

Attachment I Overview and Outline of Training Modules

A brief overview of the four training modules to be delivered to CSOs and the support community in Aqaba follows. More detailed training module outlines are given below in this attachment.

1. Accounting and Financial Training Module:

This module is intended to address a weakness of Aqaba-based CSOs in managing financial matters. The importance of this module is that the weakness in CSO's financial performance leads to losing its ability to invest its limited financial resources in the best way, and makes it incapable of harnessing these resources to finance its community programs. Also, documenting the financial data incorrectly will eventually lead the CSO to lose credibility in front of the community that it works in. It will also affect its opportunities to finance programs with donor agencies. CSO's weak financial performance hinders the general committee of the CSO in its responsibility to follow up and evaluate the administrative committee and its ability to attract the financial resources to execute community programs.

2. Managerial and Organizational Training Module:

This module is intended to train CSO members to prepare and write reports and meeting minutes accurately and effectively, reflecting the CSO's activities and its members' ideas and suggestions. In order to have meeting minutes reflect these aspects, there must be effective meetings. Accordingly, this module focuses on members capacity building in preparing reports, minutes of meetings, running meetings effectively, and documenting and archiving documents in an organized, useful way. This interaction among members should also develop team spirit. Therefore this training module will include teamwork. The success of community programs targeted by this project requires CSOs to have management capable of monitoring programs, documenting activities, and proposing suggestions for new community programs that the community needs.

3. Activating CSO Community impact:

This module is considered a key element of the ACED Program's CSO capacity building initiatives. CSOs lack capacity to identify and develop community-oriented programs and to take input from the community on their work. This module will work to increase CSO ability to communicate with their community constituents (individuals and organizations), understand their needs and advocate for them, and plan and implement programs that address those needs.

4. Developing capacities of LCDD team in providing technical support to CSOs Module:

CSOs cannot fulfill their role without having a coordination party that supports them and provides guidance, training and systems needed to facilitate CSO activities. This coordination party is led by LCDD. This module will provide the LCDD team with the knowledge and skills to serve CSOs and improve CSO-run community programs.

In preparing these modules, the training provider should consider using pre-evaluation tools such as the following:

- Module 1: Financial and accounting exercises that each trainee should take before the start of the financial and accounting training program.
- Module 2: Multiple choice questionnaires for the administrative and organizational module.
- Module 3: Brainstorming session to answer the following question before the start of third training module: "how to activate CSO's role in preparing and executing community programs in Aqaba?"
- Module 4: Focus group to determine the expected technical support that should be provided by the coordinating committee and LCDD team to the CSOs.

Additionally, the training provider should consider post-evaluation tools such as the following:

- Module 1: Practical exercises on finances and accounting.
- Module 2: A case study to evaluate an administrative report for an administrative committee, and a case study that describes a regular meeting for an administrative committee.
- Module 3: Work in small groups to set an action plan for a certain local community needs assessment, draft a project description document for a certain community program.
- Module 4: Work in small groups to set an annual action plan for the LCDD coordination team with CSOs.

As part of this capacity building program linked to both the training and the awards ceremony, the ACED Program will provide selected grants to Aqaba-based CSOs. The grants will be used to implement community-oriented projects identified or developed through the training modules or tailored to meet community needs identified by participating CSOs.

To further encourage CSOs to participate in the capacity development program and to collaborate on activities, the ACED Program will establish an annual award program in conjunction with LCDD. This year, the grantee will help create and publicly announce procedures for this award including application format, instructions, and evaluation criteria. The grantee will work with ASEZA, ADC, the local community and the ACED Program team to manage the award process, organize an awards ceremony, evaluate applications, and select winners. Ten awards will be given on a yearly basis in different categories to be determined in coordination with partners in this initiative.

As this year is a starting point for this ongoing capacity building program, the first implementation of each training module will be shorter and treated as a pilot to be refined and expanded in future years. The following training module outlines include the shorter version for the first 10-15 CSOs.

MODULE I: Accounting and Financial Performance Development Program

Objectives	<ol style="list-style-type: none"> 1. Introducing the participants to basic accounting principles for all accounting and financial applications related to CSO's works. 2. Providing the participants with financial planning skills for the CSO's financial resources. 3. Introducing the participants to the most common accounting mistakes in the CSO's works. 	
Contents	<ol style="list-style-type: none"> 1. Accounting Cycle for payment vouchers and receipt vouchers procedures. 2. Recording information based on accrual basis instead of cash basis. 3. Recording in the accounting records: Journal ledger, subsidiary ledger, and current assets journal. 4. Financial Statements: Cash Flows Statement, Income Statement, and Balance Sheet. 5. Budget preparation. 	Training Hours*
		<ol style="list-style-type: none"> 5 5 5 5 4
Training Outcomes	<p>Upon completion of this training program, participants are expected to be able to:</p> <ol style="list-style-type: none"> 1. Use the financial records according to the standard accounting principles. 2. Apply all the procedures of the accounting cycle for payment and receipt vouchers 3. Prepare the basic financial statements. 4. Prepare the balance sheet for any project. 5. Record the financial data according to the accrual basis. 	
Trainer's Required Qualifications	<ol style="list-style-type: none"> 1. Not less than three years of practical experience in providing accounting and financial training for CSO's, or practical experience on auditing the accounts of CSO's. 2. A minimum Bachelor degree in Accounting. 3. Familiarity with laws and policies related to CSO's work. 	
Training Methods	<ol style="list-style-type: none"> 1. Practical Exercises. 2. Case Studies. 3. Practical Examples. 4. Short lecture (15 minutes) 5. Home work 6. Work in small groups 	Percentage
		<ol style="list-style-type: none"> 35% 5% 35% 15% 5% 5%
Target Group	<ol style="list-style-type: none"> 1. Cashiers in all CSO's. 2. A member of the management committee of all societies. 3. A member of the general committee of all societies. 4. Parties representing the coordinating committee + People concerned of CSO's work in LCDD. 	

* Number of training hours for each module is estimated based on an intermediate level (neither basic nor advanced)

MODULE 2: Administrative and Organizational Performance Development Program

Objectives	<ol style="list-style-type: none"> 1. Enhancing Management committee's members' performance in running CSO's. 2. Providing the participants with the skills of applying organized documented administrative works. 3. Increasing the efficiency of CSO's management to its small projects. 	
Contents	<ol style="list-style-type: none"> 1. Minutes of Meeting and Reports writing and preparation. 2. Methods of running meetings effectively 3. Action Plans Preparation 	Training Hours
		8
		8
Training Outcomes	Upon completion of this training program, participants are expected to be able to:	
	<ol style="list-style-type: none"> 1. Prepare administrative reports and minutes of meetings according to the technical and legal writing skills. 2. Participate in and run meetings efficiently. 3. Prepare an annual action plan for the CSO's. 4. Work more effectively in teams. 5. Organize CSO's documents and keep as per the administrative policies followed. 	
Trainer's Required Qualifications	<ol style="list-style-type: none"> 1. A minimum of a Masters degree in the field of administrative sciences. 2. 3 years of training experience on the programs topics (not less than 75 training hours). 3. Has provided training previously for CSO's members on the programs topics. 4. Familiarity with the administrative forms and templates used at CSO's. 5. Familiarity with the CSO's laws and internal working systems. 	
Training Methods	<ol style="list-style-type: none"> 1. Short lecture (15 minutes) 2. Work Groups 3. Role plays 4. Practical Exercises using CSO's forms and the trainer's developed forms 5. Case Studies. 6. Brainstorming 	Percentage
		10%
		40%
Target Group	<ol style="list-style-type: none"> 1. General Secretary's in Management Committees. 2. Head of Management Committee. 3. Two members of the general committee (Not older than 45 years, hold a minimum of a Diploma, and have the desire to work in voluntary work). 4. Parties representing the coordinating committee + People concerned in CSO's work in LCDD. 	

MODULE 3: Enhancement of CSO's Community Impact

Objectives	<ol style="list-style-type: none"> 1. Enabling CSO's to work with the local community according to the participatory methods. 2. Enabling CSO's members to plan, execute, follow up and evaluate the community programs required by local communities. 3. Providing the participants with community planning skill and running community programs according to the best practices. 	
Contents	<ol style="list-style-type: none"> 1. Methods of determining local community's needs of local programs using PRA tools. 2. Preparing community fundable projects documents. 3. Running community programs and Project Life Cycle. 	Training Hours
		<p style="text-align: center;">12</p> <p style="text-align: center;">10</p> <p style="text-align: center;">8</p>
Training Outcomes	<p>Upon completion of this training program, participants are expected to be able to:</p> <ol style="list-style-type: none"> 1. Apply the participatory methods in assessing the local community's needs of community programs. 2. Prepare Community project documents. 3. Run community programs starting from the planning phase, evaluation, to providing feedback. 4. Apply methods of community communication and community participation with organizations and individuals within the community. 	
Trainer's Required Qualifications	<ol style="list-style-type: none"> 1. A minimum of a Masters degree in the field social work/ Local communities development. 2. 4 years of experience in training and consultancy with local communities and CSO's. 3. Familiarity with the CSO's laws and internal working systems. 4. Has a previous experience in preparing and running community programs. 5. Has a practical experience in (PRA) tools. 	
Training Methods	<ol style="list-style-type: none"> 1. Field work in local community (Applied field work for PRA tools) 2. Short Lecture (15 minutes). 3. Work Groups. 4. Brainstorming 	Percentage
		<p style="text-align: center;">55%</p> <p style="text-align: center;">10%</p> <p style="text-align: center;">25%</p> <p style="text-align: center;">10%</p>
Target Group	<ol style="list-style-type: none"> 1. A member of the management committee. 2. Two members of the general committee (members should be not more than (45) years old, with a minimum of diploma, and has a strong desire to serve the community). 3. Parties representing the coordinating committee + people concerned in CSO's works in LCDD. 4. Two representatives of Ministry of Social Development – Aqaba. 5. Two representatives of CSO's Union - Aqaba 	

MODULE 4: Developing capacities of LCDD team to support CSO programs

Objectives	<ol style="list-style-type: none"> 1. Providing LCDD's team and the Parties representing the coordinating committee with the skills needed to coordinate and organize the CSO's work in the field of community programs. 2. Enabling LCDD's team and the Parties representing the coordinating committee of providing the required training support for CSO's member in the field of planning and running community programs. 	
Contents	<ol style="list-style-type: none"> 1. Strategic planning for voluntary social work. 2. Training of Trainers (TOT)- methods of community planning. 3. Training of Trainers (TOT)- Planning, designing and running community programs 4. Designing the framework of local communities' databases. 5. Follow up and evaluating community programs. 6. Reviewing and developing community programs proposals. 	Training Hours
		<p style="text-align: center;">12</p> <p style="text-align: center;">12</p> <p style="text-align: center;">12</p> <p style="text-align: center;">4</p> <p style="text-align: center;">8</p> <p style="text-align: center;">8</p>
Training Outcomes	<p>Upon completion of this training program, participants are expected to be able to:</p> <ol style="list-style-type: none"> 1. Participate in overall preparing strategic plan for CSO's in Aqaba. 2. Run training sessions on social planning methods, and designing and running community programs. 3. Determine the data that should be saved in the local community databases. 4. Participate in applying a follow up and evaluation system for CSO's programs in Aqaba 	
Trainer's Required Qualifications	<ol style="list-style-type: none"> 1. Previous experience in preparing strategic plans for NGO's. 2. Previous training experience in the field of methods of community planning. 3. Previous training experience in Training of Trainers. 4. Familiarity with the CSO's laws and internal working systems. 5. Practical experience in local communities' development, designing community programs, and working with CSO's. 	
Training Methods	<ol style="list-style-type: none"> 1. Field work in local community. (Applying PRA tools) 2. Short Lecture (15 minutes). 3. Work Groups. 4. Brainstorming 	Percentage
		<p style="text-align: center;">50%</p> <p style="text-align: center;">10%</p> <p style="text-align: center;">25%</p> <p style="text-align: center;">15%</p>
Target Group	<ol style="list-style-type: none"> 1. LCDD Staff concerned in CSO's work. 2. The Parties representing the coordinating committee for voluntary social work in Aqaba 	