determine expenses. We also can take corrective and preventive action directly... Board members became aware about expenses and can take appropriate decisions. We are better at financial planning now."*

SEF CSO

In addition, financial management training was cited as effective. One CSO explained how as a result of the assistance they were taught how to better forecast budgets, introduced more rigorous stocktaking procedures, such as asset registers, and understood better the financial procedures with donors and banks through the financial forms and templates provided by USAID CIS. In one case, a workshop enabled its finance department to better understand internal audits and bank settlement processes. One CSO mentioned the Mango financial management course they attended as being very helpful and informative.

Two Fundamentals CSOs also benefited particularly from the good governance trainings. One KI reported that all the board members were involved in the training, and despite some initial fears of the topic, given that it was a completely new area for them, they began to understand the importance.

Other grantees from the sample who had higher baseline capacities highlighted various areas of assistance that were the most useful. All referred to specific trainings as being valuable for their organization; for one the M&E trainings were particularly effective, with the M&E manager using the skills learned on a daily basis and resulting in greater confidence in the



role. For another the HR trainings helped the HR management identify the extent to which the department could be improved, and actions were taken to introduce clearer procedures, such as contracts, leave requests and working hour policies. A few CSOs also reported the high quality of the cross-cutting training on gender, disability and human rights approach. Finally, the assistance in strategy development was highlighted by two KIs as the most useful element. One KI also noted that a strength of the trainings was that they took into consideration the different capacities of staff, with trainings pitched at different levels of competency. One KI from the MG1 sample also suggested that it would be helpful to bring together CSOs working in the same sector to exchange knowledge and experiences.

Some CSOs perceived ‘inclusion’ components of the endline ICAT to give particularly valuable insight into the importance of this capacity dimension. The addition of a component on inclusion in the second ICAT was highlighted by many CSOs, specifically those with moderate to strong baseline ICAT scores who perceived this to be a particularly useful addition with the relevant trainings well received. In many cases CSOs spoke of how the ICAT and trainings helped them realize they had not been addressing issues of inclusion sufficiently, particularly disability. As a result, some CSOs took proactive steps to better mainstream inclusion in their activities, such as integrating human rights language in their documentation and ensuring balanced gender ratios in their recruitment and training courses. For example, one KI from a low intensity CSO reported: “[disabilities and gender] was already there in the strategic plan, but we weren’t so focused on these needs so started to take on this challenge and highlight these areas in our projects.” One KI also reported a new awareness of the importance of addressing these cross-cutting issues directly in their proposals to international donors.

Training on the rights of persons with disabilities (PWD) prompted the most change, with gender and youth having been more commonly addressed previously. Two CSOs expanded their programming to include PWD-specific projects, such as a project working with visually impaired people, thereby widening their beneficiary base. Other CSOs made smaller, though important, changes, such as ensuring CSO facilities are accessible for PWD and undertaking staff training on communication with people with hearing impairments. One CSO reported how the USAID CIS training gave them the confidence they needed to expand their programming into PWD-specific projects: “The PWD trainings were of such good quality, they helped us overcome our fears and skepticism about starting a new program that would include PWDs.”

## ***2.2 What internal and external factors affected improvement of organizational capacity and performance?***

- Internally, organizational leadership commitment and engagement, compelling need, and external support were seen to play important roles in bringing about change.
- Hindering factors included staff and membership resistance, lack of required expertise to undertake reforms, and competing demands for time, attention and other organizational resources.
- Externally, Jordan’s constraining environment for CSOs was perceived to especially hamper progress, while other donors and USAID implementers were perceived as wielding important influence over improvement.

### **2.2.1 What organizational factors helped/hindered improvement?**

### **2.2.2 What external factors helped/hindered improvement?**

As emerged from discussion and analysis of ICAT documentation, internal factors such as organizational leadership commitment and engagement, compelling need, and external support were seen to play important roles in bringing about change. These included:



- Board vision, openness, acceptance, activism, effectiveness
- Senior management prioritization, engagement
- Institutional networking, collaboration
- Needs pertaining to ongoing operations, such as irregular salary scales, staff travel policies, expense coverage and similar
- USAID CIS general support, courses, training, TA, consultants, tools
- Supporting actors & seconded resources (staff from board member's business)

**Internal factors such as staff resistance, lack of required expertise to undertake reforms, and competing demands for time, attention and other organizational resources were seen to play hindering roles.** These included:

- Staff, membership resistance to change
- High staff turnover
- Shallow base of / access to required expertise
- Time/personnel/resource limits
- Time-consuming processes, such as strategic planning
- Competing demands, other priorities
- Lack of organizational focus

CSO respondents widely highlighted issues around staffing as important internal factors that could help or hinder their ability to achieve improvements. In particular, staff attitudes toward organizational change was noted. One MG1 CSO KI spoke of the resistance initially faced from staff used to the status quo. In other cases, the organizational culture had to adjust to shifts in organizational practice, for example introducing a culture of audit. On the other hand, a KI from a more well-established CSO reported that as their organization's nature is to evolve to keep up with international standards, this positively affected the changes due to staff will to do what is best for the CSO. In another MG1 CSO KII, the interviewee reported how the involvement of staff throughout the ICAT process and in trainings enabled them to take ownership of the capacity development improvements. For example, the staff who attended the PWD training were subsequently eager to see the impact of launching their PWD-specific project.

The high staff turnover common among CSOs was also perceived to be a limiting factor, especially in cases where the capacity development is focused at the individual level. However, various high intensity CSOs spoke in particular of how the USAID CIS support in better documenting policies and procedures reduced this knowledge transfer gap, suggesting the support was successful at building institutional capacity as well as individual. For CSOs with limited core funding, respondents suggested that financial sustainability will always be prioritized over capacity building activities, so for CSOs with a small staff base, juggling these commitments can be challenge.

**Externally, Jordan's constraining environment for CSOs was perceived to especially hamper progress.** The Jordanian legal environment for civil society is generally perceived to be challenging by respondents and one of the biggest barriers to CSO success in Jordan. More specifically, the process to obtain government foreign financing approval was reported to be laborious and unpredictable resulting in implementation delays. One SEF grantee (Jordan Green Building Council) did not receive funding approval for the second phase and subsequently was unable to participate in the USAID CIS assistance or be in violation of the law. The FGD participants expressed frustration at not being able to implement the capacity development changes learned about in the first phase as well as access the second phase grant.

Insufficient CSO member buy-in, perceived as an external hindrance, was also raised by two membership-based organizations, with the success of projects depending on support from these external implementing partners. One KI faced resistance from members around



implementing new PWD projects due to a concern for the reputation of the organization. The KI emphasized that members face reluctance from Jordanian firms around hiring PWD as well as the inclusion of PWD in Jordanian society more generally.

USAID CIS staff echoed many of the same factors. Overall the will of CSOs to want to enact real organizational change was emphasized as a key factor in CSO ability to achieve improvements, and that such shifts in organizational cultural thinking takes time. As well as staff turnover, highlighted above, USAID CIS respondents also perceived the degree of involvement of CSO senior management as an internal factor that could significantly either help or hinder CSO ability to achieve improvements. Furthermore, CSOs often lack the correct technical expertise to implement some of the organizational changes. For example, the importance of employing a full-time, qualified accountant can be underestimated by some CSOs, for whom hiring and retaining the right profile can be too costly when competing with other more well-paid sectors.

In addition, **other donors and USAID implementers were perceived as wielding important influence over improvement.** For example, if other donors are less strict than USAID CIS in their reporting requirements, this can impact the culture of understanding around what is acceptable financial management. Another challenge reported is the interpretation of NGO law; for example, the legalities around the payment of board members. More generally, the unfavorable environment for civil society operations in Jordan was also noted, particularly the difficulty in obtaining foreign finance approval. Financial sustainability is also appreciated to be a priority for CSOs, though the SEF program is thought to somewhat offset this challenge by covering CSO costs during the first eight-month phase.

### **3. What are priority capacity development needs going forward?**

#### **3.1 What aspects of capacity development do organizations say they will continue?**

- Only half of CSOs plan to use the ICAT in some capacity independent of the USAID CIS program. Moreover, while CSOs have acknowledged specific gaps and identified priority actions to address these, generally there is a lack of detailed capacity development planning among the organizations.

##### **3.1.1 How do CSOs plan to use ICATs independent of USAID CIS?**

##### **3.1.2 What areas of capacity do CSOs plan to develop in the next year?**

##### **3.1.3 What resources are necessary to act on plans? Of these, what are available?**

**Only half of the CSOs consulted reported they would continue use the ICAT, or elements of the ICAT, independently of USAID CIS.** CSOs that had engaged with USAID CIS less intensively more commonly reported they would use the ICAT going forward in certain areas where they required capacity building. Some KIs noted how the ICAT would be a useful tool to regularly measure the progress of their departments and individual staff. FGD participants from one CSO also noted that after seeing the improvement based on the ICAT, they would consider adapting it as a self-assessment to use with departments that require it. On the other hand, one MG1 CSO viewed the ICAT as a grant requirement, thus not something they would consider repeating unless requested by a donor.

CSOs that had received intensive USAID CIS support were more split. One Fundamentals grantee reported that they would continue to use the ICAT as a checklist to evaluate their performance and keep track of capacity gaps. Furthermore, they plan to show the ICAT report to other donors to fundraise for further capacity development support. Similarly, two SEF CSOs reported they would continue to work on the ICAT, though one expressed concern than they would not have enough staff to do so. On the other hand, one Fundamentals and one SEF CSO reported they would not use the tool again, rather it was useful as a one-time reference.



CSOs have acknowledged specific gaps and identified priority actions to address these. Generally, however, there is a lack of detailed capacity development planning. CSOs that had undergone more intensive engagement with USAID CIS and those with lower baseline capacity had more plans to continue development than those with less intense programming. Some CSOs reported they planned to keep working on areas improved through USAID CIS assistance, for two SEF grantees this is in marketing and branding, while one Fundamentals CSO said they planned to keep working on the strategic plan and M&E. A KI from a CSO that engaged less intensively in the project reported that capacity development is built into their strategic plan but remains undefined, depending on the need which emerges out of future projects. However, the impression overall from most CSOs was that they had undergone a relatively intensive period of capacity development activities and implementation and that there were not significant further requirements.

### **3.2 What are the emerging areas of need?**

#### **FINDINGS**

- Across the group of 25 CSOs, endline ICATs highlighted program and grants management as the weakest CSO capacity. Across the ICAT subdomains, common endline strengths were also evident.
- Through the lens of the four focus areas, two cohorts showed weakest endline capacity under M&E and two showed weakest capacity under good governance. When narrowing the analysis to subdomains, common endline capacity gaps and strengths emerged across cohorts.
- When the same gaps persisted from baseline, often CSOs had made significant gains in capacity. Reflecting CSO improvements along a spectrum, the nature of gaps often had changed between baseline and endline
- CSO perceptions of the areas of emerging need reflect broadly a confidence in the more ‘essential’ areas of organizational capacity. These needs revolve less around internal processes and more around effective donor engagement. Financial sustainability is clearly perceived as the key gain to be made through addressing these areas.
- CSOs did not offer detailed plans to continue their capacity development. However, at the conclusion of endline ICATs, they identified a wide range of future priorities, many of which aligned with USAID CIS recommendations. These are usefully institutionalized in ICAT narratives and action plans.

**3.2.1 What is the magnitude and nature of needs? What is the relative priority of identified needs?**

**3.2.2 What gains might be made by addressing these needs?**

**3.2.3 What factors may affect organizational ability to address these needs?**

Across the group of 25 CSOs, endline ICATs highlighted program and grants management as the weakest CSO capacity, followed by organizational management and sustainability, then human resources. See Table 9: Lowest Endline Scores (7 ICAT Sections).



**Table 9:** Lowest Endline Scores (7 ICAT Sections)

ICAT sections	25 ICATs*	SEF*	Fund*	MG1*	MG2*
Governance and legal structure					
Financial management and internal control systems					
Administration and procurement systems			1 <sup>st</sup>		
Human resource systems	3 <sup>rd</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	
Program and grants management	1 <sup>st</sup>	1 <sup>st</sup>	3 <sup>rd</sup>	1 <sup>st</sup>	2 <sup>nd</sup>
Project performance management		2 <sup>nd</sup>			3 <sup>rd</sup>
Organizational management and sustainability	2 <sup>nd</sup>			2 <sup>nd</sup>	1 <sup>st</sup>
<b>Overall score (average of 7 ICAT sections)</b>	<b>3.84</b>	<b>3.07</b>	<b>3.60</b>	<b>4.29</b>	<b>3.98</b>

\* Ascending order, from lowest score

Across the ICAT subdomains, common endline strengths were also evident, with all four cohorts registering strong endline capacity in vision and mission, organizational structure, accounting system and internal communications and decision making.

Through the lens of the four focus areas, SEF and Fundamentals showed weakest endline capacity under M&E and MG1 and MG2 showed weakest capacity under good governance. For MG1 and MG2, this was also their area of greatest weakness at baseline. See Table 10: Lowest Endline Scores (4 Focus Areas).

**Table 10:** Lowest Endline Scores (4 Focus Areas)

Focus areas	25 ICATs*	SEF*	Fund*	MG1*	MG2*
Good governance	1 <sup>st</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	1 <sup>st</sup>
Financial management	4 <sup>th</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	4 <sup>th</sup>
M&E	2 <sup>nd</sup> /3 <sup>rd</sup>	1 <sup>st</sup>	1 <sup>st</sup>	3 <sup>rd</sup>	3 <sup>rd</sup>
Strategic planning	2 <sup>nd</sup> /3 <sup>rd</sup>	4 <sup>th</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>
<b>Overall score (average of 4 focus areas)</b>	<b>3.90</b>	<b>3.21</b>	<b>3.67</b>	<b>4.39</b>	<b>3.98</b>

\* Ascending order, from lowest score.

When narrowing the analysis to subdomains, common endline capacity gaps and strengths emerged, as illustrated in Table 11: Lowest Endline Scores (4 Focus Areas/Subdomains):

- **Good governance:** Succession planning, relating to ability to continue smooth operations and program management in the event of a loss or change in leadership
- **Financial management:** Operating policies, procedures and systems, covering office equipment and materials, vehicles, safety and security and similar administrative spheres
- **M&E:** Stakeholder involvement, relating to responsiveness to stakeholder needs and seeking input from clients (beneficiaries) in designing, implementing, monitoring and evaluating projects - as well as monitoring and quality assurance, relating to ability to carry out regular, internal monitoring of project input use, activities, and outputs
- **Strategic planning:** Opportunity development for sustainability, pertaining to progress toward financial sustainability and organizational ability to identify and obtain funding



**Table 11:** Lowest Endline Scores (4 Focus Areas/Subdomains)

Focus area subdomains	SEF	Fund	MG1	MG2
Succession planning				
Internal controls				
Operating policies, procedures, & systems				
Stakeholder involvement				
Monitoring and quality assurance				
Project & program evaluation				
Budgeting				
Strategic (business) planning				
Opportunity development for sustainability				

Common endline strengths were also evident, with all four cohorts registering “strong capacity” in vision and mission and three (Fundamentals, MG1 and MG2) registering “strong capacity” in organizational structure, internal controls, financial documentation and technical reporting.

**When gaps persisted from baseline, often CSOs had made significant gains in capacity.** In this sense, a simple presentation of persistent gaps is deceptive, as illustrated in Table 12: Lowest Endline Scores and Magnitude of Change with regard to focus area subdomains. This shows subdomains with lowest scores in both baseline and endline ICATs - and also shows the magnitude of change between baseline and endline ICATs.

**Table 12:** Lowest Endline Scores and Magnitude of Change

Focus area subdomains	SEF	Fund	MG1	MG2
Succession planning			17%	9%
Operating policies, procedures, & systems	44%	35%		13%
Stakeholder involvement	32%	5%	24%	
Monitoring and quality assurance			21%	17%
Project & program evaluation	19%			
Budgeting		39%		
Strategic (business) planning			12%	8%
Annual workplan				
Opportunity development for sustainability		59%		20%

**Reflecting CSO improvements along a spectrum, the nature of gaps often had changed between baseline and endline.** For example, in both operating policies, procedures and systems as well as stakeholder involvement, multiple CSOs had registered strides but capacity gains remained a work in progress:

- Policies had been developed - but were in testing phase or not yet fully applied
- Inclusion principles and practices were understood - but not yet fully executed
- Strategic plans, master budgets and work plans were drafted but not fully completed or were not sufficiently linked to each other

In addition, as capacity was gained in some areas and, hence, scores improved, other weak areas surfaced with relatively weaker scores. For SEF, succession planning and monitoring and quality assurance emerged, for Fundamentals, project and program evaluation emerged and for MG1, opportunity development for sustainability emerged.



**From CSO perspectives, the areas of emerging need reflect broadly a confidence in the more 'essential' areas of organizational capacity.** SEF grantees identified these areas as marketing, branding, advocacy, proposal writing and budgeting. Fundamentals grantees also identified proposal writing, as well as M&E, further HR development support, contractor evaluation and stakeholder involvement. FGD participants from one Fundamentals CSO also reported it needed a payroll financial management course, noting that before the ICAT process they had no idea of this level of specificity, but that they are now much more aware of their challenges.

One MG1 CSO identified leadership skill training for their staff to be an emerging area of need. Additionally, FGD participants and a KI from the same MG1 CSO both reported that they needed more training in communications, specifically around success story writing and social media to further support the sustainability of the projects.

**The majority of areas of emerging need revolve less around internal processes and more around effective donor engagement,** such as leadership skills, marketing, branding and proposal writing. Financial sustainability is clearly perceived as the key gain to be made through addressing these highlighted capacity areas. From the perspective of USAID CIS staff, good governance, management and leadership skills training, communications, fundraising and reporting are upcoming needs.

**Generally, CSOs did not offer detailed plans for continued capacity development.** CSOs that had undergone more intensive engagement with USAID CIS and those with lower baseline capacity had more plans to continue development than those with less intense programming. Some CSOs reported they planned to keep working on areas improved through USAID CIS assistance, for two SEF grantees this is in marketing and branding, while one Fundamentals CSO said they planned to keep working on the strategic plan and M&E. A KI from a CSO that engaged less intensively in the project reported that capacity development is built into their strategic plan but remains undefined, depending on the need which emerges out of future projects. However, the impression overall from most CSOs was that they had undergone a relatively intensive period of capacity development activities and implementation and that there were not significant further requirements.

In terms of factors which might influence organizational ability to address these needs, some CSOs mentioned staffing shortages, which could impact their ability to keep up with the capacity building efforts. In particular, one CSO reported a concern that without a qualified staff member they will be unable to continue their master budgeting and forecasting. However, this reflects again the wider difficulty CSOs have in employing and retaining qualified accountants on a full-time basis, often due to a lack of core funding. Similarly, some KIs also referenced the difficulty in prioritizing capacity development activities when funding is project dependent.

Yet, when taking stock at the conclusion of endline ICATs, **CSOs identified a wide range of future priorities, many of which aligned with USAID CIS recommendations. These are usefully institutionalized in ICAT narratives and action plans.** Despite the lack of detailed plans to continue capacity development activities, CSOs - as part of the ICAT process - have created an inviting basis for future capacity development efforts. The institutionalization of priorities and needs in ICAT documentation has good potential to inform the design and delivery of capacity development assistance by donors and service providers and to give direction to and motivate CSOs to continue pursuing organizational improvement.



## VII. CONCLUSIONS & RECOMMENDATIONS

### *1. To what extent did organizations improve capacity and performance?*

#### **Conclusions**

CSOs improved organizational capacity across multiple domains, and CSOs perceived improvements as tangible, practical and significant.

- ICAT scores and capacity levels alone did not sufficiently capture the spectrum and importance of improvements. These dimensions emerged when analysis of the magnitude of change was paired with deeper examination of the nature of change.
- CSO perspectives on organizational priorities, why changes were important to them and the impact these had on stakeholders and performance gave valuable insight into the nature of change. Yet such perspectives often did not emerge spontaneously during the ICAT process.

#### **Recommendations**

- Utilize ICAT quantitative results with caution. Take account of both quantitative and qualitative analysis of CSO status and capacity, including the importance that CSOs assign to aspects of their development.
- Create time in the ICAT process for CSO reflection on the outcomes of developed capacity. Equip facilitators with the knowledge, skills and questions to effectively probe significance of results on organizational stakeholders and performance.

### *2. What factors affected improvement of organizational capacity and performance?*

#### **Conclusions**

- External ICAT facilitation and validation of progress were viewed by CSOs as positive elements of the process.
- The USAID CIS multi-dimensional approach to capacity development was perceived to be effective, with its emphasis on institutional and staff capacity development and regular follow up and mentoring.
- Most CSOs took part in multiple USAID CIS capacity development activities. They also expended considerable organizational effort to address priorities. Although resource-intensive, especially for smaller CSOs, this combination delivered results.
- CSO senior management commitment and board activism - and the will to bring organizational change that these represented - were important elements of success.

#### **Recommendations**

- Maintain external ICAT facilitation and third-party validation of results or, alternatively, enable interested CSO to access resources to activate these options.
- Provide CSOs with a multi-faceted model of capacity development assistance, combined with supporting resources to alleviate pressures that can hinder participation.
- Embed recognition of activist senior managers, management teams, and boards in capacity development initiatives.

### *3. What are priority capacity development needs going forward?*

#### **Conclusions**

- CSOs reported significant progress in implementing their initial (baseline) institutional improvement plans, with actions verified by USAID CIS in many instances. This is a promising indicator of CSO motivation and ability to implement current (post-baseline) action plans, independent of USAID CIS support.



- In contrast, discussions with a number of CSOs revealed a lack of clear intention to drive forward with future organizational development, in part due to project-dependent funding and resource constraints. I

### **Recommendations**

- Maintain a flexible budget line within grant-making programs to provide organizations with discretionary funds to self-address capacity-oriented gaps. When designing capacity development initiatives, provide organizations with funding to cover operational needs, similar to the SEF model.
- Encourage organizations to adopt capacity development as a shift in institutional culture and to focus on longer-term sustainability: Follow up with supported CSOs to determine the extent to which improvement plans have been executed. During donor discussions with CSOs, signal that capacity self-assessments, capacity development plans and self-motivated progress are considered important indicators of organizational viability and sustainability.



## VIII. ANNEXES

Annex 1: Evaluation Design Matrix

Annex 2: Analytical Framework

Annex 3: Capacity Domains and Subdomains

Annex 4: Evaluation Sample Characteristics

Annex 5: CSO Baseline and Endline Capacity Levels

Annex 6: CSO Baseline and Endline Capacity by Cohort

Annex 7: CSO Self-Managed Capacity Development Investment



## Annex 1: Evaluation Design Matrix

Evaluation Questions		Measure / Indicator	Sample	Main Sources of Information	Data Collection Methods	Data Analysis Methods
<b>1. To what extent did organizations improve capacity and performance?</b>						
<b>1.1 To what extent did organizations improve overall capacity pertaining to the seven ICAT sections?</b>						
1.1.1	What was the magnitude of improvement?	% change in average ICAT pre/post score - measured overall and measured at ICAT section level	25 CSOs	Aggregate scores	Desk review	Quantitative analysis, descriptive statistics
1.1.2	What was the nature of improvement?	General characteristics of ICAT sections (7 sections) with highest and lowest average scores	25 CSOs	Aggregate scores Scoring/Rationale Sheets, Master Tools Narrative reports	Desk review	Quantitative analysis, descriptive statistics, content analysis, triangulation
<b>1.2 To what extent did organizations improve capacity and performance pertaining to the USAID CIS four thematic focus areas?</b>						
1.2.1	What was the magnitude of improvement?	% change in average ICAT pre/post score pertaining to 4 focus areas - measured at sub-section level	25 CSOs	Aggregate scores	Desk review	Quantitative analysis, descriptive statistics
1.2.2	What was the nature of improvement in capacity?	Detailed characteristics of ICAT sub-sections (4 focus areas) with highest and lowest average scores	15 CSOs	Scoring/Rationale Sheets, Master Tools Narrative reports	Desk review	Content analysis, triangulation
1.2.3	What was the nature of improvement in performance?	Detailed characteristics of ICAT sub-sections (4 focus areas) with highest and lowest average scores	15 CSOs	Scoring/Rationale Sheets, Master Tools Narrative reports	Desk review	Content analysis, triangulation
<b>1.3 How were improvements perceived and valued by CSOs</b>						
1.3.1	What were considered major improvements?	Perception and examples of changes, disaggregated by capacity/performance	15 CSOs	CSO staff	KIIs, FGDs	Content analysis, triangulation
1.3.2	What was the significance of improvements?	Perception of importance and value of improvement, disaggregated	15 CSOs	Scoring/Rationale Sheets, Master Tools Narrative reports CSO staff	Desk review KIIs, FGDs	Content analysis, triangulation
1.3.3	What improvements were prioritized? What progress was made in addressing these priorities?	Type and change in status of CIS/CSO "recommended" actions	15 CSOs	Narrative reports	Desk review	Content analysis, triangulation
		Type and change in status of CSO "high-priority" action items  Degree of correlation between "recommended" actions and CSO action plan actions		Action plans		



2. What factors affected improvement of organizational capacity and performance?						
2.1 How relevant and valued was USAID CIS capacity development assistance?						
2.1.1	What ICAT elements were most useful?	Perception of utility, disaggregated by type of ICAT assistance [process, outputs]	15 CSOs	CSO staff	KIIs, FGDs	Content analysis, triangulation
2.1.2	How did CSOs use ICAT results between the pre- and post-ICAT period?	Examples of ICAT-related practice	15 CSOs	CSO staff	KIIs, FGDs	Content analysis, triangulation
2.1.3	How relevant was USAID CIS capacity development assistance to CSO needs highlighted in ICATs?	Evidence basis for USAID CIS menu of capacity development assistance Degree of correlation between ICAT-evidenced areas of need and USAID CIS assistance, disaggregated by type of assistance	25 CSOs	Evaluation analysis  CSO capacity development participation matrix  Program documentation [CIS, CSP, SEF, Fundamentals, short courses, "10%" budget inventory]	Desk review	Content analysis, triangulation
2.1.4	To what extent was assistance adapted to respond to ICAT findings?	Examples of change in design, type, availability, or other relevant aspects of USAID CIS assistance	<i>Per USAID CIS data collection</i>	Program reports  USAID CIS staff	Desk review KIIs, GlIs	Content analysis, triangulation
2.1.5	What elements of assistance were most useful in terms of achieving improvement?	Degree of correlation between ICAT-evidenced improvement and USAID CIS assistance, disaggregated by type of assistance  Perception of value of assistance	15 CSOs	Program documentation [CIS, CSP, SEF, Fundamentals, short courses, "10%" budget inventory] CSO capacity development participation matrix CSO staff USAID CIS staff	Desk review  KIIs, FGDs KIIs, GlIs	Quantitative analysis, descriptive statistics, content analysis, triangulation
2.2 What internal and external factors affected improvement of organizational capacity and performance?						
2.2.1	What organizational factors helped/hindered improvement?	Perception of factors, disaggregated by helped/hindered	15 CSOs	Scoring/Rationale Sheets, Master Tools USAID CIS staff CSO staff	Desk review KIIs, GlIs KIIs, FGDs	Content analysis, triangulation
2.2.2	What external factors helped/hindered improvement?	Perception of factors, disaggregated by helped/hindered	15 CSOs	Scoring/Rationale Sheets, Master Tools USAID CIS staff CSO staff	Desk review KIIs, GlIs KIIs, FGDs	Content analysis, triangulation



3. What are priority capacity development needs going forward?						
3.1 What aspects of capacity development do organizations say they will continue regardless of USAID CIS existence?						
3.1.1	How do CSOs plan to use ICATs independent of USAID CIS?	Examples of planned ICAT-related practice / replication Examples of current ICAT-related practice / replication	15 CSOs	CSO staff	KIIs, FGDs	Content analysis, triangulation
3.1.2	What areas of capacity do CSOs plan to develop in the next year?	Examples of planned activities	15 CSOs	CSO staff	KIIs, FGDs	Content analysis, triangulation
3.1.3	What resources are necessary to act on plans? Of these, what are available?	Type of resources [internal, external] Source of resources Examples of available resources	15 CSOs	USAID CIS staff CSO staff	KIIs, GlS KIIs, FGDs	Content analysis, triangulation
3.2 What are the emerging areas of need?						
3.2.1	What is the magnitude and nature of needs? What is the relative priority of identified needs?	Post-ICAT scores - measured at ICAT section level Type and prevalence of post-ICAT priority recommendations Type and prevalence of post-ICAT action items on CSO action plans Priority of action items on action plans Perception of major needs and priorities	25 CSOs	Aggregate scores Narrative reports [exsumm] Action plans USAID CIS staff CSO staff	Desk review   KIIs, GlS KIIs, FGDs	Quantitative analysis, descriptive statistics, content analysis, triangulation
3.2.2	What gains might be made by addressing these needs?	Perception of gains	15 CSOs	USAID CIS staff CSO staff	KIIs, GlS KIIs, FGDs	Content analysis, triangulation
3.2.3	What factors may affect organizational ability to address these needs?	Perception of influencing factors	15 CSOs	USAID CIS staff CSO staff	KIIs, GlS KIIs, FGDs	Content analysis, triangulation



## Annex 2: Analytical Framework

It is important to acknowledge that the ICAT focused predominantly on assessing capacity, rather than performance, as the desk review and background discussions with USAID CIS illuminated. In addition, as USAID notes in *Organizational Capacity Development Measurement* (OCDM), “Capacity development interventions can be conducted in relatively short timescales; however, for organizations to embed changes in ways that improve their performance takes time” (OCDM, pg. 4). Yet USAID also notes the importance of measuring improved performance:

[N]either USAID nor partner organizations seek to develop capacity for its own sake, but rather to better empower their organization to achieve its goals and objectives... This emphasis on organizational performance does not imply that underlying process and input measures are not useful... However, the performance of any organization remains the most important aspect for measurement as it relates to organizational change. (OCDM, pg. 4)

Keeping these points in mind, to the extent possible, the evaluation explored improved performance to lend insight into the changes that CSOs may have achieved.

### ICAT Lens

The evaluation involved a systematic aggregate-level examination of improvements in CSO capacity and performance through the lens of the ICAT. It was an aggregate-level examination because it focused on the group of organizations (not individual organizations) that took part in ICATs.

It used an “ICAT lens,” as this was the basis for reporting on CSO improvements per the USAID CIS results framework. The ICAT also served as a standardized methodology that resulted in relative consistency in application, measurement and verification of quantitative and qualitative changes. This provided a reasonably sound basis for comparison across organizations. Since this was an ICAT-based analysis, the areas of improvement examined corresponded to the seven ICAT sections as well as the USAID CIS four thematic areas that fell under various ICAT sub-sections.

Analysis drew significantly on existing analysis of CSOs and USAID CIS as an integral part of the ICAT process. This was aggregated, synthesized and analyzed to produce higher-level findings, conclusions and recommendations. In this sense, it was a meta-analysis.

### Capacity and Performance

In the context of this evaluation, the ICAT served as a reasonably standard method to measure organizational status and track improvements over time.

#### CSO Status

The ICAT served as a mechanism to observe and reflect on CSO status at a fixed point in time (the dates of the ICATs). The baseline ICAT process and the endline ICAT process, respectively, resulted in CSO-generated analysis and definition of organizational status pertaining to the seven ICAT sections. Similarly, each process resulted in USAID CIS-generated analysis and verification of status derived from the verification process.



Baseline and endline ICAT scores represented the quantitative statement of CSO status, supported by qualitative justifications and explanations. The comparison of these over time was an important part of the analytical framework for this evaluation.

### ***CSO Improvements***

The ICAT served as a mechanism to observe and reflect on any change in CSO status over time, i.e. the extent of improvement. Measuring improvement - a process that inherently involves observing CSO status at different points in time - is possible when a CSO has taken both an initial (baseline) and final (endline) ICAT during the life of the program.

To report progress against results framework indicator P.3 (“Number of targeted CSOs showing improvement within the areas of capacity building support received”), USAID CIS compared CSO baseline and endline scores documented in ICAT packages. This provided evidence of any CSO improvement and measures the magnitude of that improvement.

By design, this evaluation used the same method for the same purposes. USAID CIS-verified scores served as the basis to analyze the magnitude of CSO improvements in quantitative terms. CSO and USAID CIS justifications and explanations served as the basis to analyze the nature of CSO improvements in qualitative terms, further informed by analysis of qualitative data collected during the evaluation.

### ***Spectrum of Change***

The ICAT handbook provided detailed guidance about what characterizes an organization’s capacity on a scale from “low” to “strong” for each of the tool’s defined sub-sections of capacity.

In essence, although not explicitly defined or organized as such, the ICAT assessed the status of an organization’s systems, processes, practices and tools. (It also assessed awareness, knowledge and skill, although to a lesser extent, as these measures related to individual rather than organizational characteristics.) The evaluation’s analytical framework applied this nuanced spectrum of change to assess patterns and trends for deeper insight into organizational improvement.

### **Contributions to Change**

Analysis of CSO improvements aimed to give insight into factors that affected CSO ability to achieve improvements, including what difference USAID CIS assistance made and how its assistance made this difference. However, it was not possible to provide definitive findings and conclusions, due to the complex capacity development environment and the plethora of variables involved.

With regard to USAID CIS, its capacity development initiatives and activities varied dynamically in terms of objectives; methods of delivery; type, duration and intensity; facilitator role and expertise and other characteristics.

With regard to CSOs, with a few exceptions for USAID CIS grantees, involvement in capacity development programming was optional and could be influenced by any number of interacting factors, such as eligibility under programmatic inclusion criteria, degree of perceived need and priority, degree of interest and motivation, and access to alternative (non-USAID CIS) resources. This scenario would result in a mix of CSOs participating in a mix of USAID CIS capacity development initiatives and activities with varying levels of intensity, duration and support.



A similar array of factors was likely to have affected the extent to which any given CSO might have acted on the results of ICATs to effect change. Moreover, the ICAT process typically did not involve analysis of factors that contributed to improvements, and CSO and USAID CIS perspectives on these were generally not documented in the ICAT package.

### **Excluded Areas of Analysis**

The evaluation did not focus on design and facilitation elements of the ICAT process and tool, although the tool's relative utility was probed. As noted, the evaluation did not analyze improvements of individual CSOs, as this was accomplished by the ICAT itself. Moreover, improvements related to the cross-cutting thematic areas of gender, inclusion, and a human rights-based approach were not evaluated. Although these aspects of capacity were an important part of USAID CIS capacity development programming, they were covered under other USAID CIS evaluative activities.



## Annex 3: Capacity Domains and Subdomains

### ICAT

#### Section 1: Governance and legal structure

- 1.1 Vision and mission
- 1.2 Legal requirements and status
- 1.3 Organizational structure
- 1.4 Board composition and responsibility
- 1.5 Succession planning

#### Section 2: Financial management and internal control systems

- 2.1 Budgeting
- 2.2 Accounting system
- 2.3 Internal controls
- 2.4 Bank account management«
- 2.5 Financial documentation
- 2.6 Financial statements
- 2.7 Financial reporting to donors
- 2.8 Audit experience
- 2.9 Cost sharing

#### Section 3: Administration and procurement systems

- 3.1 Operating policies, procedures, and systems
- 3.2 Information technology
- 3.3 Travel policies and procedures
- 3.4 Procurement
- 3.5 Assets management
- 3.6 Branding and marking

#### Section 4: Human resources systems

- 4.1 Staff job descriptions
- 4.2 Recruitment and retention
- 4.3 Staffing and professional development
- 4.4 Personnel policies
- 4.5 Staff time management and payrolls
- 4.6 Staff and consultant documentation
- 4.7 Staff salary and benefits
- 4.8 Staff supervision and work planning and supervision
- 4.9 Contracting, supervising and work planning with Consultants and Contractors
- 4.10 Staff performance appraisal«
- 4.11 Contractor and Consultant evaluations
- 4.12 Management and staff diversity
- 4.13 Policy on volunteers and interns

#### Section 5: Program & grants management

- 5.1 Donor compliance requirements
- 5.2 Sub-award management
- 5.3 Technical reporting
- 5.4 Stakeholder involvement
- 5.5 Culture and gender issues
- 5.6 Environment, safety, and security

#### Section 6: Project performance management

- 6.1 Monitoring and quality assurance
- 6.2 Project and program evaluation
- 6.3 Service delivery standards
- 6.4 Field support, operations, and oversight
- 6.5 Project performance

#### Section 7: Organizational management and sustainability

- 7.1 Strategic (business) planning
- 7.2 Annual work plans
- 7.3 Change management
- 7.4 Knowledge management and linkages
- 7.5 Opportunity development for sustainability
- 7.6 Internal communications and decision making
- 7.7 External communications
- 7.8 Advocacy and influence

### 4 Focus Areas

#### Good governance

- 1.3 Organizational structure
- 1.4 Board composition and responsibility
- 1.5 Succession planning

#### Financial management

- 2.3 Internal controls
- 2.5 Financial documentation
- 3.1 Operating policies, procedures, and systems
- 3.4 Procurement

#### M&E

- 5.3 Technical reporting
- 5.4 Stakeholder involvement
- 6.1 Monitoring and quality assurance
- 6.2 Project and program evaluation
- 7.4 Knowledge management and linkages

#### Strategic Planning

- 1.1 Vision and mission
- 2.1 Budgeting
- 7.1 Strategic (business) planning
- 7.2 Annual work plans
- 7.5 Opportunity development for sustainability



## Annex 4: Evaluation Sample Characteristics

Sample Sub-Group	Acronym	Organization	Type of organization	HQ location	Region of Work	Governorate of Implementation	Grants					ICAT #1				ICAT #2			CD 10%		
							CDCS	Grant	Award Amount	Start Date	End Date	Assess 1 Date	Facilitator #1	Action Plan	S+R Sheet	Assess 2 Date	Report #2 Status	Facilitator #2	Approved (JOD)	Spent (JOD)	% Spent
									5,636,367										427,505	308,864	72%
SEF	CCK	Creativity Club - Karak	CBO	Karak	South	Karak	EDY	SEF	177,824	1-Apr-15	30-Apr-18	Aug-16	Fateh	AR	AR	Dec-17	Drafting/Verification	Hala D	7,970	8,020	101%
SEF	EDAMA	EDAMA Association	Not for Profit Company	Amman	Central	Amman	WRE	SEF	91,679	1-Jul-16	30-Apr-18	Aug-16	Hala D	AR	AR	Dec-17	Drafting/Verification	Fateh			
SEF	JGBC	Jordan Green Building Council	CBO	Amman	National	Amman	WRE	SEF	95,082	1-Dec-14	15-Mar-18	Aug-16	Hala D	EN	EN	Dec-17	Dually Signed	Diala			
SEF	Qantara	Al Qantara Center for Human Resources Development	Not for Profit Company	Maan	South	Ma'an	DRG	SEF	187,231	17-Nov-14	30-Apr-18	Jul-16	Reem S	AR	AR	Dec-17	Drafting/Verification	Reem S	10,436	10,577	101%
SEF	WLR	Taghyeer Organization - We Love Reading Initiative	CBO	Amman	Central	Amman	EDY	ISF & SEF	59,912	1-Jul-15	31-Jan-18	Jun-15	Diala	EN	EN	Dec-17	Drafting/Verification	Hala D			
Fund	AWLN	Arab Women Legal Network	CBO	Amman	National	National	GEFE	CIS2	247,069	1-Nov-15	31-Mar-18	Apr-16	Hala D	AR	AR	Aug-17	Dually Signed	Diala	15,500	14,100	91%
Fund	FGAC	Family Guidance and Awareness Center	CBO	Zarqa	Central	Zarqa	GEFE	CIS 1	81,414	1-Jan-15	31-Jan-16	Jun-15	Hala D	AR	AR	Oct-16	Dually Signed	Hala D	10,000	8,500	85%
Fund	RHAS	Royal Health Awareness Society	CBO	Amman	National	Amman	EDY	CIS2	140,636	1-Oct-15	10-Apr-18	Nov-15	Hala D	EN	EN	May-17	Dually Signed	Diala	10,000	9,000	90%
MG1	Hayat	Al Hayat Center for Civil Society Development	Not for Profit Company	Amman	Central	National	DRG	DRG	318,441	1-Aug-14	15-Aug-17	Jun-14	Diala	EN	EN	Nov-17	Drafting/Verification	Hala D	37,000	21,621	58%
MG1	HCAC	Health Care Accreditation Council	Not for Profit Company	Amman	Central	National	DRI	DRG	584,415	1-Jul-14	30-Apr-18	Jan-15	Diala	EN	EN	Feb-17	Dually Signed	Diala	21,000	26,789	128%
MG1	HCC	Haya Cultural Center	CBO	Amman	Central	Amman, Irbid, Karak	EDY	CIS 1	247,806	1-Nov-14	30-Jun-17	Mar-15	Diala	EN	EN	Nov-17	Dually Signed	Diala	25,000	26,577	106%
MG1	INJAZ	INJAZ for the Creation of Economic Opportunity for Jordanian Youth	Not for Profit Company	Amman	Central	Amman	EDY	DRI	59,582	15-Feb-16	20-Dec-17	Apr-16	Hala D	EN	EN	Jan-18	Drafting/Verification	Eman H	3,000	2,950	98%
MG1	JREDS	Royal Marine Conservation Society of Jordan	NGO	Amman	South	Aqaba	WRE	CIS2	243,263	15-Jun-15	31-Mar-18	Aug-15	Diala	AR	AR	Feb-17	Dually Signed	Reem S	10,000	9,200	92%
MG1	Jubilee-KHF	The Jubilee Institute - King Hussein Foundation	NGO	Amman	Central	Irbid	EDY	CIS 1	402,654	1-Dec-14	29-Mar-18	Mar-15	Fateh	EN	EN	Nov-16	Dually Signed	Diala	10,695	10,695	100%
MG1	SIGI	Sisterhood is Global Institute - Jordan	Not for Profit Company	Amman	National	National	GEFE	DRG	333,303	1-Aug-14	31-Oct-17	Sep-14	Fateh	AR	AR	Aug-17	Dually Signed	Diala	24,090	24,257	101%
MG2	ARDD	Arab Renaissance for Democracy and Development Legal Aid	CBO	Amman	National	National	DRG	CIS2	105,909	12-Jul-15	31-Oct-16	Oct-15	Hala D	EN	EN	Aug-17	Pending Grantee	Diala	10,000	10,250	103%
MG2	CDFJ	Center for Defending Freedom of Journalists	Not for Profit Company	Amman	National	National	DRG	DRG	648,168	1-Aug-14	30-Apr-18	Aug-14	Diala	AR	AR	Jan-17	Dually Signed	Diala	36,000	31,661	88%
MG2	IRC-KHF	Information and Research Center - King Hussein Foundation	NGO	Amman	National	National	DRG	DRG	432,893	1-Jul-14	15-Apr-18	Feb-15	Fateh	EN	EN	Dec-17	Dually Signed	Diala	28,000	29,743	106%
MG2	JOHUD	Jordanian Hashemite Fund for Human Development	NGO	Amman	National	Sahab, Jerash, Ma'an	GEFE	DRI	165,482	15-Dec-15	31-Jan-18	Apr-16	Fateh	AR	AR	Jan-18	Drafting/Verification	Fateh	105,300	10,000	9%
MG2	LOYAC	Lothan Youth Achievement Center	Not for Profit Company	Amman	National	National	EDY	CIS 1	249,667	11-Jan-15	31-May-17	Mar-15	Eman H	EN	EN	Apr-17	Dually Signed	Diala	17,500	13,900	79%
MG2	NCCA-KHF	National Center for Culture and Arts - King Hussein Foundation	NGO	Amman	National	National	EDY	CIS2	218,639	19-Nov-17	30-Jun-16	Nov-15	Diala	EN	EN	Nov-17	Dually Signed	Diala	11,000	11,000	100%
MG2	NMC-KHF	National Music Conservatory - King Hussein Foundation	NGO	Amman	Central	Zarqa, Balqa, Ein Al Bashta	EDY	CIS 3	208,009	1-Nov-15	30-Apr-18	Feb-16	Hala D	AR	AR	Nov-17	Dually Signed	Diala	5,000		
MG2	PBDC Aqaba	Princess Basma Development Center /Aqaba	NGO	Aqaba	South	Aqaba	PFH	CIS2	163,341	1-Jul-15	28-Feb-18	Aug-15	Reem S	AR	EN	Jul-17	Dually Signed	Reem S	5,000	5,010	100%
MG2	PNT	Petra National Trust	CBO	Amman	Central	Maan	DRI	DRI	67,246	17-Jan-16	30-Nov-17	Apr-16	Fateh	EN	EN	Nov-17	Drafting/Verification	Fateh	7,500	7,500	100%
MG2	Rasheed	Rasheed Coalition for Integrity and Transparency	Not for Profit Company	Amman	Central	Amman	PFH	ISF	106,703	18-Jan-15	30-Nov-17	Feb-15	Diala	EN	EN	Oct-16	Dually Signed	Diala	17,514	17,514	100%



Sample Sub-Group	Acronym	TOTAL COURSES / Focus Areas						Financial Management					M&E							Strat Planning		Advocacy & Communications							Inclusion						
		TOTAL	Financial Management	M&E	Strategic Planning	Advocacy & Communications	Inclusion	Procurement Fundamentals	Refresher on Financial Management	Quickbooks	Compliance	MANGO	Org. M&E Fund.	Grant Orientation	Stakeholder Mapping	Qualitative Research	FG Analysis & Reporting	M&E C.C.	EOP Evaluation Session	PDPW	PDPW Pro	Adv.	Intro. to Advocacy	Moderation Skills	Comms	Communications Crash Course	Success Story	Gender & Inclusion	GBV	Gender	Gender & Research Fund.	EDY Follow up	Youth Eng.	Cross-Cutting	
		204	46	70	4	36	48	2	16	3	13	12	4	18	5	3	3	25	12	3	1	15	4	3	7	4	3	8	6	15	5		7	7	
SEF	CCK	10	3	2		1	4		Yes		Yes	yes		Yes			Yes					Yes					Yes		Yes		Yes	Yes			
SEF	EDAMA	6	1	2	1	1	1					yes	Yes				Yes		Yes			Yes											Yes		
SEF	JGBC	5	1	1		2	1					yes					Yes					Yes			Yes								Yes		
SEF	Qantara	10	2	1	1	3	3				Yes	yes					Yes		Yes			Yes			Yes		Yes				Yes	Yes			
SEF	WLR	3		1		1	1										Yes					Yes											Yes		
Fund	AWLN	8	3	3			2		Yes		Yes	yes		Yes			Yes	Yes											Yes	Yes					
Fund	FGAC	10	2	2	1	3	2		Yes			yes					Yes	Yes	Yes	Yes					Yes	Yes	Yes		Yes	Yes					
Fund	RHAS	6	2	2		1	1		Yes	Yes				Yes			Yes					Yes								Yes					
MG1	Hayat	9	2	4		1	2				Yes	yes		Yes	Yes			Yes	Yes						Yes					Yes	Yes				
MG1	HCAC	11	4	4		1	2	Yes	Yes		Yes	yes		Yes	Yes			Yes	Yes			Yes								Yes	Yes				
MG1	HCC	8	2	2		2	2			Yes	Yes							Yes	Yes						Yes	Yes				Yes			Yes		
MG1	INJAZ	8	1	4		3						yes		Yes		Yes	Yes					Yes	Yes	Yes									Yes		
MG1	JREDS	9	3	2		1	3		Yes		Yes	yes		Yes				Yes				Yes					Yes		Yes				Yes		
MG1	Jubilee-KHF	8	2	2		3	1		Yes		Yes							Yes	Yes						Yes	Yes	Yes			Yes					
MG1	SIGI	11	3	5			3		Yes		Yes	yes	Yes	Yes	Yes			Yes	Yes										Yes	Yes	Yes				
MG2	ARDD	6		3		1	2						Yes	Yes				Yes				Yes						Yes					Yes		
MG2	CDFJ	12	4	4		1	3	Yes	Yes		Yes	yes		Yes	Yes			Yes	Yes				Yes						Yes	Yes	Yes				
MG2	IRC-KHF	11	2	5		1	3		Yes		Yes		Yes	Yes	Yes			Yes	Yes			Yes								Yes	Yes		Yes		
MG2	JOHUD	11	1	4	1	3	2		Yes					Yes		Yes	Yes	Yes			yes	Yes	Yes	Yes					Yes	Yes					
MG2	LOYAC	10	2	3		3	2		Yes		Yes			Yes				Yes	Yes			Yes			Yes	Yes				Yes			Yes		
MG2	NCCA-KHF	6	1	3			2		Yes					Yes				Yes	Yes									Yes					Yes		
MG2	NMC-KHF	4	1	2			1		Yes					Yes				Yes										Yes							
MG2	PBDC Aqaba	9	2	3		1	3		Yes		Yes			Yes				Yes	Yes			Yes						Yes	Yes				Yes		
MG2	PNT	8		4		3	1							Yes		Yes	Yes	Yes				Yes	Yes	Yes				Yes							
MG2	Rasheed	5	2	2			1		Yes	Yes				Yes				Yes										Yes							



## Annex 5: CSO Baseline and Endline Capacity Levels

ICAT Capacity Levels	SEF		CCK (updated)		EDAMA (updated)		JGBC		Qantara		WLR	
ICAT Sections	Average Score (Pre)	Average Score (Post)	Pre (Aug 2016)	Post (Dec 2017)	Pre (Aug 2016)	Post (Dec 2017)	Pre (Aug 2016)	Post (Dec 2017)	Pre (Aug 2016)	Post (Jan 2018)	Pre (June 2015)	Post (Dec 2017)
1. Governance and legal structure												
2. Financial management and internal control												
3. Administration and procurement systems												
4. Human resources systems												
5. Program management												
6. Project performance management												
7. Organizational management and sustainability												
Average of the seven ICAT section scores												

Color Key	
1.00-1.99	Low
2.00-2.99	Basic
3.00-3.99	Moderate
4.00-5.00	Strong

	Fundamentals		AWLN		FGAC		RHAS	
ICAT Sections	Average Score (Pre)	Average Score (Post)	Pre (April 2016)	Post (Aug 2017)	Pre (July 2015)	Post (Oct 2016)	Pre (Nov 2015)	Post (May 2017)
1. Governance and legal structure								
2. Financial management and internal control								
3. Administration and procurement systems								
4. Human resources systems								
5. Program management								
6. Project performance management								
7. Organizational management and sustainability								
Average of the seven ICAT section scores								

	MG1		Hayat (updated)		HCAC		HCC		INJAZ (updated)		JREDS (updated)		Jubilee-KHF		SIGI	
ICAT Sections	Average Score (Pre)	Average Score (Post)	Pre (June 2014)	Post (Oct 2017)	Pre (Nov 2014)	Post (Jan 2017)	Pre (Dec 2015)	Post (Nov 2017)	Pre (April 2016)	Post (Jan 2018)	Pre (Aug 2015)	Post (Feb 2017)	Pre (Mar 2015)	Post (Dec 2016)	Pre (June 2014)	Post (Aug 2017)
1. Governance and legal structure																
2. Financial management and internal control																
3. Administration and procurement systems																
4. Human resources systems																
5. Program management																
6. Project performance management																
7. Organizational management and sustainability																
Average of the seven ICAT section scores																

	MG2		ARDD		CDFJ		IRC-KHF		JOHUD		LOYAC		NCCA-KHF		NMC-KHF		PBDC Aqaba		PNT		Rasheed	
ICAT Sections	Average Score (Pre)	Average Score (Post)	Pre (Oct 2015)	Post (Aug 2017)	Pre (Aug 2014)	Post (Oct 2016)	Pre (Sep 2014)	Post (Dec 2017)	Pre (Apr 2016)	Post (Jan 2018)	Pre (March 2015)	Post (April 2017)	Pre (2015)	Post (Oct 2017)	Pre (Feb 2016)	Post (Nov 2017)	Pre (Aug 2015)	Post (July 2017)	Pre (April 2016)	Post (Dec 2017)	Pre (April 2015)	Post (Oct 2016)
1. Governance and legal structure																						
2. Financial management and internal control																						
3. Administration and procurement systems																						
4. Human resources systems																						
5. Program management																						
6. Project performance management																						
7. Organizational management and sustainability																						
Average of the seven ICAT section scores																						



Focus Areas Capacity Levels	25		15		SEF		FUNDAMENTALS		MG1		MG2	
Sub section	Average Score (Pre)	Average Score (Post)	Average Score (Pre)	Average Score (Post)	Average Score (Pre)	Average Score (Post)	Average Score (Pre)	Average Score (Post)	Average Score (Pre)	Average Score (Post)	Average Score (Pre)	Average Score (Post)
Good governance												
1.3 Organizational structure												
1.4 Board composition and responsibility												
1.5 Succession planning												
Financial management												
2.3 Internal controls												
2.5 Financial documentation												
3.1 Operating policies, procedures, and systems												
3.4 Procurement												
M&E												
5.3 Technical reporting												
5.4 Stakeholder involvement												
6.1 Monitoring and quality assurance												
6.2 Project and program evaluation												
7.4 Knowledge management and linkages												
Strategic planning												
1.1 Vision and mission												
2.1 Budgeting												
7.1 Strategic (business) planning												
7.2 Annual work plans												
7.5 Opportunity development for sustainability												
Average score												

Color Key	
1.00-1.99	Low
2.00-2.99	Basic
3.00-3.99	Moderate
4.00-5.00	Strong



## Annex 6: CSO Baseline and Endline Capacity by Cohort

	25			SEF			FUNDAMENTALS			MG1			MG2		
7 ICAT Sections	AVERAGE SCORES			AVERAGE SCORES			AVERAGE SCORES			AVERAGE SCORES			AVERAGE SCORES		
Sub section	Average Score (Pre)	Average Score (Post)	Average % change	Average Score (Pre)	Average Score (Post)	Average % change	Average Score (Pre)	Average Score (Post)	Average % change	Average Score (Pre)	Average Score (Post)	Average % change	Average Score (Pre)	Average Score (Post)	Average % change
<b>Section 1: Governance and legal structure</b>															
1.1 Vision and mission	4.06	4.35	7%	3.90	4.10	5%	4.37	4.80	10%	4.09	4.36	7%	4.04	4.34	7%
1.2 Legal requirements and status	4.64	4.75	2%	4.18	4.34	4%	4.40	4.73	8%	4.94	4.97	1%	4.73	4.81	2%
1.3 Organizational structure	3.36	4.19	25%	2.70	3.72	38%	3.47	4.17	20%	3.79	4.64	23%	3.37	4.12	22%
1.4 Board composition and responsibility	3.84	3.92	2%	3.10	3.08	-1%	4.07	4.57	12%	4.07	4.40	8%	3.98	3.82	-4%
1.5 Succession planning	3.02	3.34	11%	2.78	2.96	6%	2.93	3.13	7%	2.96	3.47	17%	3.20	3.49	9%
<b>Average section 1 score</b>	3.78	4.11	9%	3.33	3.64	9%	3.85	4.28	11%	3.97	4.37	10%	3.86	4.12	7%
<b>Section 2: Financial management and internal control systems</b>															
2.1 Budgeting	3.33	3.86	16%	2.08	3.00	44%	2.20	3.07	39%	4.11	4.39	7%	3.75	4.17	11%
2.2 Accounting system	4.54	4.68	3%	3.76	4.10	9%	4.13	4.80	16%	4.91	4.84	-1%	4.80	4.83	1%
2.3 Internal controls	4.14	4.27	3%	3.00	2.96	-1%	3.70	4.40	19%	4.56	4.74	4%	4.54	4.56	0%
2.4 Bank account management	4.75	4.83	2%	4.58	4.76	4%	4.63	4.47	-4%	5.00	5.00	0%	4.69	4.86	4%
2.5 Financial documentation	4.10	4.38	7%	3.04	3.54	16%	4.23	4.47	6%	4.66	4.93	6%	4.21	4.38	4%
2.6 Financial statements	4.16	4.48	7%	3.22	3.54	10%	3.63	4.23	17%	4.54	4.90	8%	4.53	4.72	4%
2.7 Financial reporting to donors	4.40	4.44	1%	4.04	3.80	-6%	4.60	4.67	1%	4.54	4.74	4%	4.41	4.47	1%
2.8 Audit experience	3.54	3.82	8%	2.26	2.74	21%	3.40	3.77	11%	3.73	4.10	10%	4.08	4.18	2%
2.9 Cost sharing	2.68	2.96	10%	2.66	3.18	20%	2.77	2.80	1%	2.69	3.23	20%	2.66	2.70	2%
<b>Average section 2 score</b>	3.96	4.19	6%	3.18	3.51	10%	3.70	4.07	10%	4.30	4.54	5%	4.19	4.32	3%
<b>Section 3: Administration and procurement systems</b>															
3.1 Operating policies, procedures, and	3.01	3.58	19%	1.94	2.80	44%	2.00	2.70	35%	3.87	4.37	13%	3.25	3.67	13%
3.2 Information technology	2.73	3.08	13%	1.24	2.18	76%	2.27	2.00	-12%	3.87	3.86	0%	2.82	3.31	17%
3.3 Travel policies and procedures	3.55	4.09	15%	2.00	3.26	63%	2.60	2.97	14%	4.09	4.43	8%	4.24	4.60	8%
3.4 Procurement	3.62	4.10	13%	2.44	3.34	37%	3.77	3.50	-7%	4.26	4.71	11%	3.72	4.24	14%
3.5 Assets management	3.76	4.27	14%	1.52	2.94	93%	4.23	4.57	8%	4.40	4.57	4%	4.29	4.64	8%
3.6 Branding and marketing	3.24	3.59	11%	2.46	2.48	1%	3.23	3.53	9%	3.39	4.23	25%	3.52	3.71	5%
<b>Average section 3 score</b>	3.32	3.78	14%	1.93	2.83	47%	3.02	3.21	6%	3.98	4.36	10%	3.64	4.03	11%
<b>Section 4: Human resources systems</b>															
4.1 Staff job descriptions	3.00	3.78	26%	2.52	3.12	24%	2.83	3.60	27%	2.67	4.01	50%	3.53	4.00	13%
4.2 Recruitment and retention	3.13	4.03	29%	2.05	3.05	49%	2.30	4.03	75%	3.51	4.46	27%	3.66	4.23	16%
4.3 Staffing and professional development	2.74	3.28	20%	1.66	1.94	17%	2.73	3.60	32%	3.20	3.96	24%	2.95	3.39	15%
4.4 Personnel policies	3.42	3.98	17%	2.44	3.48	43%	3.27	3.30	1%	3.79	4.39	16%	3.69	4.16	13%
4.5 Staff time management and payrolls	3.74	4.30	15%	2.20	3.48	58%	2.47	3.47	41%	4.74	4.93	4%	4.20	4.53	8%
4.6 Staff and consultant documentation	3.82	4.42	16%	3.20	3.66	14%	3.97	4.83	22%	3.97	4.77	20%	3.97	4.42	11%
4.7 Staff salary and benefits	3.34	3.93	18%	1.46	2.40	64%	2.43	2.83	16%	4.07	4.74	16%	4.04	4.45	10%
4.8 Staff supervision and work planning and	3.45	3.86	12%	2.40	2.64	10%	3.10	3.47	12%	3.67	4.41	20%	3.93	4.20	7%
4.9 Staff training, supervising and work planning	3.04	3.53	16%	1.66	2.54	53%	2.27	2.67	18%	3.74	4.16	11%	3.47	3.85	11%
4.10 Staff performance appraisal	2.98	3.60	21%	1.72	2.38	38%	2.17	2.93	35%	3.53	4.49	27%	3.47	3.79	9%
4.11 Contractor and Consultant evaluations	2.37	2.52	6%	2.14	2.34	9%	1.47	1.87	27%	2.39	2.56	7%	2.75	2.78	1%
4.12 Management and staff diversity	3.60	3.85	7%	2.91	3.06	5%	4.13	3.70	-10%	3.50	4.29	23%	3.85	3.99	4%
4.13 Policy on volunteers and interns	2.62	3.33	27%	2.02	2.54	26%	2.03	2.50	23%	2.36	3.39	44%	3.29	3.94	20%
<b>Average section 4 score</b>	3.17	3.73	17%	2.18	2.82	29%	2.71	3.29	22%	3.47	4.20	21%	3.60	3.98	11%
<b>Section 5: Program &amp; grants management</b>															
5.1 Donor compliance requirements	4.40	4.50	2%	4.34	3.98	-8%	4.80	4.80	0%	4.53	4.77	5%	4.21	4.47	6%
5.2 Sub-award management	1.70	1.88	11%	1.30	1.30	0%	1.97	1.97	0%	1.07	1.63	52%	2.25	2.33	4%
5.3 Technical reporting	4.23	4.46	5%	3.86	3.92	2%	4.23	4.77	13%	4.41	4.74	7%	4.28	4.44	4%
5.4 Stakeholder involvement	3.12	3.56	14%	1.96	2.58	32%	2.13	2.23	5%	3.36	4.17	24%	3.83	4.02	5%
5.5 Culture and gender issues	3.03	3.43	13%	1.72	2.66	55%	3.17	2.57	-19%	3.39	3.91	16%	3.40	3.73	10%
5.6 Environment, safety, and security	3.30	3.52	7%	1.46	2.26	55%	3.58	3.80	6%	4.04	4.07	1%	3.61	3.68	2%
<b>Average section 5 score</b>	3.30	3.56	8%	2.44	2.78	14%	3.31	3.36	1%	3.47	3.88	12%	3.60	3.78	5%
<b>Section 6: Project performance management</b>															
6.1 Monitoring and quality assurance	3.10	3.60	16%	2.36	2.58	9%	2.90	3.23	11%	3.49	4.21	21%	3.25	3.80	17%
6.2 Project and program evaluation	3.24	3.66	13%	2.30	2.74	19%	3.23	2.93	-9%	3.41	4.39	28%	3.60	3.84	7%
6.3 Service delivery standards	3.31	3.87	17%	2.50	2.48	-1%	2.63	3.83	46%	4.03	4.84	20%	3.41	3.89	14%
6.4 Field support, operations, and oversight	3.20	3.44	7%	1.86	2.56	38%	3.37	3.50	4%	3.59	4.03	12%	3.55	3.44	-3%
6.5 Project performance	4.12	4.43	8%	4.00	3.58	-11%	4.00	4.57	14%	4.33	4.94	14%	4.06	4.45	10%
<b>Average section 6 score</b>	3.39	3.80	12%	2.60	2.79	7%	3.23	3.61	12%	3.77	4.48	19%	3.57	3.88	9%
<b>Section 7: Organizational management and sustainability</b>															
7.1 Strategic (business) planning	3.06	3.63	19%	2.36	3.64	54%	2.47	3.17	28%	3.73	4.19	12%	3.12	3.38	8%
7.2 Annual work plans	3.51	4.04	15%	1.62	3.14	94%	2.73	3.87	41%	4.30	4.53	5%	4.13	4.20	2%
7.3 Change management	3.43	3.80	11%	3.12	3.10	-1%	3.10	2.73	-12%	3.58	4.43	24%	3.58	4.02	12%
7.4 Knowledge management and linkages	3.80	3.99	5%	3.52	3.44	-2%	3.77	3.57	-5%	3.98	4.56	15%	3.82	3.99	4%
7.5 Opportunity development for sustainability	2.99	3.42	15%	2.80	3.04	9%	1.97	3.13	59%	3.89	3.99	3%	2.76	3.31	20%
7.6 Internal communications and data security	4.16	4.40	6%	3.94	4.12	5%	4.87	4.53	-7%	4.17	4.66	12%	4.06	4.33	7%
7.7 External communications	2.66	3.08	16%	2.06	2.04	-1%	3.07	2.63	-14%	2.93	3.53	20%	2.65	3.43	29%
7.8 Advocacy and influence	2.89	3.13	8%	1.76	2.16	23%	3.47	3.60	4%	3.43	3.57	4%	2.91	3.16	9%
<b>Average section 7 score</b>	3.31	3.69	11%	2.65	3.09	17%	3.18	3.40	7%	3.75	4.18	11%	3.38	3.73	10%
<b>Average score of seven section scores</b>	3.46	3.84	11%	2.62	3.07	17%	3.28	3.60	10%	3.82	4.29	12%	3.69	3.98	8%



	25			SEF			FUNDAMENTALS			MG1			MG2		
4 Focus Areas	AVERAGE SCORES			AVERAGE SCORES			AVERAGE SCORES			AVERAGE SCORES			AVERAGE SCORES		
Sub section	Average Score (Pre)	Average Score (Post)	Average % change	Average Score (Pre)	Average Score (Post)	Average % change	Average Score (Pre)	Average Score (Post)	Average % change	Average Score (Pre)	Average Score (Post)	Average % change	Average Score (Pre)	Average Score (Post)	Average % change
Good Governance															
1.3 Organizational structure	3.36	4.19	25%	2.70	3.72	38%	3.47	4.17	20%	3.79	4.64	23%	3.37	4.12	22%
1.4 Board composition and responsibility	3.84	3.92	2%	3.10	3.08	-1%	4.07	4.57	12%	4.07	4.40	8%	3.98	3.82	-4%
1.5 Succession planning	3.02	3.34	11%	2.78	2.96	6%	2.93	3.13	7%	2.96	3.47	17%	3.20	3.49	9%
Average section score	3.41	3.82	12%	2.86	3.25	14%	3.49	3.96	13%	3.60	4.17	16%	3.52	3.81	8%
Financial management															
2.3 Internal controls	4.14	4.27	3%	3.00	2.96	-1%	3.70	4.40	19%	4.56	4.74	4%	4.54	4.56	0%
2.5 Financial documentation	4.10	4.38	7%	3.04	3.54	16%	4.23	4.47	6%	4.66	4.93	6%	4.21	4.38	4%
3.1 Operating policies, procedures, and systems	3.01	3.58	19%	1.94	2.80	44%	2.00	2.70	35%	3.87	4.37	13%	3.25	3.67	13%
3.4 Procurement	3.62	4.10	13%	2.44	3.34	37%	3.77	3.50	-7%	4.26	4.71	11%	3.72	4.24	14%
Average section score	3.72	4.08	10%	2.61	3.16	21%	3.43	3.77	10%	4.34	4.69	8%	3.93	4.21	7%
M&E															
5.3 Technical reporting	4.23	4.46	5%	3.86	3.92	2%	4.23	4.77	13%	4.41	4.74	7%	4.28	4.44	4%
5.4 Stakeholder involvement	3.12	3.56	14%	1.96	2.58	32%	2.13	2.23	5%	3.36	4.17	24%	3.83	4.02	5%
6.1 Monitoring and quality assurance	3.10	3.60	16%	2.36	2.58	9%	2.90	3.23	11%	3.49	4.21	21%	3.25	3.80	17%
6.2 Project and program evaluation	3.24	3.66	13%	2.30	2.74	19%	3.23	2.93	-9%	3.41	4.39	28%	3.60	3.84	7%
7.4 Knowledge management and linkages	3.80	3.99	5%	3.52	3.44	-2%	3.77	3.57	-5%	3.98	4.56	15%	3.82	3.99	4%
Average section score	3.50	3.86	10%	2.80	3.05	9%	3.25	3.35	3%	3.73	4.41	18%	3.76	4.02	7%
Strategic planning															
1.1 Vision and mission	4.06	4.35	7%	3.90	4.10	5%	4.37	4.80	10%	4.09	4.36	7%	4.04	4.34	7%
2.1 Budgeting	3.33	3.86	16%	2.08	3.00	44%	2.20	3.07	39%	4.11	4.39	7%	3.75	4.17	11%
7.1 Strategic (business) planning	3.06	3.63	19%	2.36	3.64	54%	2.47	3.17	28%	3.73	4.19	12%	3.12	3.38	8%
7.2 Annual work plans	3.51	4.04	15%	1.62	3.14	94%	2.73	3.87	41%	4.30	4.53	5%	4.13	4.20	2%
7.5 Opportunity development for sustainability	2.99	3.42	15%	2.80	3.04	9%	1.97	3.13	59%	3.89	3.99	3%	2.76	3.31	20%
Average section score	3.39	3.86	14%	2.55	3.38	33%	2.75	3.61	31%	4.02	4.29	7%	3.56	3.88	9%
Average score	3.50	3.90	11%	2.70	3.21	19%	3.23	3.67	14%	3.92	4.39	12%	3.69	3.98	8%



## Annex 7: CSO Self-Managed Capacity Development Investment

Annex 1: 2008-2010 Managed Capacity Development in Jordan																			
		Key: KS Knowledge, skill			SPP System, strategy, policy, plan			PPT Process, procedures, tool											
Sub-Sample	Acronym	Services										Goods							
		Good Governance	Financial Management	M&E	Strategic Planning	Advocacy & Communication	Inclusion	Human Resources	Information Technology	Technical Subject Area	Other	Information Technology	Office Equipment	Furnishings	Infrastructure	Advocacy & Communication	Other		
		1	6	10	6	8	2	6	3	6	5	11	2	2	4	1	2		
SEF	CCK		KS, SPP			KS, PPT						Yes			Yes				
SEF	EDAMA																		
SEF	JGBC																		
SEF	Qantara													Yes	Yes				
SEF	WLR																		
Fund	AWLN	PPT	SPP, PPT		SPP			SPP				Yes							
Fund	FGAC									KS, SPP, PTT				Yes	Yes				
Fund	RHAS			KS, SPP				KS									Yes		
MG1	Hayat		KS, SPP		SPP				KS, PPT			Yes							
MG1	HCAC			SPP, PPT	SPP, PPT	SPP, PPT													
MG1	HCC			SPP, PPT		PPT													
MG1	INJAZ			KS			KS	KS, PPT											
MG1	JREDS		PPT	PPT		PPT						Yes							
MG1	Jubilee-KHF			KS						KS, PPT									
MG1	SIGI							SPP	SPP, PPT	SPP		Yes				Yes			
MG2	ARDD			Yes	SPP						PPT								
MG2	CDFJ			SPP, PPT		PPT			PPT			Yes							
MG2	IRC-KHF					KS, SPP, PPT				KS, PPT		Yes							
MG2	JOHUD													Yes					
MG2	LOYAC		SPP, KS, PPT					SPP, PPT			SPP	Yes							
MG2	NCCA-KHF																Yes		
MG2	NMC-KHF									PPT		Yes							
MG2	PBDC Aqaba			KS		KS	KS				KS		Yes						
MG2	PNT			PPT	SPP						PPT	Yes	Yes						
MG2	Rasheed		SPP		KS	SPP		SPP		KS	KS	Yes							