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# EMPOWER JORDAN

**Enabling and Mobilizing** Civil Society Organizations in Jordan through Reinforced Institutional, Advocacy, and Technical Capacities to **Enhance Coordination for Sustainable Development**

**A Comprehensive Assessment to Identify Trends,** Opportunities, and Challenges Facing Civil Society and Community Organizations **at Local and National Levels**



Implemented by



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INFORMATION AND RESEARCH CENTER



## Prepared by

Dr. Ayman Halasa – Director of information and research center.

Majed Abu Azzam - Policy and Advocacy Section Head- Information and research center.

## Review Team

Mageda Amoura- Livelihood projects coordinator- ACTED.

Tasneem Aqel- Project Development and Partnership Officer- ACTED.

Hammam shdaifat- Project Manger- ACTED.

Aida AL Masaeid- Director of Monitoring, Evaluation, Accountability, and Learning (MEAL)- ACTED.

## Translation

Rayana Abu Wand- Advocacy and communication Officer- Information and Research center.

**Design:** Allam Gharaibeh - AG Desugns

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# 1. Introduction

This field study is part of the EMPOWER Jordan project, implemented in partnership with the Agency for Technical Cooperation and Development (ACTED) in Jordan with generous funding provided by the European Union. The project focuses on strengthening and empowering civil society organizations (CSOs) by enhancing their institutional and technical capacities as well as their advocacy efforts, to support sustainable development objectives. Through this initiative, (21) CSOs and (42) CBOs across Jordan will be equipped to assume a more proactive role in safeguarding human rights and promoting sustainable development. Additionally, the project aims to enhance coordination mechanisms by fostering collaboration and dialogue among CSOs and key stakeholders, thereby contributing to the advancement of policy reforms related to human rights and sustainable development.

CSOs in Jordan operate within established legal frameworks, most notably the Jordanian Constitution of 1952, which grants Jordanians the right to establish associations and unions. The primary legislation governing their operations is the Associations Law No. (51) of 2008, which outlines provisions such as government oversight of foreign funding and activities.

There are various categories of CSOs in Jordan, the most prevalent of which are those regulated under the Associations Law. In addition, there are cooperative societies that function in economic and social sectors and are managed collectively by their members. Royal non-governmental organizations, such as the King Hussein Foundation, also form a part of the sector. Furthermore, there are non-profit corporations that provide services in areas such as healthcare and education.

CSOs in Jordan operate within a legal and regulatory framework that imposes significant constraints, particularly with respect to foreign funding, and the execution of projects and activities. These restrictions impede the organizations' ability to function with full autonomy and independence. Moreover, the reliance on foreign funding among most CSOs renders them vulnerable to financial instability.

This field study aims to examine the operating environment of CSOs, focusing on three priority sectors: agriculture, as a foundation of food security; the environment, in light of its critical role in combating climate change; and tourism, as a key pillar of the national economy. The employed a comprehensive methodology that integrates quantitative analysis (field questionnaires) with qualitative methods (interviews and FGDs). The objective is to provide an in-depth understanding of these organisations' capacities while identifying the enabling factors and constraints that affect their overall their effectiveness.

## 2. Study objectives

This study was conducted as part of the project “Enhancing and Empowering CSOs in Jordan,” implemented in partnership with the European Union and the ACTED. The project aims to reinforce the role of CSOs in Jordan by enabling them to become active contributors to human rights protection and sustainable development through enhanced institutional capacities, strengthening coordination mechanisms, and inclusive stakeholder engagement.

The study employed a mixed-methods approach, combining quantitative data collected through (400) structured questionnaires distributed across (12) governorates with qualitative insights drawn from seven FGDs and four IDIs with representatives of governmental bodies. This approach was designed to provide a comprehensive understanding of the following key areas:

- The main environmental, agricultural, and tourism priorities addressed by CSOs;
- The legal and regulatory framework governing civil society work and its implications for organizational performance and autonomy;
- The technical and administrative capacities of CSOs, particularly in project management, advocacy, and access to funding;
- The extent of collaboration between CSOs and public institutions or local communities, and strategies for strengthening partnerships.
- The study contributes to the empowerment of (21) CSOs and (42) CBOs across Jordan, enhancing their capacity to act as key agents in human rights promotion and sustainable development. It also seeks to improve coordination among CSOs by encouraging dialogue and cooperation with key stakeholders, thereby contributing to ongoing efforts toward policy reform in these areas.

Furthermore, the study addresses a critical knowledge gap concerning the current status of CSOs in Jordan, particularly in light of the limited research that links their priorities with national development agendas. It offers practical recommendations to policymakers and donors to help create a more supportive environment for CSOs such as strengthening coordination mechanisms, streamlining legal procedures, and developing targeted capacity-building programs in areas including applied research and project implementation.

### 3. General Results

1. The sample distribution was as follows: 59.8% from the central region (Amman, Zarqa, Madaba, Balqa), 27% from the northern region (Irbid, Jerash, Ajloun, Mafrq), and 13.3% from the southern region (Karak, Tafleh, Ma'an, Aqaba).
2. 67% of CSOs are registered under the Ministry of Social Development (MoSD) and operate under its supervision, underscoring the Ministry's prominent role in regulating their work. The remaining 33% fall under the supervision of other ministries, including MoEn, MoC, MoT, MoPPA, among others.
3. 36% of respondents hold a bachelor's degree. of the total, 66% identify as male and 34% as female, reflecting notable gender gap in civil society sector, where men represent the majority.
4. 40% of respondents identify agriculture as a key development priority, highlighting its role in food security and rural employment. The environment sector followed at 32%, and tourism was prioritized by 28% of respondents.
5. The governorates of Mafrq, Irbid, and Karak prioritize the agricultural sector, with percentages ranging from 81% in Mafrq to 78% in Karak.
6. 67% of respondents in Aqaba Governorate consider tourism a top priority, followed by 54% in Ajloun Governorate, and 45% in Ma'an Governorate.
7. Respondents in Zarqa and Amman governorates view the environment sector a priority, with 56% in Zarqa and 52% in Amman expressing this view.
8. 58% of CSOs report a pressing need to improve their skills in project management and implementation, as well as in applied development research methodologies.
9. 67% of organizations identify a significant need to enhance their proposal writing skills to improve access to funding and resources.
10. 56% of CSOs across Jordan expressed a significant and urgent need for training on the Takamol platform. The highest need was recorded in the southern (73%), followed by the northern region (72%).
11. 58% of the CSOs reported a significant need to develop their skills in applied and development research. Additionally, 60% expressed a need to improve their policy paper writing abilities, and 59% highlighted the importance of strengthening their project monitoring and evaluation mechanisms.
12. 54% of CSOs identified a strong need to build the capacities of their staff in national and international legislation related to human rights and development, while 32% report a moderate need in this area.
13. 64% of CSOs in Ma'an governorate reported an absence in cooperation among organizations, followed by 57% in Karak governorate.
14. Only 34% of CSOs demonstrated strong capacity in using advocacy tools at the local and national levels, while 25% reported the ability to influence policies through advocacy campaigns.
15. 60% of CSOs are able to collaborate with government agencies at both the local and national levels. However, only 35% reported the ability to build relationships with regional and international organizations.

16. 35% of CSOs expressed dissatisfaction with the current registration procedures, 45% are dissatisfied with the process of opening bank accounts, and 37% are dissatisfied with the procedures for obtaining approvals to carry out their activities.
17. Only 35% of the total sample had submitted applications for foreign funding, and among them, 76% believe the procedures are overly lengthy, hindering timely access to financial resources.
18. 43% of CSOs reported taking one to two months to obtain foreign funding approval, while 29% required three to five months.
19. 65% of CSOs obtain prior approval from relevant authorities when planning activities. Of these, 58% receive approval within a timeframe ranging from less than three days to two weeks.

## 4. Methodology

The Information and Research Centre at the King Hussein Foundation (IRCKHF) adopted a rigorous, multi-method research approach, combining both quantitative and qualitative methods. The quantitative approach, which employed a broad and generalizable questionnaire, was instrumental in identifying the opportunities and challenges faced by CSOs. In parallel, the qualitative approach, which incorporating IDIs and FGDs, offered a more nuanced understanding of the organizations' operating environments and experiences, thereby leading to a more robust and comprehensive analysis. To ensure diverse representation, FGDs included participants from various governorates across Jordan's three regions, while the interviews primarily engaged representatives from government institutions. The sample for the quantitative study was meticulously designed, taking into account the distribution, diversity, and distinct characteristics of the CSOs.

Quantitative data were collected through a survey that provided a comprehensive assessment and identified broader trends in the opportunities and challenges facing CSOs in Jordan. Following data collection, findings were analysed using SPSS software, employing a range of analytical techniques to extract key patterns, correlations, and influencing factors.

The methodology focused primarily on the rights and development priorities that CSOs emphasize, particularly in the sectors of agriculture, tourism, and the environment. The study examined the key rights prioritized within the operating context of CSOs and assessed the institutional, organizational, and administrative capacities necessary for their effective functioning. It also evaluated the extent of their needs in these areas.

Moreover, the research explored the factors influencing networking, cooperation, and advocacy among CSOs, along with the legal and regulatory environment governing their activities. In addition, it analysed the operating conditions within the sectors mentioned, taking into consideration the perceptions, experiences, and knowledge of CSOs.

Furthermore, the study assessed the internal governance structures adopted by CSOs in Jordan, and evaluated the governance dynamics shaping their interactions with government authorities.

4.1. Quantitative Study Sample

The quantitative sample targeted CSOs across all 12 governorates of Jordan. It included organizations registered under both the Charitable Societies Law and the Non-Profit Companies Law, ensuring a diverse representation of the various types of CSOs operating in the Kingdom.

**Table (1): Frequencies and Percentages of the Distribution of the Quantitative Study Sample Across the Regions of the Kingdom**

| Region                                          | Percentage | Frequency |
|-------------------------------------------------|------------|-----------|
| Northern Region (Irbid, Jerash, Ajloun, Mafraq) | 27%        | 108       |
| Central Region (Amman, Zarqa, Madaba, Balqa)    | 59.8%      | 239       |
| Southern Region (Karak, Tafila, Ma'an, Aqaba)   | 13.3%      | 53        |
| Total                                           | 100%       | 400       |

The study sample was based on data from the official Charitable Societies Registry. According to the registry, there are (6,110)<sup>1</sup> CSOs registered under the Charitable Societies Law, and (1,380) registered as non-profit companies.

The research team determined that the minimum number of participants required for the study was 384, in order to ensure representativeness and reliability of generalizing results. This determination was based on a 95% confidence level, a 5% margin of error, and a standard deviation of 0.5. Ultimately, the team collected 400 completed questionnaires from participants distributed across all 12 governorates of Jordan, covering the Northern, Central, and Southern regions. The number of questionnaires allocated to each governorate was determined based on the distribution and density of CSOs in each area. Table (1) presents the regional distribution of the study sample.

Table (1) illustrates the distribution of the quantitative study sample across the three regions of the Hashemite Kingdom of Jordan: Northern, Central, and Southern. The Central Region, which includes the governorates of Amman, Zarqa, Madaba, and Balqa, constitutes the largest portion of the sample at 59.8%, reflecting a high concentration of CSOs in this region. The Northern Region, comprising the governorates of Irbid, Jerash, Ajloun, and Mafraq, accounts for 27% of the sample. Lastly, the Southern Region, which includes the governorates of Karak, Tafilah, Ma'an, and Aqaba, represents 13.3% of the sample. This distribution underscores the variation in the density of CSOs throughout Jordan.

Data were collected from respondents via a telephone-administered questionnaire, utilizing a random digit dialling method. This approach enabled broad participation

1. The official website of the Jordanian Societies Registry: <https://societies.gov.jo/Default/Ar>



from CSOs, as most have access to mobile phones, ensuring a diverse and representative sample for the study.

**Table (2): Government Entities Responsible for Registering CSOs**

| Entity                                                              | Percentage  | Frequency  |
|---------------------------------------------------------------------|-------------|------------|
| Ministry of Social Development (MoSD)                               | 67.0        | 268        |
| Ministry of Industry and Trade (MoIT)– Companies Control Department | 1.8         | 7          |
| Ministry of Industry and Trade – Companies Control Department       | 8.5         | 34         |
| Ministry of Culture (MoC)                                           | 10.3        | 41         |
| Ministry of Environment (MoEn)                                      | 2.5         | 10         |
| Ministry of Political and Parliamentary Affairs (MoPPA)             | 1.0         | 4          |
| Ministry of Health (MoH)                                            | 3.0         | 12         |
| Ministry of Agriculture (MoA)                                       | 2.0         | 8          |
| Ministry of Tourism (MoT)                                           | 4.0         | 16         |
| Others                                                              | 100%        | 400        |
| <b>Total</b>                                                        | <b>67.0</b> | <b>268</b> |

Before distributing the questionnaires, the research team received thorough, one-day in-person training, and a set of structured guidelines for conducting telephone interviews was developed. These guidelines were crafted to ensure the safety and confidentiality of respondents while maintaining the integrity and reliability of the data collection process. This approach was essential to ensure the study adhered to ethical standards and produced valid, high-quality results.

Data were collected in January and February 2025, during the period from January 16 to January 30, 2025, with the research team successfully completing (400) questionnaires. The questionnaires were distributed across 12 governorates within the three regions, based on the published data from the Charitable Societies Registry, which includes information on CSOs registered under the Charitable Societies Law. However, for organizations registered under the Non-Profit Companies Law, the research team was unable to access official information. Despite this, efforts were made to contact and include these organizations in the survey.

Table (2) shows the CSOs according to the government entities responsible for registering and regulating these organizations. The analysis indicates that MoSD is the largest authority, overseeing the registration of 268 CSOs (67%) of the total organizations included in the sample. CSOs under MoEN number 41 (10%), those under MoC total 34 (8%), those under the Ministry of Agriculture account for 12 (3%), and the Ministry of Tourism oversees 8 organizations (2%). The Companies Control Department manages 7 CSOs.(2%)

Figure (1) presents the distribution of educational qualifications of respondents from CSOs. The largest proportion of respondents (36.5%) holds a bachelor's degree, indicating that the majority of those working in this sector have a university education. This is followed by respondents with a master's or doctoral degree, comprising 21.5%, highlighting a significant proportion of highly skilled professionals within CSOs. The remaining respondents hold a variety of educational qualifications, including high school and college diplomas.

Figure (2) shows the gender distribution of the respondents. Males represent 66% of the sample, while females account for 34%. This demonstrates the gender gap within CSOs, with a higher representation of men.

As for the age distribution of participants, the largest group is those aged between 45 and 64 years, comprising 51.7%. This suggests that the majority of employees in CSOs fall into the middle to senior age categories. The second-largest group is those aged 35 to 44 years, making up 30.5%, indicating a notable presence of younger professionals in the sector. Other age groups include those aged 22 to 34 years and 65 years and above.

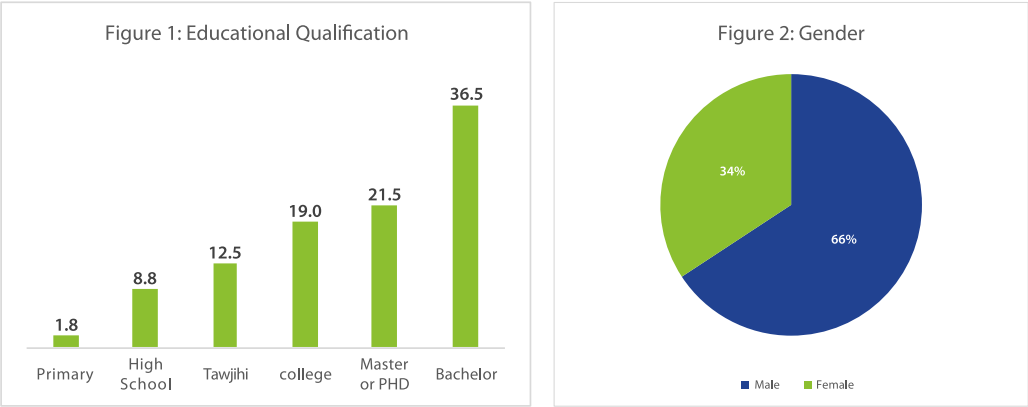
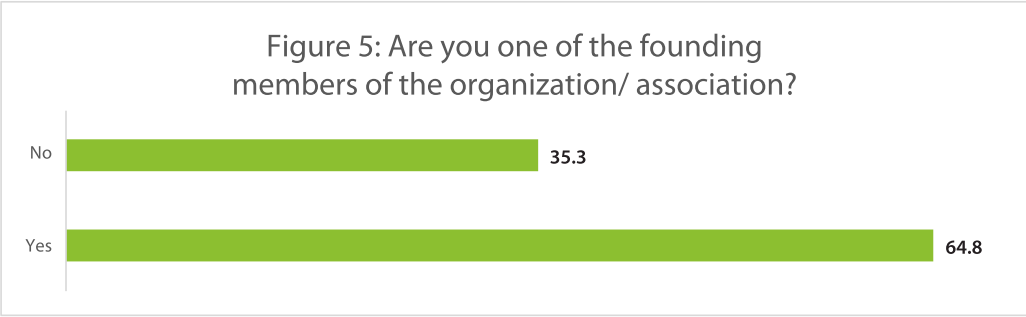
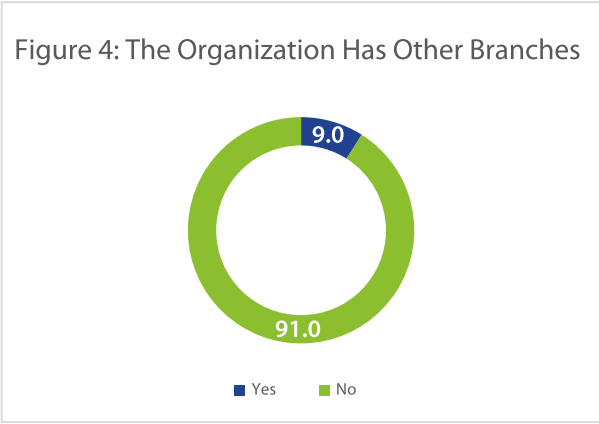
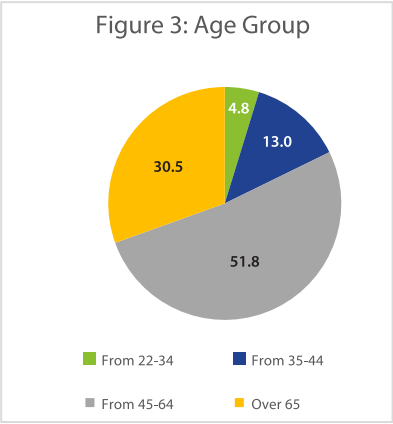


Figure (4) illustrates the percentage of CSOs that have additional branches. Nine percent (9%) of organizations have other branches, suggesting that a small number of organizations have strong infrastructure enabling them to expand and operate in multiple areas. Meanwhile, 91% of organizations operate without branches, reflecting that most CSOs function locally within their respective governorates. The results, as illustrated in

Figure (5), show that the majority of survey respondents (approximately 65%) identified as founding members of the association or organization. This indicates a high level of engagement among individuals who were involved in the establishment phase. Such representation suggests that founding members remain active participants and may exert considerable influence on the organization's current and future orientations. Conversely, non-founding members constituted around 35% of the total respondents, which reflects a notable level of participation from individuals who joined the organization at later stages.



## 4.2. Qualitative Study Sample

**Table (3): Representatives of Government Institutions Interviewed**

| Ministry Name                    | Date       | The respondent's job title                                                                                                                                                                                          |
|----------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ministry of Agriculture          | 17/10/2024 | <ul style="list-style-type: none"> <li>Assistant Secretary-General</li> </ul>                                                                                                                                       |
| Ministry of Environment          | 27/11/2024 | <ul style="list-style-type: none"> <li>Head of International Cooperation Department</li> <li>Head of Associations Department</li> <li>Researcher</li> </ul>                                                         |
| Ministry of Tourism              | 27/11/2024 | <ul style="list-style-type: none"> <li>Head of Institutional Performance Development Department</li> <li>Head of Associations Empowerment Department</li> </ul>                                                     |
| Ministry of Water and Irrigation | 30/10/2024 | <ul style="list-style-type: none"> <li>Assistant Secretary-General for Strategic Planning</li> <li>Assistant Secretary-General for Technical Affairs</li> <li>Head of Sustainable Development Department</li> </ul> |

The second part of the data collection process employed a qualitative approach through FGDs and in-depth interviews. Six FGDs were conducted with staff from CSOs across various governorates of Jordan. Regarding representatives from relevant ministries, four in-depth interviews were held. The targeted ministries included the Ministry of Agriculture, Ministry of Tourism, MoEn, and Ministry of Water and Irrigation, as outlined in Table (3).

The in-depth interviews with representatives of government institutions constitute a crucial element of the study, as they facilitate the exploration of broader aspects of the environment in which CSOs operate in Jordan. This contributes to providing a more accurate and comprehensive analysis of the opportunities and challenges facing organizations and various sectors, while CSOs operate within a regulatory and legal framework overseen by government institutions.

**Table (4): Distribution of FGDs by Governorate and Gender**

| Governorate/Region                     | Date       | Male Participants | Female Participants | Total     |
|----------------------------------------|------------|-------------------|---------------------|-----------|
| Irbid Governorate                      | 06/11/2024 | 2                 | 8                   | 10        |
| Ajloun Governorate                     | 19/11/2024 | 7                 | 5                   | 12        |
| AlKarak Governorate                    | 14/11/2024 | 7                 | 5                   | 12        |
| Madaba Governorate                     | 04/12/2024 | 6                 | 7                   | 13        |
| Almafraq Governorate                   | 20/11/2024 | 3                 | 7                   | 10        |
| Balqa Governorate - Deir Alla District | 30/12/2024 | 5                 | 5                   | 10        |
| <b>Total</b>                           |            | <b>30</b>         | <b>37</b>           | <b>67</b> |

The research team ensured diversity among male and female participants in the focus groups, with a total of (67) participants. CSOs working in various developmental areas were invited, as shown in Table (4).

To ensure diversity and inclusivity in selecting participants for the FGDs with CSOs, we targeted non-profit CSOs registered and governed under the Non-Profit Companies Law. The research team conducted a FGD with representatives of these organizations in Madaba Governorate on March 18, 2025. The session was attended by seven male and female representatives from these organizations.

Using FGDs added value to the research by allowing us to explore the opinions and perspectives of different CSOs. This approach also provided deeper insights into their role in the development of various sectors, the opportunities and challenges they face, and allowed us to clarify some of the quantitative research results and their meanings. The use of qualitative research methods is an essential part of the research process conducted by the IRC, as the research team has extensive experience in recruiting participants and conducting field research in accordance with proper research protocols and ethics. Additionally, the focus group tool and in-depth interviews were shared with the ACTED team, and their feedback was incorporated into the research process.



### 4.3. Ethical Considerations

The field researchers underwent comprehensive training in both qualitative and quantitative research ethics prior to the data collection phase. This training focused on key ethical principles, including respect for participants' privacy, the protection of their rights, and the importance of confidentiality throughout the research process.

Before any data collection took place, participants were thoroughly briefed on the study's objectives, scope, and their role in the research. They were informed about the potential risks and benefits of their participation. The research team ensured that all participants provided their informed consent voluntarily, without coercion or undue influence.

To safeguard participants' privacy, strict confidentiality protocols were implemented. Audio recordings of FGDs, for example, were only made after obtaining explicit informed consent from all participants. Additionally, all data collected was securely stored and used exclusively for the purposes of the study. By adhering to these ethical guidelines, the research team ensured the integrity of the study while maintaining respect for the rights and well-being of all participants involved.

Due to the sensitive nature of some of the topics addressed in this research, all participants and respondents in both the qualitative and quantitative components were assured that their identities would remain strictly confidential. Names were replaced with sequential codes to safeguard anonymity. Furthermore, it was explicitly communicated that any personal data collected would not be utilized in the research, nor would any participant's identity be disclosed in any context or publication.

For the FGDs, the audio recordings were transcribed verbatim, with strict confidentiality protocols in place. The classification and analysis of both qualitative and quantitative data were conducted with objectivity, ensuring that no personal biases or external influences affected the process. All data were managed in accordance with the highest standards of professionalism and integrity to guarantee the accuracy and credibility of the study's findings.

Participants were explicitly informed that their involvement in the study was entirely voluntary and that they could withdraw at any stage without facing any adverse consequences. To ensure transparency, they were provided with detailed information regarding the study's objectives, methodologies, and any potential risks associated with participation. Furthermore, they were given the contact details of the IRC team should they require any further clarification or assistance in the future.

All necessary measures were implemented to protect participants' rights and ensure their privacy throughout the research process. The study was conducted with full commitment to integrity and transparency in data handling, with the goal of producing accurate, objective findings that genuinely reflect reality.

#### 4.4. Methodological Challenges and Limitations

The majority of participants in the FGDs were selected with the assistance of CSOs (CBOs). Although the research team worked closely with these organizations and provided clear guidelines to promote diversity in participant selection, the risk of selection bias remained. This risk arises from the possibility that certain CBOs may have inadvertently chosen individuals who are more active or well-known within their communities, potentially excluding those who are less engaged or harder to reach. To mitigate this risk, the research team conducted random checks and collaborated directly with the CBOs to encourage the inclusion of a broader range of participants, ensuring balanced representation of both male and female youth.

Despite the careful formulation of the survey questions and thorough training of data collectors, remains the possibility that some respondents might misinterpret or misunderstand the questions, or provide socially desirable rather than truthful answers. To address this, the research team used clearly worded questions to reduce ambiguity. Additionally, data collectors received thorough training on neutral questioning techniques. In the FGDs, facilitators were trained to foster a safe and open environment that encouraged honest dialogue and minimized the influence of societal expectations.

For the quantitative data collection, the research team relied on the Jordanian Associations Registry database, which contains information about the number of CSOs across Jordan and their contact details. This data was accessible through the Associations Registry website, which includes charitable organizations. However, the team noted that the database may not have been updated in recent years, raising concerns about its accuracy. Although the research team contacted officials at the Jordanian Associations Registry in an attempt to obtain updated lists of charitable organizations, they were informed that no updated lists were available beyond what was already published online.

Additionally, the research team made considerable efforts to include CSOs registered under the Companies Control Department. However, they faced challenges due to a lack of available data and contact information, as well as the absence of such information on the official website of the Companies Control Department. Despite these difficulties, the team succeeded in collecting a limited number of completed surveys from these organizations. To ensure their inclusion in the study, the research team conducted a FGD with representatives of organizations classified as non-profit companies, which are regulated under the Non-Profit Companies Regulation.

## 5. The Legal Structure Governing CSOs in Jordan

In Jordan, 'civil society' refers to a broad spectrum of non-governmental groups that play a key role in the country's social, economic, and political development. This includes associations, NGOs, non-profit organizations, cooperatives, labor unions, and professional syndicates. While the term "civil society" is commonly used by government bodies, international organizations, and donors, it is not specifically defined in Jordanian law.

There are two closely related terms frequently used in development and policy discussions: CSOs and community-based organizations. Although these terms do not have a specific legal definition, they are widely recognized in both national and international policy conversations. CSOs typically operate at the national level, often based in Amman, with initiatives aimed at raising awareness across multiple governorates. In contrast, community-based organizations are typically grassroots entities, smaller in size, and focused on specific local areas within each governorate.

It is difficult to determine the exact number of CSOs in Jordan. However, according to some sources, there are approximately (1,500) cooperative associations, and<sup>2</sup> (1,380) non-profit companies registered with the Companies Control Department<sup>3</sup>, Around (6,118) associations are registered under the Associations Law<sup>4</sup> The legal foundation for civil society in Jordan is rooted in the Jordanian Constitution (1952), Article 16, which states:

- Jordanians are entitled to assemble, within the framework established by law.
- Jordanians have the right to establish associations, trade unions, and political parties, provided their objectives are lawful, their methods are non-violent, and their regulations comply with constitutional provisions.
- The law regulates the formation of associations, trade unions, and political parties, as well as overseeing their resources.

The main law governing CSOs is the Associations Law No. (51) of 2008, which defines associations as entities established by at least seven individuals to engage in non-profit voluntary activities that benefit the public. The law prohibits associations from engaging in political activities that fall within the scope of political parties.

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2. Jordanian Economic and Social Council (2024). The Role of Cooperative Societies in the Economic Empowerment of Women in Jordan, p. 1.
  3. Companies Control Department (2022). Risk Assessment Report on Terrorism Financing for the Non-Profit Sector in Jordan, p. 7.
  4. Jordanian Associations Registry Website. Last visited on February 9, 2025.

Associations are subject to strict oversight and financial regulations by government authorities, particularly regarding funding and governance. In addition to the Associations Law, other legal frameworks regulate specific types of nonprofit entities:

- The internal regulations governing nonprofit companies (NPCs) control nonprofit organizations, which operate under the Companies Law instead of the Associations Law.<sup>5</sup>
- The Cooperative Societies Law governs cooperative associations, which operate under a different legal framework and are regulated by the Jordanian Cooperative Corporation<sup>6</sup>.
- Royal Non-Governmental Organizations (RNGOs) – These are established under specific legislation and operate independently, separate from the legal framework governing associations.
- Despite these laws, civil society in Jordan operates within a highly restrictive environment, with significant government oversight, particularly in areas such as foreign funding, governance, and operational independence.<sup>7</sup>

## Types of CSOs in Jordan

### First: Associations

Associations are the most prevalent form of CSOs in Jordan and are governed by the Associations Law No. 51 of 2008. To establish an association, an application must be submitted to the Registrar of Associations at MoSD. The request is then forwarded to the Registration Management Committee (RMC) for approval.<sup>8</sup>

As mentioned earlier, the Jordanian Constitution and the Associations Law prohibit the registration of any association whose objectives are illegal or contravene public order. Although no associations have been rejected on these grounds, the Associations Law specifies that each association clearly articulate its objectives and purposes in its internal bylaws. In 2018, the Registrar of Associations introduced a classification booklet, which categorizes associations into 14 sectors, each with predefined goals and objectives. Since then, the registration process has become more streamlined, requiring associations to align their goals with the prescribed criteria within the chosen sector.<sup>9</sup>

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5. Companies Law No. (22) of 1997 and the Non-Profit Companies Regulations No. (73) of 2010.
  6. Cooperation Law No. 18 of 1997 and the Cooperative Associations Regulations No. (36) of 2016.
  7. Human Rights Committee, Concluding Observations on the Fifth Periodic Report of Jordan, CCPR/C/JOR/CO/5, 4 December 2017, paragraph 32. ICNL, Civil Society Sustainability Index for the Middle East and North Africa 2020, 9th Edition – October 2021, pp. 30-31.
  8. According to Article 4/A of the Associations Law No. 51/2008, the Board of Registration is chaired by the Minister of Social Development. The board's members include the Registrar, who serves as the Vice President, along with representatives from the Ministries of Interior, Culture, Tourism and Antiquities, Environment, and Political Development. Additionally, four individuals with experience in charitable or voluntary work are appointed by the Cabinet upon the minister's recommendation for a renewable two-year term.
  9. The sectors are as follows: education, health, culture, heritage, arts, and sports, agriculture, environment, economic empowerment, democracy and governance, social and professional relations, rights and freedoms, protection and social welfare, tourist and archaeological sites, religions, support for the civil society sector, and arrangements.



Before the issuance of the booklet, the Administrative Court ruled that if an association's objectives were unclear, vague, or indeterminate, its registration could be legally rejected. While this classification system has imposed limitations on the flexibility of associations in formulating their objectives, there have been no official complaints regarding discrepancies between the pre-defined goals and the actual needs of the associations.

**Once registered, associations must comply with the following legal and financial obligations<sup>10</sup>:**

- Submit annual reports to the relevant ministry, including work plans, financial statements, and the auditor's report for budgets exceeding 2,000 JDs.
- Government oversight, including the authority to intervene in internal disputes and appoint temporary boards in cases of violations.
- Funding regulations, requiring prior approval from the government before receiving foreign financial support.

**The associations are divided into three categories:<sup>11</sup>**

- Public Associations – Open for general membership and operate at the national level.
- Private Associations – Membership is restricted to specific individuals, typically ranging from 3 to 20 members.
- Closed Associations – Established by a single founder or a small group, with funding exclusively provided by the founders.

The relevant ministry overseeing the association depends on its jurisdiction. According to Regulation No. (13) of 2009, the concerned ministries may include the MoH, MoEn, MoC, and MoSD. The minister has the authority to transfer oversight of an association to another ministry if necessary.<sup>12</sup>

It is important to note that the Charitable Associations Law No. (33) of 1966 previously governed all types of associations in Jordan. This historical framework explains why some associations still include the term "charitable" in their names. However, under the current Associations Law No. (51) of 2008, there is no legal requirement for associations to include the word "charitable" in their official name. Therefore, if an association is found to have "charitable" in its name, it is likely that it was established before 2008, when the new legal framework came into effect. Finally, it should be noted that all associations are exempt from income tax.<sup>13</sup>

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10. Article (16) of the Associations Law No. (51) of 2008.

11. Article (3) of the Associations Law No. (51) of 2008

12. According to Article 3 of Regulation No. (13) 2009, the Minister of Social Development may decide on a different ministry based on a recommendation from the registrar.

13. Article 4/C/1 of the Income Tax Law No. (34) of 2014.

## Second: Cooperative Associations

Cooperative societies are a distinct category of CSOs governed by the Jordanian Cooperative Corporation (JCC)<sup>14</sup>. They require at least 15 members, and it must be a self-sustaining entity led by the members, engaged in economic and social activities<sup>15</sup>. Cooperative societies operate in sectors such as agriculture, trade, and services, and they are exempt from income tax under the Income Tax Law No. (34) 2014<sup>16</sup>.

Members of the cooperative are liable for their obligations and debts in proportion to their shares, from the date of membership until withdrawal. The management committee must include at least three members, who are elected by the general assembly through a secret ballot, for a term not exceeding four years, with a maximum of three consecutive terms. This committee is responsible for overseeing administrative and financial matters, preparing annual reports and budgets, issuing financial and administrative regulations, and appointing lawyers when necessary.

In addition, the supervisory committee - also elected by the general assembly - ensures compliance and must not overlap with the management committee. The general assembly determines the distribution of profits, ensures equal treatment of shares, and must allocate no less than 20% of the net profits to a reserve account. Profit distribution is contingent upon covering any previous deficits<sup>17</sup>.

## Third: Non-Governmental Organizations (NGOs) Established Under the Law (Private Non-Governmental Organizations - Private NGOs)

Some non-governmental organizations (NGOs) in Jordan operate outside the framework of the Associations Law and are established under specific legislation, which grants them a higher degree of independence. These private NGOs benefit from the following: exemption from taxes and financial restrictions, independence from government supervision, boards of trustees appointed by royal decree, and unrestricted access to foreign funding. Examples of private NGOs include the King Hussein Foundation and the Jordan River Foundation.

## Fourth: Non-Profit Companies (NPCs)

Non-Profit Companies (NPCs) are legally registered entities operating under the Non-Profit Companies Regulation No. (73) of 2010. They may take the legal form of General Partnership Companies (GPCs) or Limited Liability Companies (LLCs) but are not permitted to distribute profits. NPCs primarily focus on: healthcare services, education and vocational training, microfinance projects, investment promotion, and community development.

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14. Article 4 of the Cooperative Law No. (18) of 1997.

15. Article 3 of the Cooperative Regulation No. (36) of 2016

16. Article 4/C/1 of the Income Tax Law No. (34) of 2024.

17. Articles 15, 17, and 21 of the Cooperative Regulations No. (36) of 2016.

All NPCs are required to appoint a legal representative, maintain transparent and well-documented financial records, and comply with stringent financial oversight regulations. Furthermore, reports indicate that the government has suspended the registration of new NPCs, emphasizing that non-governmental organizations must be exclusively registered under the Associations Law No. (51) of 2008. This policy shift reflects the government's approach to streamlining the regulatory framework for CSOs and ensuring adherence to national oversight mechanisms.

## Challenges Facing Civil Society in Jordan

CSOs in Jordan face a range of challenges that impact their sustainability, effectiveness, and ability to operate independently. Various reports on the state of civil society in Jordan highlight key issues, including restrictive legal frameworks, financial constraints, limited public participation, and operational challenges. These obstacles have hindered the growth and influence of CSOs, affecting their ability to advocate for change, provide services, and contribute to social and economic development. The following section outlines the main challenges facing CSOs in Jordan and their effects on the sector.

### Legal and Regulatory Challenges<sup>18</sup>

- **Restrictive Legal Environment:** The Associations Law (Law No. (51) of 2008) imposes onerous registration and operational requirements on CSOs, including excessive government oversight and bureaucratic hurdles. CSOs must obtain government approval before receiving foreign funding, which causes delays and restricts access to resources.
- **Restrictions on Freedom of Expression and Assembly:** The government has employed various legal provisions, including the Cybercrime Law and emergency defence orders issued during the pandemic, to limit the ability of CSOs to criticize policies or advocate for reforms.

### Financial Feasibility and Funding Challenges<sup>19</sup>

- **Reliance on Foreign Funding:** Most CSOs in Jordan heavily rely on international donors. However, the government approval processes for foreign funding remain slow and non-transparent. This dependency creates vulnerability, as funding can be delayed or denied at any stage.
- **Limited Support from Corporations and Government:** Due to the economic downturn and changing government priorities, local funding sources for CSOs have diminished. Many corporations have reduced their Corporate Social Responsibility (CSR) initiatives, further limiting funding opportunities.

18. Human Rights Watch (2022) reports that the Jordanian government is suppressing civil space, while ICNL (2018) highlights the state of civil liberties in North Africa and the Middle East, noting concerns in Jordan on page 71. Additionally, the U.S. Department of State (2023) in its Country Reports on Human Rights Practices discusses ongoing human rights issues in Jordan.

19. Shahed Al-Ayyad (2023). Navigating Financial Sustainability in NGOs in Jordan. New Tactics in Human Rights.  
ICNL (2020). Civil Society Sustainability Index for the Middle East and North Africa, 9th Edition – October 2021, pp. 32-33.

- **Limited Fundraising Capacity:** Many CSOs lack the technical and organizational capacity to diversify their funding sources, making them financially unstable and overly dependent on external donors.

## Operational and Organizational Challenges<sup>20</sup>

- **Weak Institutional Capacity:** Many CSOs face internal governance challenges, such as limited strategic planning, poor financial management, and ineffective operational structures. Smaller organizations, in particular, operate with minimal professional staff and rely heavily on volunteers. Additionally, many CSOs lack access to specialized training in their areas of work, which limits their ability to develop sector-specific expertise and effectively implement programs.
- **Technology and Digital Barriers:** The pandemic highlighted the digital divide among CSOs, as many lack the infrastructure and expertise required to transition to providing services online and working remotely.
- **Limited Public Engagement:** Public perceptions of CSOs remain mixed. While some organizations play a key role in service delivery and humanitarian assistance, others are viewed with scepticism due to allegations of inefficiency, donor-driven agendas, or lack of transparency.

## Governmental and Political Challenge<sup>21</sup>

- **Exclusion from Decision-Making:** CSOs often have no say in making national policies, even though they work to push for social change. The government is hesitant to include them in law-making discussions or in plans for social protection.
- **Bureaucratic Barriers to Service Delivery:** Civil society groups that offer direct services, like education, healthcare, or aid, faced more challenges during the pandemic. For example, travel restrictions made it hard for them to reach communities in need.
- **Limited Collaboration with the Private Sector:** CSOs do not collaborate much with private companies, which limits their chances for steady funding and joint projects.

20. Elias Saliba (2023). Shrinking Spaces in the Middle East and North Africa: Supporting Civil Society Resilience. German Development Institute for Sustainability.  
ICNL (2020). Civil Society Sustainability Index for the Middle East and North Africa, 9th Edition – October 2021, pp. 31-32.

National Center for Human Rights (2024). Twentieth Annual Report on the State of Human Rights in the Hashemite Kingdom of Jordan for 2023, p. 51.

21. Phenix Center for Economic and Informatics Studies (2021). National and local discussion sessions on the role of CSOs in promoting social protection. Amman: Phenix Center.  
U.S. Department of State (2023). Country Reports on Human Rights Practices: Jordan.



## 6. Analysis of Government Development Priorities in Jordan

The IRC team worked on a separate report aimed at analyzing government priorities in Jordan by reviewing national documents and recent official strategies to identify key priorities and their impact on public policies. The report focused on areas such as women's and youth empowerment, environmental sustainability, social justice, and civic participation. It examined how these priorities align with the general human rights framework and highlighted the role of civil society in promoting fundamental rights and freedoms. The goal was to provide a comprehensive vision of the government's future direction and its implications for citizens in Jordan.

In determining government priorities, the research team relied on a review of relevant national documents related to government policies for the period from 2020 to 2025. These documents included government plans and strategies in various fields such as social development, environment, tourism, and energy, taking into account the general human rights framework to enhance the role of civil society in supporting human rights. The documents were carefully selected based on their relevance and recency to ensure that the findings aligned with current political trends.

The report was based on the review of 16 key documents, including the Jordanian Constitution, the Economic Modernization Vision, the Royal Discussion Papers, national strategies related to women and youth, and the National Climate Change Policy. It also benefited from specific strategies of several ministries, such as those for political affairs, environment, and labour, to identify the government's priorities across various sectors. The government priorities were categorized under several main themes, which represent the current government directions. These themes include:

1. **Equal Rights for All:** Ensuring that all citizens enjoy the same rights without discrimination while upholding the rule of law.
2. **Women's Empowerment:** Promoting women's participation in political and social spheres and ensuring equal opportunities for them.
3. **Youth Empowerment:** Strengthening the capabilities of youth and enabling their active engagement in society.
4. **Environmental Sustainability:** Protecting the environment, achieving sustainability, and reducing the environmental impact.
5. **Social Justice:** Ensuring equal opportunities for all societal groups while reinforcing social protection systems.
6. **Civic Engagement:** Encouraging citizens to actively participate in political and social processes.
7. **Education and Skills Development:** Advancing the educational system and equipping youth with the skills needed to thrive in the labor market.

8. Rule of Law: Strengthening judicial independence and ensuring transparency and fairness in the legal system.
9. Gender Equality: Promoting equal rights and opportunities for both men and women.
10. Judicial Reform: Improving the judicial system to ensure justice and facilitate effective dispute resolution.
11. Public Sector Reform: Enhancing the efficiency and transparency of the public sector.
12. Innovation and Technology: Encouraging technological innovation and supporting entrepreneurial ventures.
13. Economic Growth: Stimulating economic growth by improving the business environment and fostering investment.
14. Energy Efficiency: Enhancing energy efficiency and developing sustainable, alternative energy sources.
15. Social Protection: Strengthening safety nets and improving access to vital public services.
16. Agricultural Development: Supporting the agricultural sector to ensure food security and promote sustainable farming practices.
17. Criminal Justice Reform: Reforming the criminal justice system to ensure fairness, transparency, and accountability.
18. Innovation and Technology: Fostering an enabling environment for innovation, digital transformation, and entrepreneurship.

An analysis of official documents has identified a set of recurring government priorities. The most prominent among these are women's and youth empowerment, environmental sustainability, social justice, and civic engagement—all emphasized in official policies and government reforms, such as the Royal Discussion Papers and the Economic Modernization Vision. The analysis indicates that the government aims to achieve these priorities through various policies, including strengthening women's and youth empowerment, promoting social justice, and protecting the environment, in alignment with international human rights standards.

Furthermore, a review of the "Handbook on the Classification of Associations by Specialization" issued by the Associations Registry indicates that the types of associations most closely aligned with national priorities include:

- Health
- Agriculture
- Environment
- Economic Empowerment
- Social Protection and Care
- Tourism and Heritage Sites
- Support for the Civil Society Sector

As part of the project's implementation and its objectives, the partners at ACTED – the Organization for International Cooperation and Development – established an advisory committee in October 2024. This committee comprises experts from various development sectors, along with representatives from select government institutions, such as MoSD. The committee's role is to oversee different project activities, including research and analysis, and to contribute to identifying relevant priorities.

After reviewing the analysis results, which focused on government priorities derived from comprehensive national strategy documents, the committee provided recommendations aligned with Jordan's Economic Modernization Vision. This vision emphasizes the importance of sectors that contribute to sustainable development and economic growth. Accordingly, the committee recommended focusing on three key government priorities that directly align with the Economic Modernization Vision:

- Agriculture Sector: Recognized as a key driver of food security and rural development.
- Tourism Sector: Due to its significant role in the national economy and sustainable economic growth.
- Environment Sector: In line with global and national trends toward sustainability and environmental protection.

# 7. Agricultural, Environmental, and Tourism Priorities from the CSOs' Perspective

In the survey, respondents from CSOs were asked about their views on key sectors such as the environment, agriculture, and tourism, and which of these sectors they consider as development opportunities for their region. The results demonstrated strong alignment in opinions across these sectors, reflecting the diverse development opportunities available in Jordan.

**Agriculture Sector** The agriculture sector received the highest level of support, with 39.8% of respondents considering it a significant development opportunity in their regions. This indicates that many respondents recognize agriculture as a key sector for growth, contributing to food security, job creation, and supporting the local economy. This is illustrated in Figure.(6)

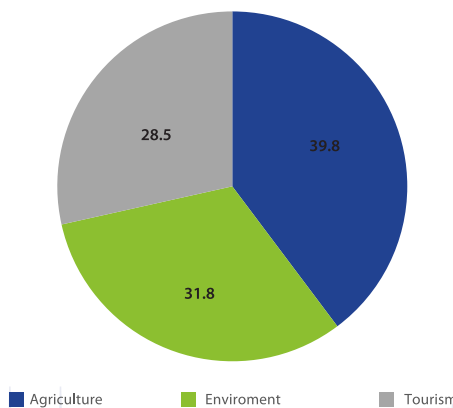
**Environmental Sector** The environmental sector garnered 31.8% support, reflecting growing awareness of environmental sustainability as a key development priority. Respondents emphasized the sector's significance, particularly in addressing pressing challenges such as pollution, water scarcity, and climate change. Strategic interventions in this sector include advancing renewable energy initiatives, enhancing waste management systems, and promoting evidence-based environmental policies to ensure long-term resource sustainability.

**Tourism Sector:** With 28.5% support, tourism is recognized as a key driver of economic growth in Jordan. Its rich cultural and natural heritage contributes to GDP, job creation, and infrastructure development. Sustainable tourism initiatives, including heritage conservation and eco-tourism, are essential for ensuring long-term resilience in the sector.

## Agricultural Sector Priorities

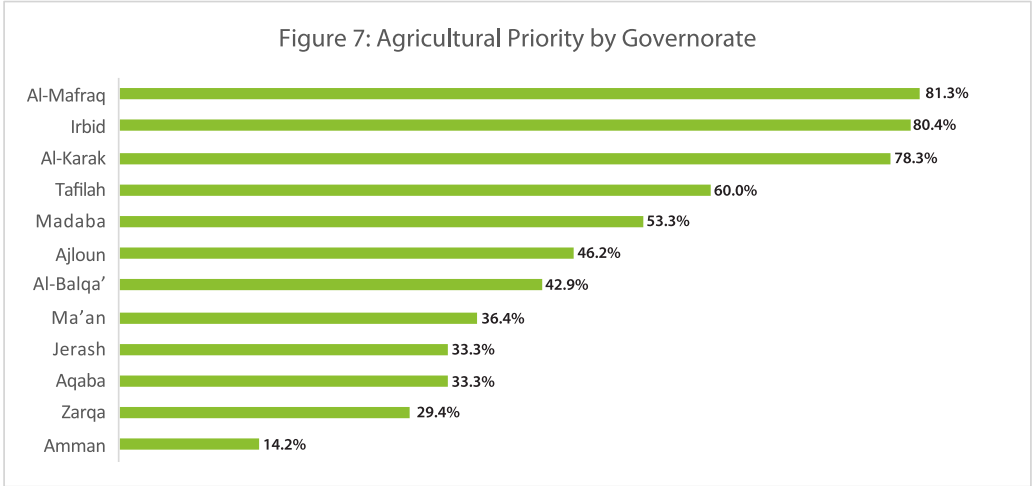
The analysis highlights notable regional disparities in development priorities across Jordan's governorates, as CSOs in each region prioritized sectors based on localized socioeconomic and environmental factors. A cross-sectional examination revealed clear distinctions: certain governorates prioritized agriculture due to favorable agroecological conditions, while others emphasized tourism and heritage conservation, and some demonstrated a stronger emphasis on environmental sustainability.

Figure 6: Sectors with Development Opportunities in Jordan





When assessing the perceived priority of the agricultural sector relative to the environmental and tourism sectors at the governorate level, findings indicated that Mafrq Governorate exhibited the highest prioritization of agriculture, with 81% of respondents identifying it as the primary development sector (see Figure 7). This outcome underscores the pivotal role of agriculture in Mafrq’s economic structure, given the region’s extensive cultivated lands and reliance on groundwater for irrigation. As a result, the agricultural sector constitutes a key pillar of local economic development, contributing to food security and generating employment opportunities, particularly for youth.

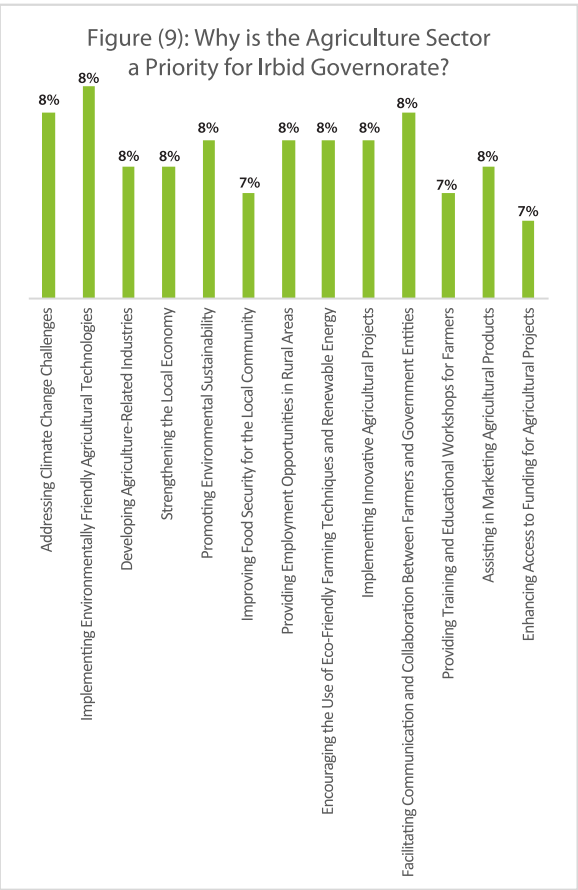


In conducting statistical cross-references for Mafrq Governorate, several reasons were highlighted by respondents for prioritizing the agriculture sector. The primary reason, illustrated in Figure (8), is enhanced access to national and international funding for agricultural projects, with 65% of respondents selecting this factor. This reflects a strong need for funding to support agricultural initiatives, enhance infrastructure, purchase modern equipment, and implement sustainable agricultural practices. Additionally, 62% of respondents emphasized the existence of innovative agricultural projects in Mafrq as another key reason. Innovations such as modern irrigation techniques, organic farming, and the development of new crop varieties are viewed as critical for improving productivity, increasing efficiency, and advancing both food security and economic growth.



Irbid Governorate ranks second after Mafraq. As illustrated in Figure (8), 80.4% of respondents from Irbid identified the agriculture sector as more important than the tourism and environment sectors.

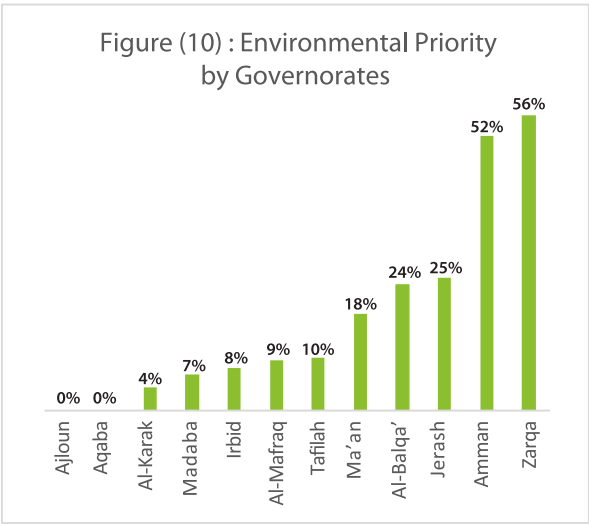
Respondents in Irbid believe that the agriculture sector enhances access to both national and international funding, as shown in Figure (9). It also helps market agricultural products and supports the local economy. Irbid is considered one of the main agricultural governorates in Jordan, distinguished by a variety of crops and the potential to utilize modern technologies to improve productivity. The governorate is home to the North Ghor District. Agriculture in Irbid contributes to job creation, supports the local economy, and ensures food security. Marketing agricultural products can increase farmers' income and improve their living standards.



In Karak Governorate, respondents chose the agriculture sector over the environment and tourism sectors with a preference rate of 78.3%, compared to other governorates. This choice is attributed to the presence of the South Ghor District in Karak, which is incentivized to use environmental farming techniques and renewable energy, such as solar power, in agricultural processes. These technologies can help improve agricultural efficiency and reduce environmental impact. Solar energy can be used to power irrigation systems, supply electricity, and decrease dependence on other energy sources. Additionally, agriculture in Karak provides job opportunities and promotes communication and cooperation between farmers and government agencies to improve agricultural policies and provide necessary support. This partnership can lead to better policy formulation, improved technical and financial assistance, and the promotion of sustainable development within the agricultural sector.

Priorities of the Environmental Sector

When respondents were asked about the importance of the environment sector compared to agriculture and tourism in different governorates, it turned out that people in Zarqa and Amman prioritize the environment the most. In Zarqa, 56% of respondents identified the environment sector as the top priority. This shows that people in Zarqa are highly concerned about environmental issues, such as industrial pollution and waste management. The interest in this sector reflects a desire to improve life quality by reducing pollution and focusing on sustainability.



In Amman, the environment received 52% support, which is still a strong priority. As the largest city in Jordan, Amman faces issues like air and noise pollution, and the need for better waste management. The focus on the environment here shows an increasing awareness of the need to preserve the urban environment and improve living conditions.

Looking deeper into the responses from Zarqa, the most common reason for choosing the environment sector was support for renewable energy projects and pollution reduction, with 18.8% of respondents mentioning this. This highlights the interest in renewable energy as a solution to pollution and sustainability. People believe renewable energy can help reduce harmful emissions and pollution.

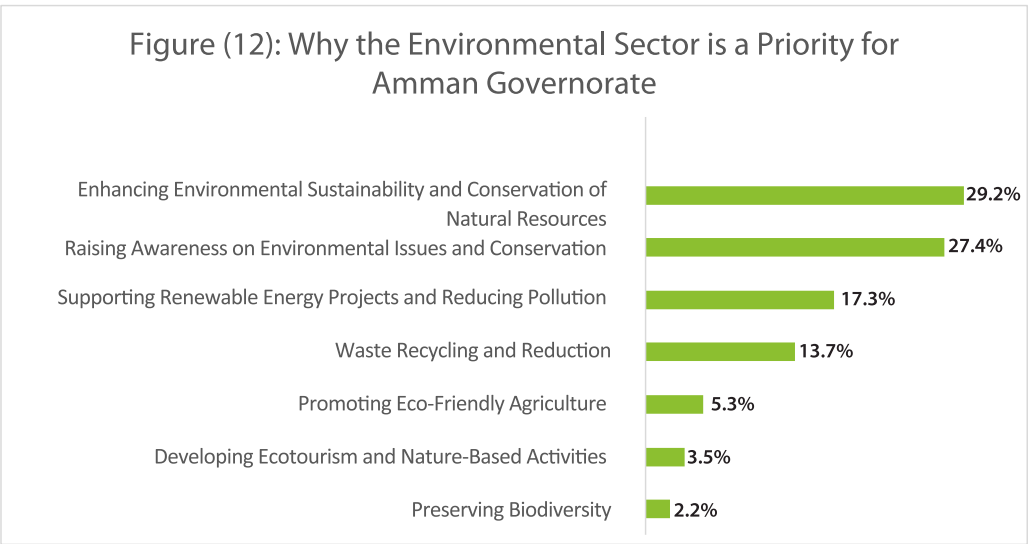
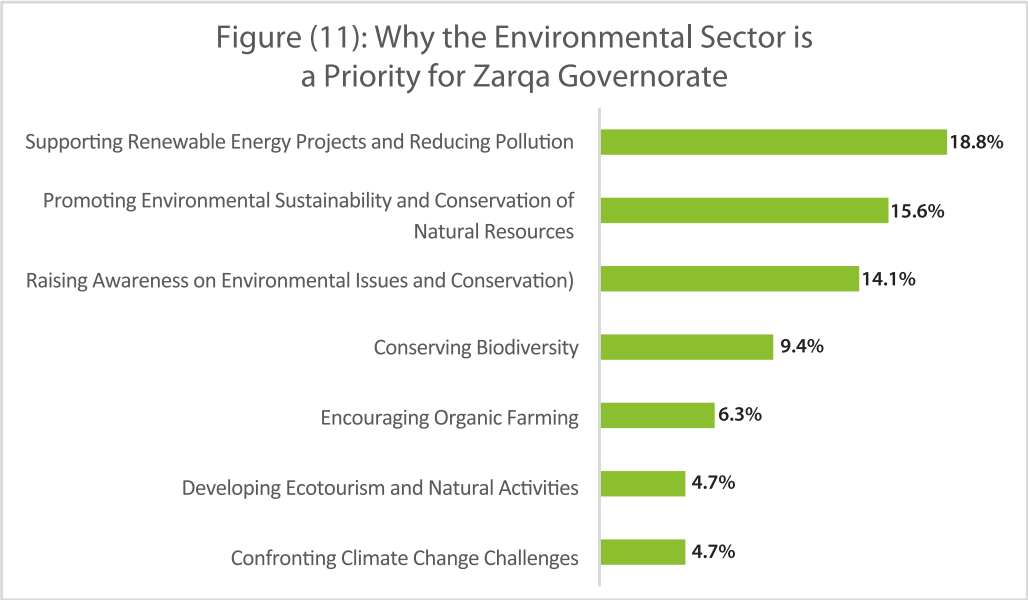
Additionally, 15.6% of respondents in Zarqa emphasized the importance of strengthening sustainability practices and conserving natural resources. This indicates that protecting the environment, managing water resources effectively, preserving biodiversity, and promoting environmentally-friendly agricultural practices are key priorities for the people in Zarqa.

In Amman, 29.2% of respondents highlighted environmental sustainability and natural resource conservation as major priorities. This reflects a growing concern for environmental issues, such as improving waste management, reducing air pollution, and encouraging eco-friendly transportation methods.

Furthermore, 27.4% of respondents emphasized the importance of raising community awareness about environmental issues and equipping them with practical tools for environmental protection. This indicates that environmental education is a fundamental component of efforts to achieve sustainability in Amman. Awareness

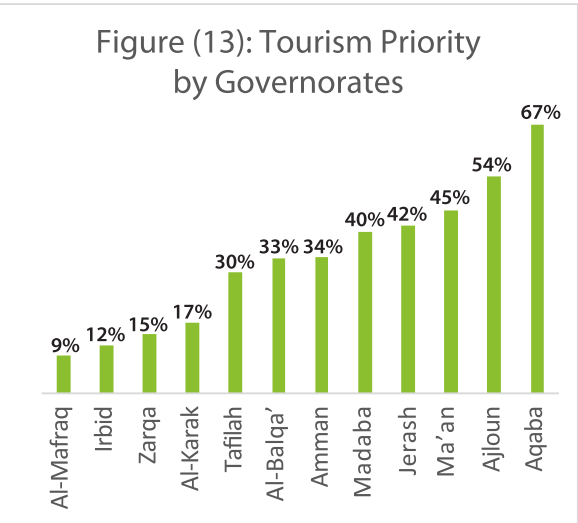
efforts include educational campaigns designed to increase understanding of environmental conservation and promote sustainable practices.

Moreover, 17.3% of respondents expressed support for initiatives focused on renewable energy and pollution reduction. This reflects the growing interest in developing innovative solutions to address environmental challenges in the capital, with renewable energy projects viewed as clean and sustainable alternatives.



Priorities of the Tourism Sector

Some respondents from the governorates consider tourism to be a top priority due to the presence of significant tourist and archaeological sites in their regions, along with factors that make tourism a key economic driver. In Aqaba, 67% of respondents identified tourism as a top priority. Similarly, in Ajloun, 54% of respondents considered tourism a priority. In other areas, 45.5% of respondents also regarded tourism as a priority, as shown in Figure (13).



In some governorates, respondents view tourism as a top priority because their regions feature unique tourist and archaeological sites, positioning tourism a key economic driver. In Aqaba, for example, 67% of respondents rank tourism a top priority, while in Ajloun, 54% share the same view. Aqaba’s location on the Red Sea and popular attractions like Wadi Rum and the coastline establish it a major tourism destination. In Aqaba, one of the main reasons tourism is a priority (shown in Figure 14) is the perceived importance of collaboration between community organizations and government agencies, with 15% of respondents supporting this. This suggests that working together can help improve tourism infrastructure, services for visitors, and organize cultural and artistic events to attract tourists. Additionally, promoting local tourist destinations through campaigns can raise awareness and boost local tourism. Cultural and artistic events are also seen as important for creating a memorable experience for visitors.

In Ajloun, as shown in Figure (15), respondents expressed similar priorities. Respondents highlight the importance of promoting eco-tourism due to Ajloun’s stunning nature and forests. Preserving historical and natural sites like Ajloun Castle is also seen as key. Improving tourism infrastructure - including roads and facilities - is another priority for enhancing the visitor experience and making the area more attractive. Additionally, supporting small and medium-sized tourism businesses is seen as essential for boosting the local economy and creating job opportunities.

Figure (14): The Importance of the Tourism Sector for the Aqaba Governorate



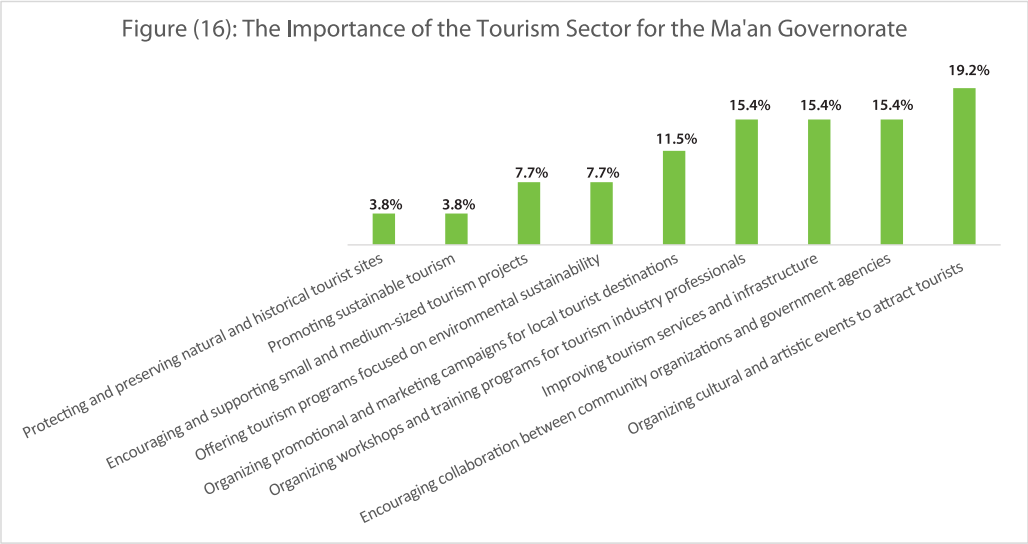
Figure (15): The Importance of the Tourism Sector for the Ajloun Governorate



Regarding the reasons why the tourism sector is considered a priority in Ma'an Governorate, as illustrated in Figure (16), organizing cultural and artistic events to attract tourists ranks as the top priority with 19.2% of respondents citing it. Ma'an is home to major tourist attractions, such as Petra, which is one of Jordan's most significant destinations, making it a key point of interest. Organizing cultural and artistic events can contribute to attracting visitors and raising awareness about the region's cultural heritage.

The second priority is fostering collaboration between community organizations and government bodies, with 14.4% of respondents highlighting its importance. This collaboration can enhance tourism infrastructure and improve the quality of services

provided to tourists. Additionally, upgrading the governorate’s overall infrastructure and services remains a key concern, as it directly impacts the visitor experience and increases the region’s appeal. Furthermore, organizing workshops and training for individuals working in the tourism sector is also a significant priority, as it helps improve the skill sets of tourism professionals and ultimately improves the quality of services offered.



Qualitative Analysis

There was a clear consensus among all focus group participants that the agricultural sector is a top priority, as it is a primary source of income for many communities, especially in rural areas. Participants in the sessions held in Irbid and Mafrq governorates noted that their communities rely heavily on agriculture and livestock for income and food security. One participant from Irbid said: *“The main sector in Irbid is agriculture. But we need to look at things from a rights-based perspective. In my opinion, there should be a balance between three sectors: agriculture, environment, and climate change. Agriculture may be the priority, but if the climate changes, agriculture could collapse. That’s why we need to balance agriculture, tourism, and the environment”*.

In Al-Mafrq, some participants suggested integrating the agriculture and environmental sectors because they are closely connected. Agricultural projects can have a positive environmental impact. One participant explained: *“The climate allows us to work on agricultural projects that can also support the environment. But the environment is broader it includes water, air, and other things”*.

Therefore, we can look at the environment in different ways. We can achieve two goals at once by implementing agricultural projects that help the environment. Many participants also believed that the three sectors—agriculture, environment, and tourism—are all important in every governorate. These sectors are linked

and support each other, so there should be a balance between them to achieve sustainable development. One participant from Irbid said: ***“These three sectors are equally important. In our association, we’ve worked in agriculture, in tourism—because our area has many historical sites like Samad and Al-Mazar—and also in the environment. The three sectors should be treated with the same level of importance. They complete each other.”*** Most participants agreed on the need to balance the three sectors: agriculture, tourism, and the environment.

They emphasized that climate change affects agriculture, which makes it even more important to address these sectors together. As one participant explained ***“We need to balance tourism, agriculture, and the environment, because climate change can destroy agriculture.”***

Agriculture was highlighted as a key source of income. Participants shared examples of successful projects, such as growing thyme and mushrooms and raising livestock. One participant noted: ***“Women took part in agricultural projects like thyme and mushroom farming and raising animals. These projects were successful.”***

The environmental sector received special attention in areas affected by desertification and water scarcity, making environmental sustainability more urgent. In the Karak focus group, participants suggested combining agriculture and the environment due to their overlap. One participant explained: ***“Agriculture and the environment are closely connected, especially in areas with water shortages and desertification. Agricultural projects can have positive environmental effects if done properly. In Karak, we believe that combining the two sectors can bring great benefits.”***

In Ajloun, participants shared examples of successful environmental projects, such as reforestation after wildfires. One participant said: ***“In 2023, our association worked with the Ministry of Agriculture on a reforestation project in areas that were damaged by wildfires in Ajloun. We received free trees from agricultural nurseries, and members of the local community helped plant them.”***

Participants in the FGDs emphasized that the tourism sector plays an important role in boosting the local economy by attracting tourists and creating job opportunities. One participant said: ***“Tourism strengthens the local economy by drawing in tourists and creating job opportunities.”***

There is a strong focus on developing tourism infrastructure and launching tourism programs, such as tourism trails and promoting historical sites. As one participant explained: ***“Tourism programs, such as trails and the promotion of historical sites, have been implemented.”***

Participants also agreed that the tourism sector is an important economic opportunity, but it needs investments in infrastructure. In Ajloun, there has been notable success



in both environmental and tourism projects, making the area a unique tourist and environmental destination. One participant noted: ***“Ajloun has seen notable success in both tourism and environmental projects. The area’s natural features support the cultivation of various herbs and fruits. However, the tourism sector still faces challenges, especially the lack of infrastructure investment, which also limits opportunities for developing the environmental sector.”***

In Madaba, participants see tourism as a key sector for the region, as it has attractions like mosaics and handicrafts. One participant said: ***“Madaba and the areas around it represent a combination of sectors. We can’t describe it as purely a tourism area, or purely agricultural, or solely dependent on water. Each sector completes the other—tourism complements agriculture, and agriculture complements tourism. Everything is interconnected.”***

# 8. Institutional, Organizational, and Administrative Capacities of CSOs

## First: Clarity of tasks, objectives, and commitment to them

The clarity of tasks and objectives, coupled with the commitment their achievement, is one of the fundamental factors contributing to the success of CSOs. It facilitates the effective direction of efforts and resources, while adherence to tasks and strategic plans enhances the organization’s credibility and contributes to the efficient realization of its goals. In this section, we will analyze the degree of clarity and commitment to objectives within CSOs in Jordan, as well as the challenges they face in this regard. We will also explore how organizations can improve the clarity of their objectives and increase their commitment to strategic plans by adopting effective management practices and developing clear and well-defined action plans.



The quantitative results, as shown in Figure (17), indicate that the majority of CSOs in Jordan rate the clarity of their tasks and objectives as moderate to strong. Specifically, 43.5% of the organizations classified the clarity of their tasks and objectives as moderate, while 37% classified it as strong.

On the other hand, a small percentage of organizations (13%) rated the clarity of their tasks and objectives to be weak or very weak. This indicates challenges faced by some organizations in clearly defining their goals, which may affect their effectiveness in achieving their objectives.

Regarding the commitment of CSOs to their tasks and strategic plans, (17%) reported weak commitment, suggesting that these organizations may face difficulties in adhering to and effectively implementing their plans.

The largest group of organizations (41%) falls in the moderate category, meaning they show average level of commitment to their tasks and strategic plans. These organizations may be able to achieve some of their goals but may need improvements in commitment and execution. Additionally, a significant percentage (35%)

demonstrate strong commitment to their tasks and strategic plans, enabling them to achieve their objectives effectively. Finally, a small percentage (5%) show a very strong commitment, allowing them to accomplish their goals efficiently and with minimal challenges.

Qualitative Analysis

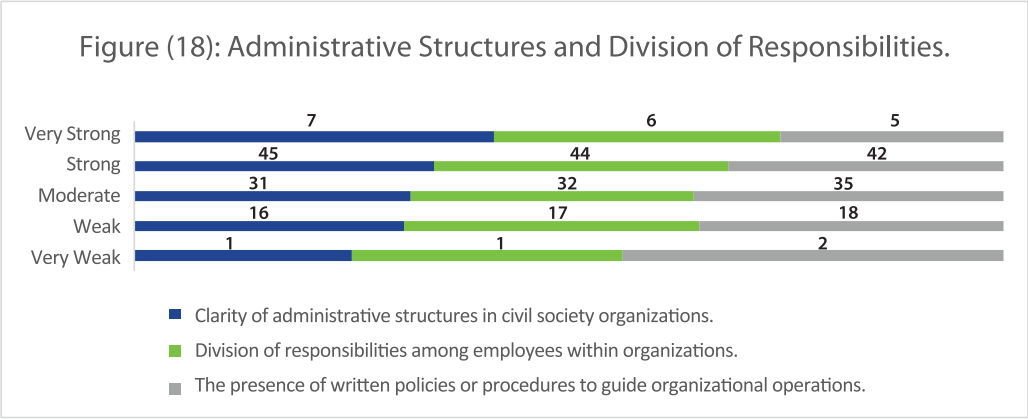
Around half of the CSOs that took part in the FGDs face challenges in clearly defining and organizing their roles. For example, in Irbid Governorate, one participant noted that responsibility is often placed entirely on the head of the association, which leads to confusion and a lack of clarity in roles. As the participant said: *“The association always relies on its president.”* This reflects the need for better task distribution among members to ensure activities are carried out efficiently.

However, some CSOs have established clear organizational and administrative structures, which support effective task distribution. As one participant in Ajloun Governorate explained: *“Every organization or association, whether cooperative or charitable, has an organizational and administrative structure.”* These structures help organizations achieve their goals more effectively and ensure smooth implementation of activities. Moreover, there is a need to develop internal policies and procedures to strengthen transparency and credibility.

Second: Administrative Structures and Division of Responsibilities

Clear administrative structures and the division of responsibilities among employees in CSOs are crucial factors in achieving efficiency and effectiveness within these organizations in Jordan. Having written policies and procedures to guide organizational processes helps ensure discipline and transparency. It is important to analyze the clarity of administrative structures and the division of responsibilities within CSOs in Jordan, as well as the challenges they face in this context.

Survey results, as shown in Figure (18), indicate that nearly half of CSOs in Jordan have clear administrative structures. Specifically, 52% of the organizations rated their administrative structures as either strong or very strong. However, the other half view their administrative structures as average to weak or very weak, indicating a need for improvement in these structures in some organizations to enhance effectiveness.



Approximately 50% of organizations perceive the division of responsibilities as moderate to weak, indicating potential challenges that could affect operational efficiency. However, the remaining 50% rate the division of responsibilities as strong or very strong, suggesting that there is a clear allocation of roles and responsibilities within the staff.

Additionally, as indicated in the previous chart, 47% of organizations report having strong or very strong written policies and procedures that guide their organizational processes. This reflects the existence of a well-defined framework that supports smooth operation. Conversely, 53% of organizations lack such policies or procedures, which are rated from moderate to weak. This highlights the need for improvement in this area to enhance organizational efficiency and ensure the achievement of objectives.

### Qualitative Analysis

Most CSOs indicated that dividing responsibilities among staff is essential for ensuring the efficient implementation of activities. Tasks should be clearly divided between the president, the secretary, and the treasurer. As one participant explained: ***“The president, and secretary, each have distinct roles and responsibilities, with the authority to manage and input relevant information.”***

This kind of task distribution helps organize the work within the association and supports effective implementation of activities. However, there is also a need to expand this distribution to include department and project managers, in order to improve outcomes. In Mafrq Governorate, one participant noted that some associations rely on just one person, which leads to confusion and unclear responsibilities: ***“Some associations rely on a single person.”***

Most participants agreed that clear administrative structures help distribute responsibilities effectively and ensure smooth implementation of activities. Some CSOs already have clear organizational and administrative structures in place, which support goal achievement. As one participant from Ajloun Governorate noted: ***“Every organization or association, whether cooperative or charitable, has an organizational and administrative structure.”*** Such structures help ensure that activities are implemented efficiently. In addition, there is a need to develop internal policies and procedures to strengthen transparency and clarity.

### Third: Skills Development and Capacity Building

Developing the skills and capacities of employees in CSOs is a critical factor for improving performance and increasing productivity. This includes developing leadership skills, improving project management and leadership abilities, and building capacity in planning, strategic communication, and management. In this section, we will examine the efforts made to develop skills and capacities within CSOs in Jordan, the challenges they face, and the importance of continuous training and the development of specialized training programs tailored to the needs of staff. It will also explore how organizations can enhance the capabilities of their employees.

The survey results (as shown in Figure 19) indicate that a large percentage of CSOs in Jordan believe that employee skills and competencies development falls within the medium to strong range. Specifically, 36.3% of organizations rated this aspect as average, while 35.3% rated it as strong. This reflects notable efforts to enhance the skills and competencies of employees within these organizations.

However, there is a significant portion (21.5%) that views skill development as weak, while 1.8% of organizations that rated this aspect as very weak. This suggests that some organizations are facing challenges in providing ongoing training and development for their staff.



In the survey, we asked respondents from CSOs in Jordan about their leadership skills, as shown in Figure (20). The results revealed that 35.3% of organizations rated their leadership skills as average, while 22% felt that leadership skills development was weak, and 1.5% considered it very weak. This indicates that some organizations struggle with providing continuous training and development for leadership skills. However, 37.3% of organizations rated their leadership skills as strong, demonstrating a noticeable effort to improve leadership abilities and develop the leadership skills of individuals within the organizations.

The survey results show a significant need for capacity building in strategic planning, communication, and management within CSOs in Jordan. About 62% of organizations recognize a strong or urgent need for improvement in these areas. This reflects a large gap in current capabilities and indicates a need for enhanced training and development to improve effectiveness in planning, communication, and management.

On the other hand, 27% of organizations feel that there is a moderate need for development, suggesting that while some capacities exist, they still require further improvement. A small percentage of organizations (9.8%) believe there is little need for development, and only 1.3% feel there is no need for improvement, indicating that these organizations already possess strong capabilities in this area.

Most CSOs in Jordan recognize a significant need for improvement in leadership, project management, and execution skills. According to the survey (as shown in Figure 21), 43.5% of organizations say there's a big need for development, while 14.3% think the need is urgent. This shows there's a big gap in their current abilities, pointing to the need for better training in these areas.

On the other hand, 29.3% of organizations feel that their need for development is moderate, meaning they've got some skills but could still use more work. A small group—10.8%—feels there's little to no need for development, possibly because they either have strong skills already or don't see the urgency for improvement.

Figure (21): Enhancing Leadership Skills, Project Management, and Implementation.

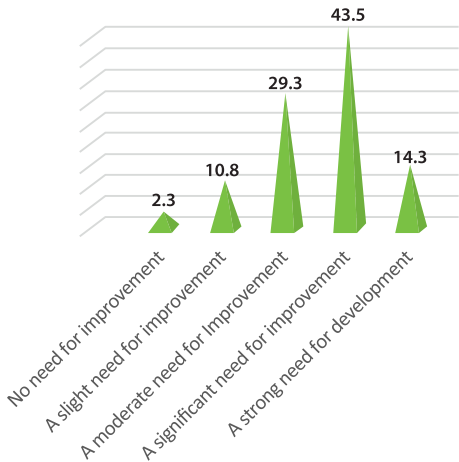
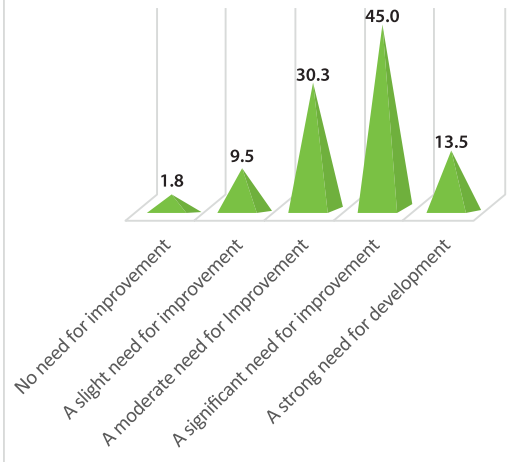


Figure (22): Capacity Building in Applied Development Research Methodologies and Analysis



In terms of building the capacity of CSOs in applied developmental research methodologies and analysis, the survey results (shown in Figure 22) indicate a significant need for improvement in this area among organizations in Jordan. 45.0% of organizations feel there is a large need for development, while 13.5% see it as an urgent need. This suggests a lack of capacity among staff members in these organizations and highlights the need for enhanced training in applied research methodologies and analysis to ensure more effective implementation of development projects.

On the other hand, 30.3% of organizations believe the need for development is moderate, implying they already have some skills but require further improvement. A small proportion—9.5%—feels there's little need for development, while only 1.8% believe there's no need at all, reflecting that these organizations either already possess the necessary skills or may not fully recognize the importance of further development.

## Qualitative Analysis

According to the FGDs results, many CSOs in Jordan encounter challenges due to a lack of experience and training. This impairs their ability to effectively carry out projects and gain support. It is essential for these organizations to focus on developing the skills of their staff and strengthening their capacity to achieve their development goals.

CSOs view training and development programs as critical tools to improve their capabilities. These programs should cover a variety of topics, such as project proposal writing, budget management, and effective communication with donors. For example, workshops and training sessions can be organized to help staff learn how to write strong project proposals that meet donor requirements and increase the chances of securing funding. As one participant from Irbid stated: ***“There is a need to train civil society workers in the fundamental skills required for project management and advocacy.”*** (Irbid FGD) Additionally, a participant from Mafrq noted: ***“There is a need to organize training courses to enhance skills in writing project proposals and managing budgets.”*** (Mafrq FGD).

In addition to training, the majority of participants emphasized the importance of strengthening organizational structures. Having clear organizational frameworks and internal policies can improve coordination among team members and ensure that tasks are assigned efficiently. This can also help increase transparency and accountability, which in turn builds the trust of donors and partners. As one participant from Irbid highlighted: ***“There is excessive reliance on the association’s president to manage activities and projects, which may impact the sustainability of the work.”*** (Irbid FGD)

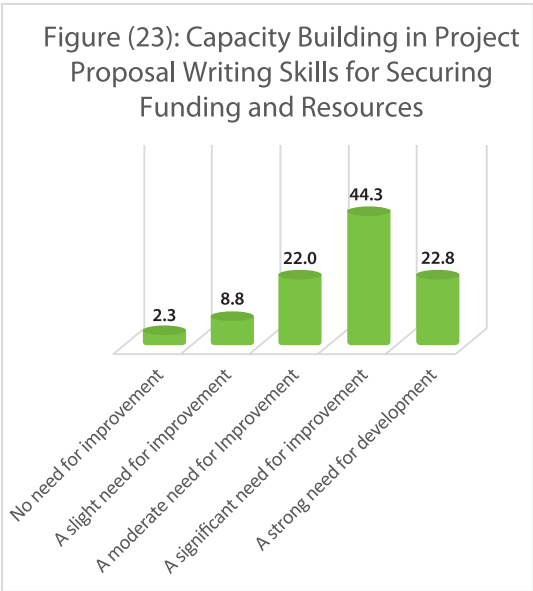
Another participant from Karak mentioned: ***“It is important to strengthen cooperation with municipalities to help facilitate project approvals and implementation”*** (Karak Focus Group).

Finally, the vast majority of CSOs agree that digital transformation is crucial for building their capacity. Digital tools can enhance efficiency and improve communication with government bodies, donors, and other stakeholders.

For instance, online platforms can be used for project management and progress tracking, making it easier to prepare and submit reports to donors. However, a participant from Irbid pointed out: ***“CSOs encounter challenges in using digital platforms such as Takamol, which hinders effective project implementation.”*** (Irbid FGD).

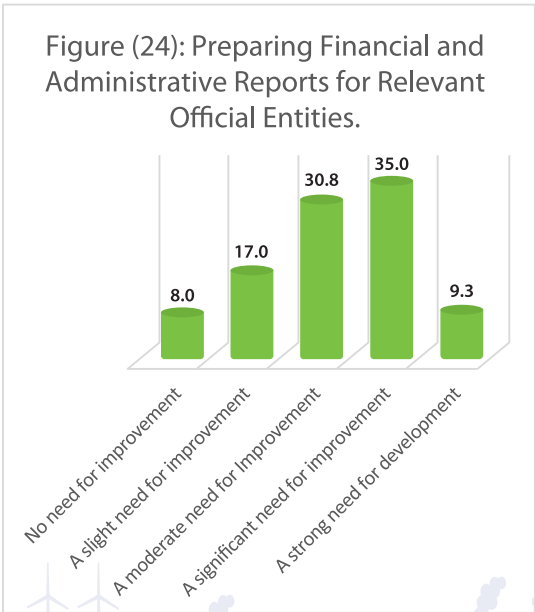
## Fourth: Technical and Financial Management

The technical and financial capacities of CSOs is crucial for achieving sustainability and success. This includes the ability to prepare project proposals, create financial budgets, and prepare financial and administrative reports. The assessment of CSOs' technical and financial capacity in Jordan, the challenges they face in this context, building capacities in financial resource management, and how organizations can improve their project proposal writing skills to secure funding and resources, as well as enhance their financial and administrative reporting skills to ensure transparency and credibility, is essential for organizational growth.



In general, the results indicate a significant need to strengthen capacity building in project proposal writing skills to secure funding and resources for CSOs in Jordan. As shown in the survey results in Figure (23), there is a notable need for development in this area among CSOs in Jordan. Specifically, 44.3% of organizations identify a large need for improvement, while 22.8% indicate an urgent need for development. This reflects major challenges in the current capacities and highlights the necessity to enhance training and development in project proposal writing skills to ensure more effective funding acquisition.

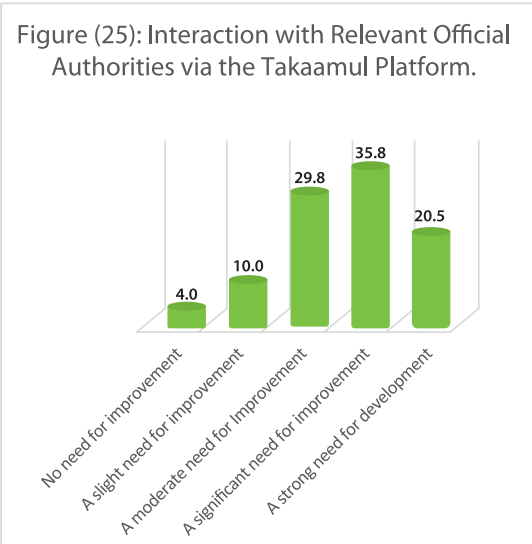
In general, the results indicate a significant need to strengthen capacity building in project proposal writing skills to secure funding and resources for CSOs in Jordan. As shown in the survey results in Figure (23), there is a notable need for development in this area among CSOs in Jordan. 44.3% of organizations see a large need for improvement, while 22.8% see an urgent need for development. This reflects major challenges in the current capacities and highlights the necessity to enhance training and development in project proposal writing skills to ensure more effective funding acquisition.





On the other hand, 30.8% of organizations perceive a moderate need for development, indicating that while some capacities exist, they require further improvement and enhancement. Meanwhile, 17.0% of organizations reported a low need for development, suggesting that these organizations already possess strong capabilities in this area.

**Fifth: Utilizing the Takamol Platform of MOSD**



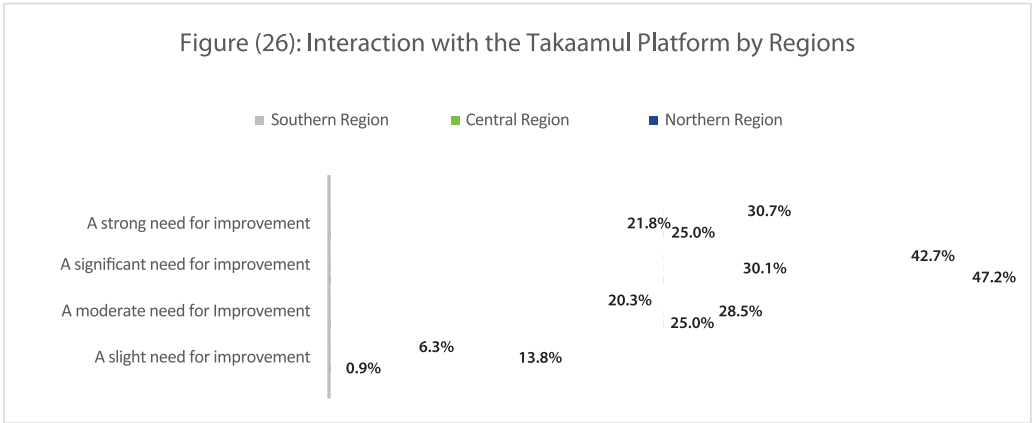
MoSD launched the “Takamol” platform in 2024 to enhance and improve the operations of charitable associations. Through this platform, each association or entity receives an electronic record that enables them to showcase all their activities and events, providing an opportunity to streamline their workflow and achieve their goals more effectively. The platform represents a significant shift in modernizing and upgrading the work of associations, transitioning from traditional paper-based systems to a modern digital framework. It contributes to organizing and documenting the administrative,

financial, and community-related aspects of these associations, ensuring their alignment with their objectives and relevant regulatory laws.

The quantitative results indicate a significant need to strengthen capacity-building and training on the use of “Takamol” platform. As shown in Figure (25), 35.8% of organizations reported a great need for training on the platform and how to use it, while 20.5% expressed an urgent need. This suggests that the current capabilities of CSOs require considerable reinforcement and development in handling the platform. Conversely, 29.8% of organizations indicated a moderate need for improvement, implying that while some existing skills are present, additional enhancement and development are necessary. Meanwhile, 14% of organizations reported a low or no need for further development, representing a small portion of the sample.

A cross-regional analysis of CSOs’ engagement with the “Takamol” platform reveals disparities in the need for capacity-building in communication with official entities across the three regions. As illustrated in Figure (26), the southern region exhibits the highest percentage of organizations requiring significant or urgent development (73.4%), highlighting substantial gaps in their current capacity to interact with the platform.

This is followed by the northern region, where 72.2% of organizations reported a high or urgent need for development. In contrast, the central region shows a higher proportion of organizations with a moderate need for development (28.5%) and a lower need (13.8%) compared to the other regions, indicating that while some capacities exist, further improvement and development are still required.



Sixth: The Use of Research

CSOs in Jordan face significant challenges that require strengthening their capacities in the use of applied developmental research methodologies and monitoring and evaluation mechanisms. These methodologies are essential for ensuring the effective and sustainable implementation of development projects. By adopting applied research methodologies, organizations can identify the actual needs of the target communities and design programs and projects that address these needs effectively. Furthermore, monitoring and evaluation mechanisms contribute to tracking project progress and assessing project impact, enabling organizations to make necessary adjustments and continuously improve performance. Strengthening these capacities can significantly contribute to achieving the Sustainable Development Goals.

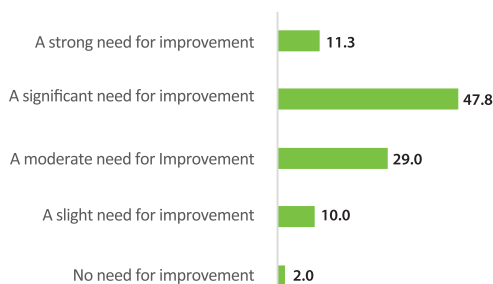
In general, quantitative analysis results indicate a substantial need to enhance capacity-building in applied developmental research methodologies and their analysis within CSOs in Jordan. As shown in Figure (27), a large percentage of organizations (58.5%) believe there is a significant or urgent need for development. This suggests that many organizations may face challenges in collecting and analyzing data effectively, which impacts their ability to design and implement sustainable development projects. Organizations that perceive a moderate need for development (30.3%) may have some basic capacities but require further enhancement. The remaining 11.3% of organizations believe there is little or no need for development.



Figure (27): Capacity Building in Applied Development Research Methodologies and Analysis



Figure (28): Improving Evaluation, Monitoring Mechanisms, and Impact Measurement

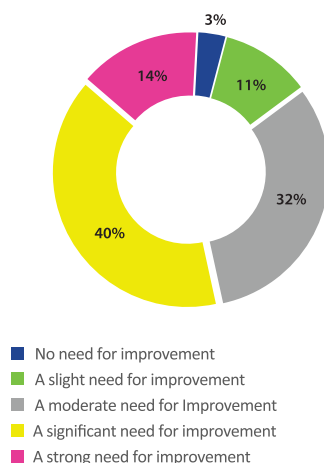


The survey results indicate a disparity in the capacity levels of CSOs in Jordan regarding the improvement of monitoring, evaluation mechanisms, and impact measurement. A significant percentage of organizations (59.1%), as shown in Figure (28), believe there is a significant or urgent need for development. This suggests that many organizations may face challenges in effectively monitoring and evaluating the impact of their projects. On the other hand, 29.0% of organizations perceive a moderate need for

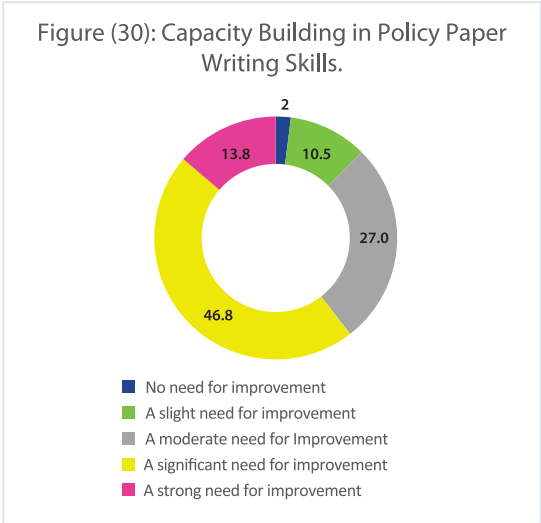
development, while a smaller percentage (12.0%) believe there is little or no need for improvement.

Regarding the enhancement of capacities in national and international legislation related to human rights and development within CSOs in Jordan, a significant percentage of organizations (54.3%), as shown in Figure (29), believe there is a significant or urgent need for development. This suggests that many organizations may face challenges in understanding and effectively applying national and international legislation, which impacts their ability to protect human rights and achieve development goals.

Figure (29): Enhancing Individuals' Capacities in National and International Legislation Related to Human Rights and Development



Meanwhile, 31.8% of organizations perceive a moderate need for development, indicating that they have some basic capacities but require further strengthening through continuous training and knowledge exchange with other organizations. A smaller percentage (14.1%) of organizations believe there is little or no need for development.



Policy paper writing skills are considered essential tools that enable CSOs to effectively influence decision-makers and bring about positive societal change. By developing these skills, organizations can present well-reasoned arguments based on strong evidence, enhancing their ability to propose innovative and effective solutions to pressing societal issues.

Quantitative data from CSOs in Jordan regarding capacity-building needs in policy paper writing skills show a range of development needs. As shown in Figure (30), nearly two-thirds of the

sample (60.5%) indicated a significant need to develop their policy paper writing skills. This percentage highlights the urgent need for intensive training programs in policy writing. Meanwhile, 27.0% of participants believe they have a moderate need for development in this area.

## 9. Advocacy and Building Partnerships

CSOs in Jordan are a fundamental pillar in promoting sustainable development and achieving social and economic objectives. These organizations serve a vital role in service delivery, advocating for the rights of marginalized groups, and promoting community participation. However, they face several challenges that impede their ability to collaborate and coordinate effectively, thereby limiting their impact and effectiveness.

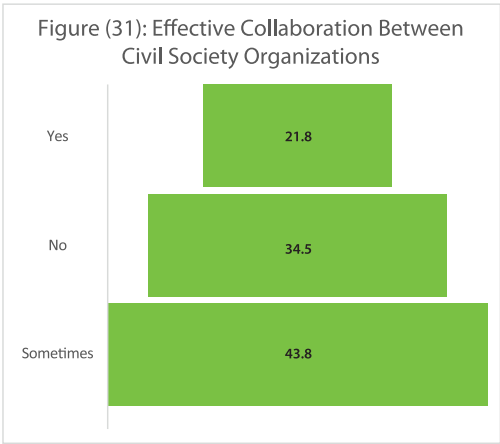
This section of the study aims to evaluate the effectiveness of cooperation among CSOs in Jordan and to examine the factors influencing this cooperation. Through the analysis of both quantitative and qualitative data, the study seeks to identify the opportunities and challenges these organizations face in establishing partnerships and gaining advocacy support at both the local and national levels.

This section includes a series of questions that examine various dimensions of collaboration, such as capacity for effective coordination, trust-building, collaboration with governmental bodies, and the use of advocacy tools. Additionally, the study explores the factors obstructing cooperation, including legal and regulatory constraints, insufficient skills and expertise, and competition for resources.

9.1. Collaboration and Partnerships Among CSOs

The objective of this section is to assess the effectiveness of cooperation among CSOs at the local level. Through data analysis, this section seeks to understand how organizations perceive the effectiveness of their collaboration with one another and the factors that influence this cooperation.

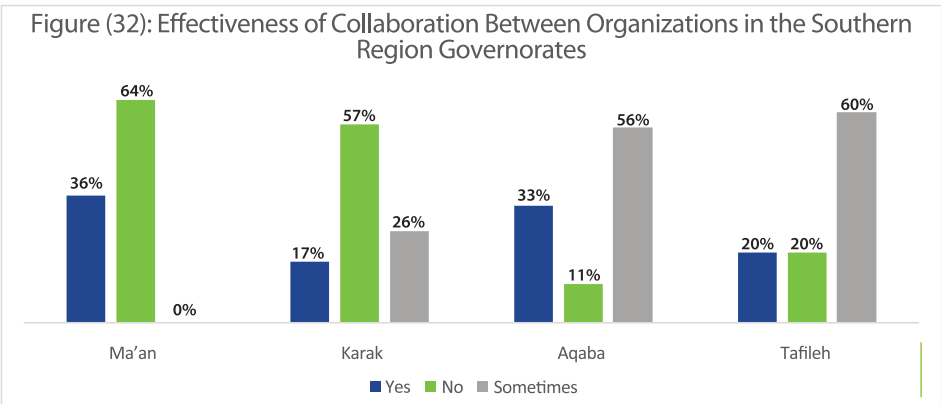
The factors affecting collaboration among CSOs encompass a wide range of challenges and opportunities. From legal and regulatory constraints to the ability to coordinate effectively and build trust, numerous factors can either enhance or hinder collaboration. Through this analysis, we aim to provide clear insights into how cooperation between organizations can be strengthened to achieve greater impact in the community.



The quantitative results, as shown in Figure (31), indicate that 34.5% of organizations believe that collaboration is ineffective. This percentage reflects significant challenges faced by these organizations in coordination and cooperation. The larger proportion, 43.8%, indicates that collaboration among CSOs occurs occasionally. This suggests that cooperation is often intermittent and lacks sustainability. Meanwhile, 21.8% of CSOs in the governorates feel that their collaboration is effective.

When reviewing the results from the southern governorates, as shown in Figure (32), it is clear that collaboration among CSOs in these areas faces significant challenges. Despite some efforts to enhance cooperation, the data indicates that there is either no collaboration between organizations or that any cooperation is sporadic and unsustainable. This reflects a substantial need to strengthen coordination and build trust among organizations to achieve a meaningful impact.

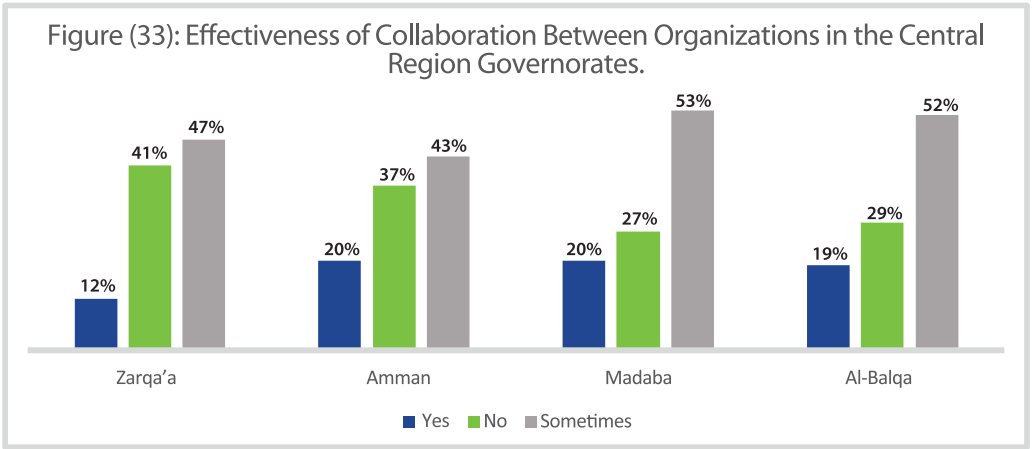
Meanwhile, the data from Karak governorate, as shown in Figure (32), indicates that 17% of organizations feel that collaboration is effective, while 57% believe it is ineffective, and 26% think that collaboration occurs occasionally. These percentages highlight the considerable challenges in achieving effective cooperation among organizations in Karak.



In Ma'an governorate, 36% of organizations consider collaboration to be effective, reflecting ongoing efforts to enhance cooperation. However, 64% of organizations view collaboration as ineffective, pointing to significant challenges faced by these organizations. The results from Tafleh and Aqaba show that 56% and 60% of CSOs, respectively, perceive collaboration as occurring occasionally.

In the central region, as shown in Figure (33), the results from Zarqa indicate that 41% of organizations consider collaboration to be ineffective, while 47% believe collaboration occurs occasionally, suggesting that cooperation remains fragmented and unsustainable. Only 12% of organizations in Zarqa report effective collaboration, indicating considerable challenges in fostering strong cooperation in the governorate.

In the capital, more than a third of CSOs (37%) view collaboration as ineffective, while 43% consider it to occur occasionally, reflecting unsustainable cooperation. Meanwhile, 20% of organizations report that collaboration is effective.



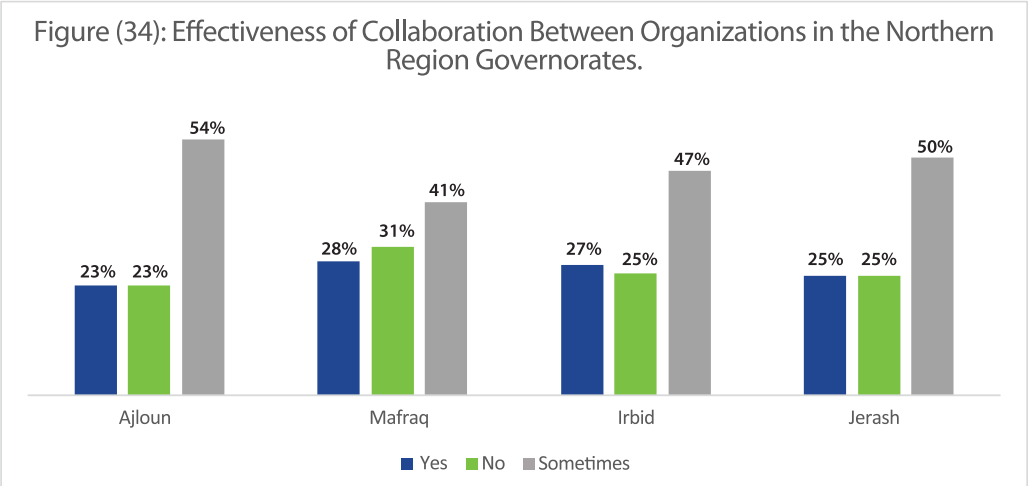
In Madaba, 20% of organizations consider collaboration effective, while 19% in Balqa report similar perceptions. In contrast, 27% in Madaba and 29% in Balqa believe collaboration is ineffective. Over half of the organizations in both governorates report that collaboration occurs occasionally.

This suggests that collaboration between CSOs in the central region faces significant challenges, with cooperation often being fragmented and unsustainable. Strengthening coordination and trust is essential to achieving more meaningful and lasting impact.

In the northern region, as shown in Figure (34), the results are similar to the central region, indicating that collaboration is mostly intermittent. In Ajloun, 54% of respondents report occasional collaboration, while 23% view it as ineffective, and 23% consider it effective.



In Mafrqa, 28% find collaboration effective, while 31% find it ineffective, with 41% stating that collaboration occurs occasionally. In Irbid and Jerash, nearly half (47% and 50%, respectively) report occasional collaboration. Additionally, 25% in both governorates view collaboration as ineffective, while 27% in Irbid and 25% in Jerash consider it effective.



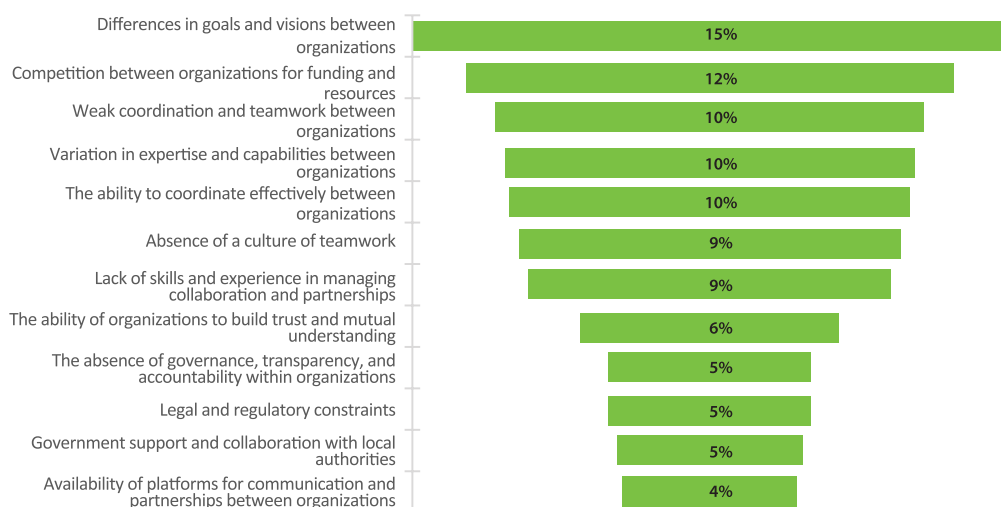
**Factors affecting collaboration among CSOs include a variety of challenges and opportunities, such as**

Collaboration among CSOs in Jordan is a crucial element in achieving shared goals and advancing sustainable development. However, these organizations face numerous challenges that impact their ability to cooperate and coordinate effectively. In this context, this study aims to explore the key factors influencing collaboration among CSOs across different governorates.

Through an analysis of survey results, we seek to understand the factors that either hinder or promote cooperation among organizations. These factors include legal and regulatory constraints, the ability to coordinate effectively, differences in goals and visions, trust-building and mutual understanding, government support, the availability of communication platforms, a lack of skills and expertise, competition for resources, weak coordination and teamwork, variations in experience and capabilities, the absence of a collective work culture, and the lack of governance, transparency, and accountability.

As illustrated in Figure (35), the data indicates that the most significant barrier to collaboration among CSOs is the divergence in goals and visions, which accounts for 15% of the responses. This is followed closely by competition for funding at 12%, as the struggle for limited financial resources can create a non-cooperative environment, reducing opportunities for partnerships and increasing tensions between organizations. Three additional factors—weak coordination and teamwork, disparities in expertise and capabilities, and challenges in effective coordination—each received 10%, highlighting their role in limiting collaboration efforts.

Figure (35) : Factors Affecting Collaboration Between Civil Society Organizations



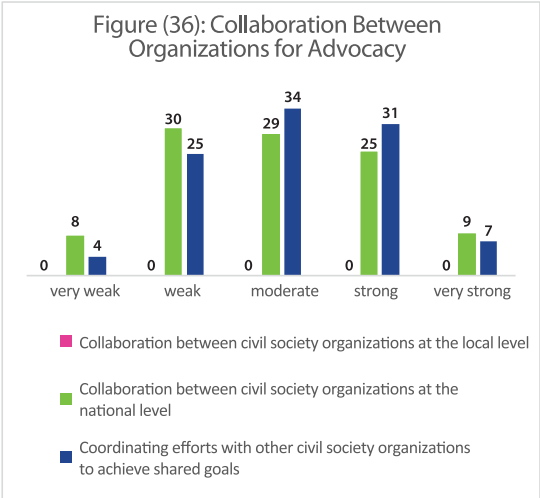
## 9.2. Capacity Assessment in Teamwork and Advocacy

The capacities for teamwork and advocacy are key factors that determine the effectiveness of CSOs in achieving their goals. This assessment aims to evaluate the organizations' ability to collaborate and work collectively to advocate at both the local and national levels. Additionally, it examines their capacity to utilize advocacy tools to create a greater impact in society, identifying strengths, weaknesses, and areas requiring improvement.



First: Collaboration Among Organizations for Advocacy

The results, as shown in Figure (36), indicate that nearly one-third of CSOs (31%) have a strong ability to collaborate for advocacy at the local level, reflecting their confidence in local cooperation. However, 29% rated their ability as “moderate,” suggesting that certain challenges need to be addressed to further strengthen collaboration. Meanwhile, the lower percentages in the “very weak” (3%) and “weak” (23%) categories indicate that some organizations struggle with local collaboration, though they remain a minority.



The results, as shown in Figure (36), indicate that a significant portion of organizations (30%) rated their ability to collaborate at the national level as “weak,” highlighting greater challenges in national-level cooperation compared to local collaboration. The second-largest group (29%) rated their ability as “moderate,” suggesting limited degree of cooperation, though not at optimal level.

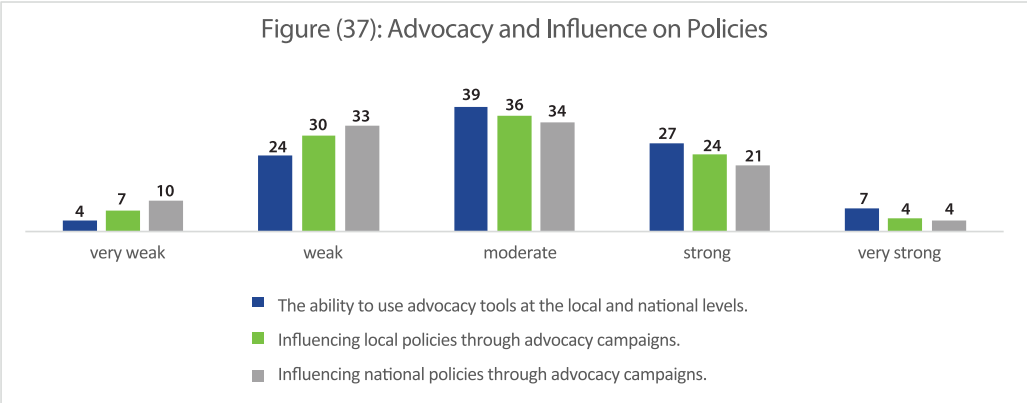
Regarding the ability to unify efforts toward common goals, 34% of organizations rated this aspect as “moderate,” while 31% considered it “strong.” This indicates that many organizations possess the capacity to align their efforts, yet challenges remain, as 29% rated this ability as “weak” or “very weak».

Second: Organizations’ Ability to Advocate and Influence Policies

This section evaluates the capacity of CSOs in Jordan to utilize advocacy tools and influence policymaking. It examines their effectiveness in shaping local and national policies while analyzing the challenges and opportunities they encounter in this field.

The data reveals that 34% of organizations rate their ability to use advocacy tools at both local and national levels as “strong” or “very strong,” whereas 27% consider their capacity “weak” or “very weak,” as illustrated in Figure (37). This indicates that some organizations face challenges in effectively leveraging advocacy tools.

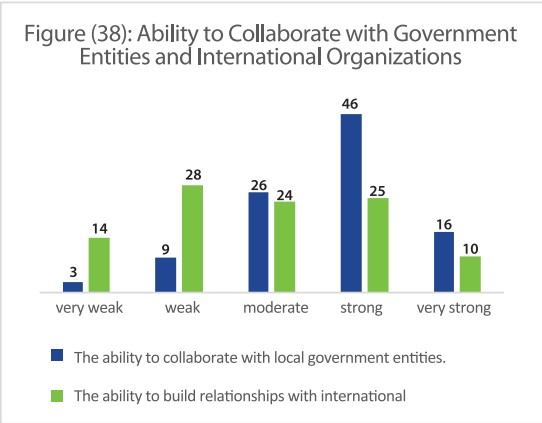
When assessing their influence on policymaking through advocacy campaigns, 36% of organizations rate their impact on local policies as “weak” or “very weak,” while the percentage rises to 42% at the national level. This suggests that organizations face greater difficulties in influencing national policies compared to local ones. Meanwhile, 28% of organizations report “strong” or “very strong” influence at the local level, whereas only 24% believe they have significant influence at the national level, highlighting disparities in advocacy effectiveness between local and national spheres.



### Capacity of Organizations to Collaborate with Governmental and International Entities

Collaboration with governmental bodies and international organizations is a crucial factor for the success of CSOs in advocacy efforts. By establishing strong relationships with government entities at the local level, CSOs can enhance their influence and actively participate in policy formulation. Furthermore, collaboration with international and regional organizations can provide access to grants, financial and technical support, and capacity-building opportunities. This section will assess the capacity of CSOs in Jordan to collaborate with governmental bodies and international organizations.

The data, as shown in Figure (38), reveals that 62% of organizations evaluate their future capacity to collaborate with governmental bodies at the local level as “strong” or “very strong.” This suggests that there is potential for a good level of collaboration between CSOs and government entities at the local level in the future. However, 12% of organizations evaluate the collaboration as “weak” or “very weak,” indicating potential challenges that some organizations may face in this area in the future. Additionally, 26% believe that the collaboration may be “average,” reflecting variation in experiences among organizations.



On the other hand, when examining the future development of relationships with international and regional organizations, 42% of the organizations evaluate their capacity as “weak” or “very weak.” This indicates that there are significant challenges that organizations may face in building strong relationships with international and regional organizations in the future. Meanwhile, 34% of CSOs assess their future capacity as “strong” or “very strong.”

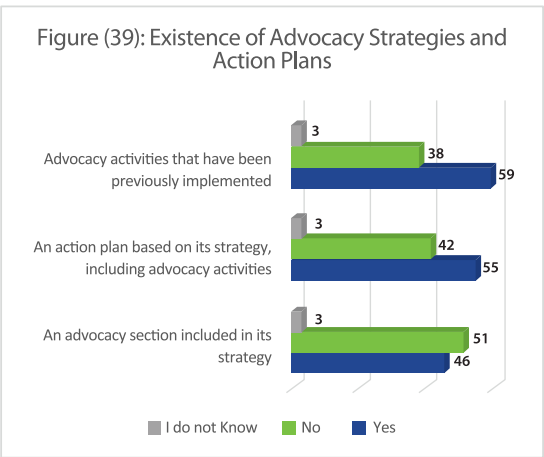
9.3. Advocacy Strategies

Advocacy strategies are essential tools employed by by CSOs to achieve their objectives and create a positive societal impact. These strategies require clear and defined action plans; the use of media and social media channels to disseminate messages; as well as leveraging research and studies to support activities. By effectively implementing advocacy activities, CSOs can promote their causes and raise awareness, thereby contributing to the desired change.

In this section, we assess the availability of advocacy strategies among CSOs in Jordan. We examine the presence of action plans and advocacy activities, the use of media and social networks, and the tools employed to measure the impact of these activities. By understanding these aspects, we aim to provide recommendations that will enhance the advocacy capacities of CSOs and achieving greater impact on public policies.

First: The Existence of Advocacy Strategies and Action Plans

The existence of clear advocacy strategies and action plans is one of the key factors that contribute to the success of CSOs in achieving their goals. This requires a defined strategy or a dedicated section for advocacy within the organization’s structure, along with an action plan that includes specific activities to implement this strategy. Effectively execution out advocacy activities enhances the organization’s ability to influence public policies and raise awareness about its issues.



The quantitative results, as shown in Figure (39), indicate that 46% of organizations possess an advocacy strategy or a dedicated section for this purpose, reflecting an awareness of the importance of advocacy within organizational work. However, 51% of organizations do not have a defined strategy, highlighting a gap that must addressed to strengthen advocacy effectiveness. Regarding the existence of an action plan based on their strategy, which includes advocacy activities, the quantitative results

indicate that 55.3% of organizations have an action plan aligned with their strategy that incorporates advocacy activities. Conversely, 41.8% of organizations do not have a clear action plan, emphasizing the need to develop such plans to improve activity effectiveness.

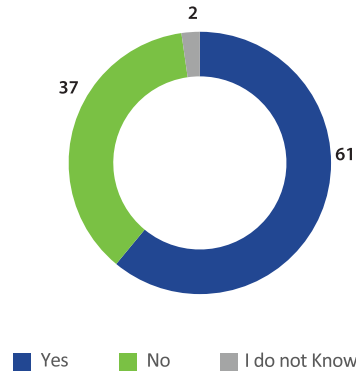
The quantitative data also shows that 59.3% of organizations have conducted advocacy activities in the past, indicating practical experience in this area that can inform and improve future efforts. Nevertheless, 38% of organizations have not conducted any advocacy activities previosly.

## Second: The Use of Tools and Means to Support Advocacy Activities

The tools and means used to support advocacy activities are crucial to the success of these efforts. This includes utilizing media outlets and social media channels to disseminate messages related to advocacy campaigns, as well as leveraging research and studies to underpin these activities. Additionally, having tools to measure the impact of advocacy efforts enables organizations to assess effectiveness and continuously improve.

The quantitative results, as shown in Figure (40), indicate that 61% of organizations use media and social media channels to disseminate materials related to their advocacy projects, demonstrating awareness of the importance of effective communication with the public and decision-makers, which enhances campaign impact. However, 37% of organizations do not utilize these tools.

Figure (40): Using Media and Social Media to Disseminate Materials Related to Advocacy Projects



### Qualitative Analysis

Participants in the FGDs highlighted that collaboration between CSOs plays a vital role in advancing sustainable development and promoting human rights. Strategic partnerships strengthen the collective impact of these organizations and improve their ability to influence positive social change. For instance, when multiple organizations work together on joint campaigns, their reach and influence—particularly on decision-makers and communities—can be significantly greater. As one participant explained:

***“There were efforts to form coalitions in the southern region, and we initially agreed to bring together the associations in our area. However, since each group insisted on leading and no one was willing to step aside from the presidency, the coalition was never formed.” (Irbid FGD)***

Three main elements were identified by participants as critical to fostering collaboration:

1. **Mutual Trust** – Trust is fundamental. When organizations trust one another, cooperation is more effective, resulting in stronger outcomes.
2. **Shared Goals** – A common vision and clear objectives are critical to ensure alignment and productive joint efforts.
3. **Financial Support** – Access to adequate funding is a essential for successful collaboration, enabling joint projects and better results.

Participants also agreed that joint efforts enhance advocacy and policy influence. Collective action—particularly in campaigns addressing human rights—can significantly amplify outreach and impact. One participant explained:

***“We facilitated dialogues between decision-makers and local communities, particularly youth. These meetings brought together parliamentarians and mayors, providing young people with a platform to express their needs and priorities.” (Ajloun FGD)***

Participants also emphasized the need for clear strategies and action plans for advocacy. Well-defined plans enable CSOs to better mobilize resources, coordinate efforts, and deliver measurable results.

## 10. The Legal Environment and Access to Financial Resources

### 10.1. The Legal Environment for Organization Establishing

The legal environment for establishing CSOs is a critical factor that influences their ability to operate effectively and achieve their objectives. This environment comprises a set of procedures and processes that organizations must follow to register themselves and obtain the necessary approvals to carry out their activities. These procedures involve registering the organization, completing administrative processes, opening bank accounts, and engaging with official institutions. Understanding these aspects is essential to identify the challenges faced by organizations and to working towards improving the legal environment to facilitate their operations.

The level of satisfaction among CSOs in Jordan regarding the legal and administrative procedures related to their establishment is crucial for understanding their practical realities. This includes gathering the organizations’ opinions on the ease and clarity of these procedures, the manner in which officials in government institutions interact with them, and the requirements for establishing an organization.

The results, as shown in Table (5), indicate overall satisfaction with certain aspects such as the conditions for establishing an organization and the interaction with staff in official institutions, with a substantial percentage of organizations expressing satisfaction in these areas. However, there are clear challenges in other areas, such as procedures for opening bank accounts and obtaining approvals for activities, where a significant percentage of organizations expressed dissatisfaction.

These results highlight an urgent need to improve certain legal and administrative procedures to facilitate the work of CSOs. Such improvements could include simplifying the procedures for opening bank accounts, clarifying administrative processes, and streamlining the approval processes for activities. By addressing these challenges, the capacity of CSOs to operate more effectively and achieve their objectives will be enhanced.

**Table: The Legal Environment for Establishing the Organization**

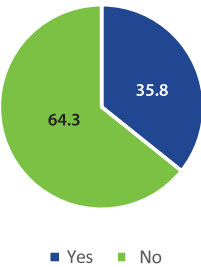
|                         | Approvals for the activities carried out by the organization | Requirements for establishing the organization | Procedures for opening a bank account | Interactions of employees within official institutions | Administrative processes during the registration process | Procedures for registering the organization |
|-------------------------|--------------------------------------------------------------|------------------------------------------------|---------------------------------------|--------------------------------------------------------|----------------------------------------------------------|---------------------------------------------|
| Completely satisfied    | %9                                                           | %11                                            | %8                                    | %10                                                    | %10                                                      | %9                                          |
| satisfied               | %38                                                          | %59                                            | %39                                   | %52                                                    | %46                                                      | %40                                         |
| Neutral                 | %15                                                          | %5                                             | %8                                    | %17                                                    | %13                                                      | %13                                         |
| Dissatisfied            | %27                                                          | %13                                            | %34                                   | %18                                                    | %22                                                      | %26                                         |
| Completely Dissatisfied | %10                                                          | %10                                            | %11                                   | %1                                                     | %6                                                       | %9                                          |
| I do not know           | %1                                                           | %2                                             | %1                                    | %2                                                     | %3                                                       | %3                                          |

## 10.2. Access to Foreign Funding

Access to foreign funding is crucial for the sustainability of CSOs in Jordan, supporting the implementation of programs and projects, and enhancing the ability of organizations to achieve their objectives. However, the process of obtaining this funding faces multiple challenges, including bureaucratic procedures, the clarity of application forms, the availability of online submission, as well as the duration of the procedures required to obtain approvals, and the overall ease and transparency of these procedures.

The quantitative results, as shown in Figure (41), indicate that 35.8% of organizations have applied for foreign funding, while 64.3% have not. This suggests that a significant proportion of organizations have not sought foreign funding, which may reflect challenges or barriers preventing them from submitting such applications. It is important to understand the reasons behind this disparity and work towards overcoming the obstacles that organizations face in this regard.

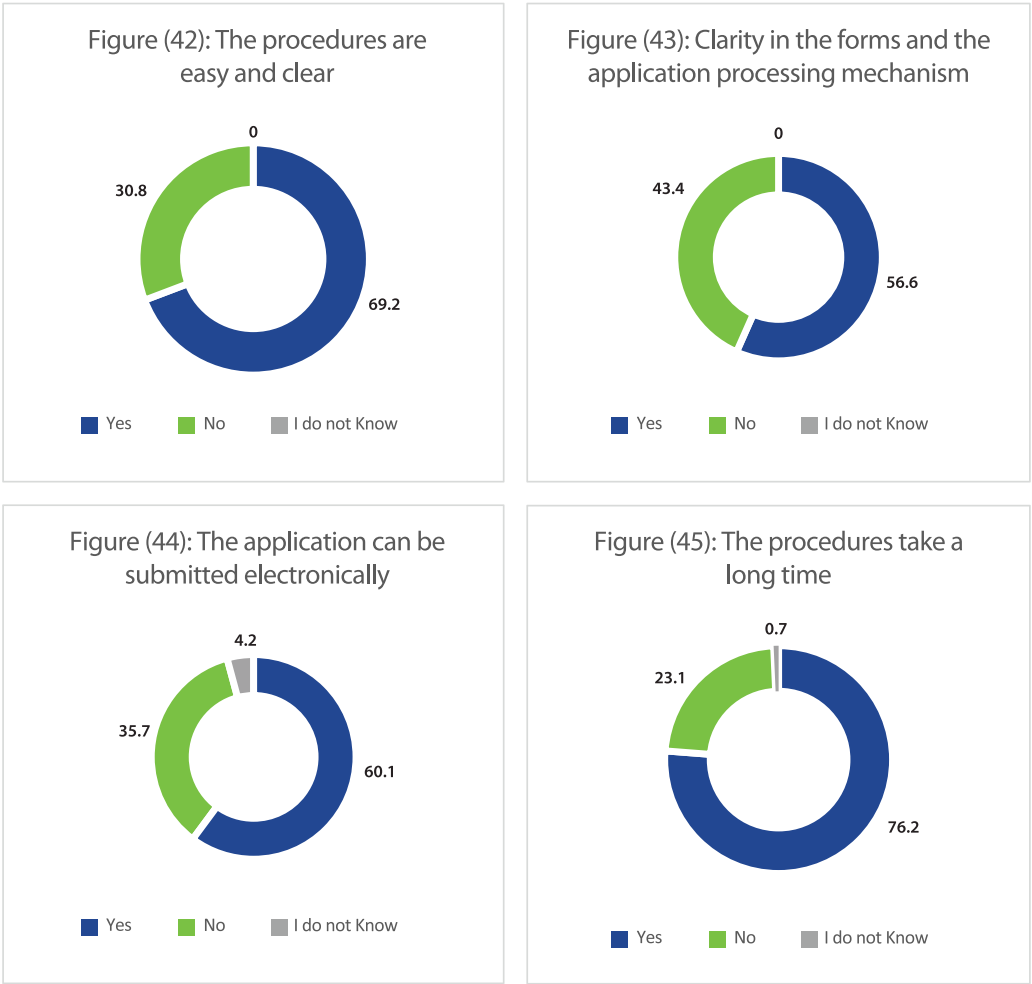
Figure (41): Has the organization submitted an application for foreign funding?



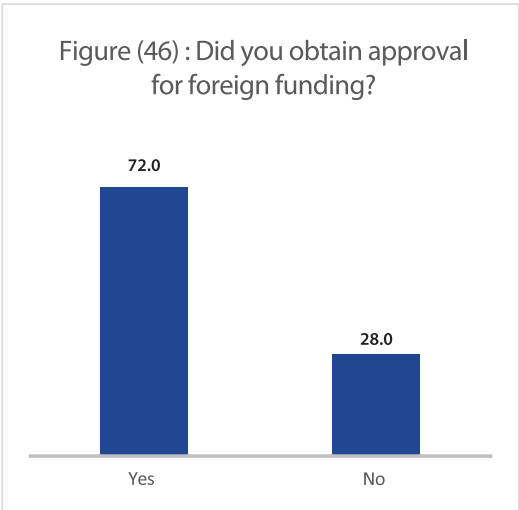
The results from organizations that applied for foreign funding, representing 35% of the total sample, as shown in Figure (42), indicate that 69.2% of these organizations found the procedures for obtaining foreign funding to be clear and straightforward, while 30.8% disagreed. This suggests that the majority of organizations perceive

the procedures as transparent. According to the data in Figure (43), 56.6% of organizations considered the forms and processing mechanisms to be clear, while 43.4% did not, indicating variability in organizations' experiences and the challenges some organizations face in understanding the forms and procedures.

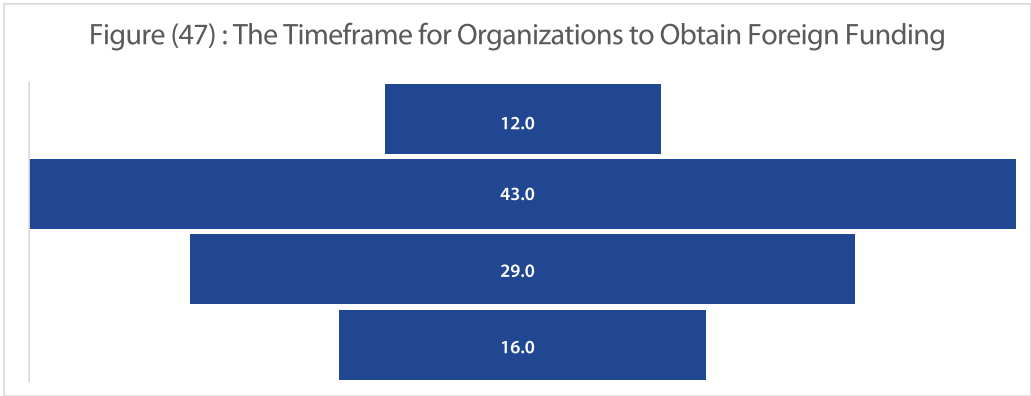
As illustrated in Figure (44), 60.1% of organizations reported that the application process can be completed electronically, whereas 35.7% disagreed, highlighting the availability of online submission options. Furthermore, the data in Figure (45) demonstrates that 76.2% of organizations believe the procedures are time-consuming, while 23.1% disagreed. This suggests that the extended duration of these procedures poses a significant challenge, potentially hindering the ability of organizations to secure funding in a timely manner.



When inquiring about the organizations that applied for foreign funding, which constituted 35% of the sample, the results show that 72% of them ultimately received approval, while 28% did not, as illustrated in Figure (46). This demonstrates that the majority of organizations seeking foreign funding are successful in obtaining it, reflecting the effectiveness of the procedures for these organizations. However, a notable proportion of organizations did not receive approval, suggesting the existence of challenges they may encounter during the application process or in meeting the funding requirements.



When respondents who ultimately received approval for foreign funding were asked about the time it took to obtain approval, the results, as shown in Figure (47), revealed that 43% of them received funding within one to two months. Following that, 29% of organizations took between three and five months, indicating the existence of some complexities or additional procedures that may cause delays in obtaining approval, requiring organizations to wait longer. Meanwhile, 16% of respondents reported that it took them more than six months to receive approval for foreign funding, while 12% indicated that they received approval in less than 30 days.



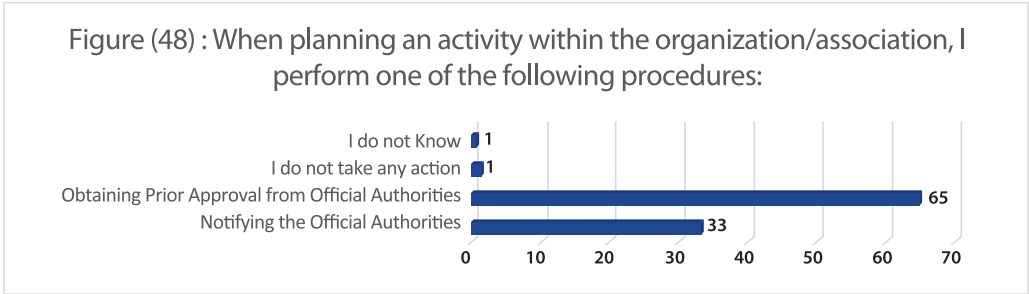
## 11. Event and Meeting Organization

This section aims to explore the procedures followed by organizations when planning to hold an event, the official entities contacted for obtaining necessary approvals, and the duration it takes to secure these approvals. By addressing the following questions, we seek to gain a deeper understanding of the challenges and opportunities that organizations face in this context.

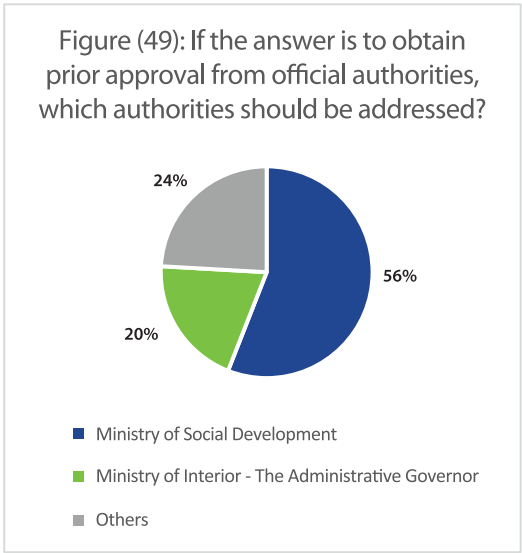


The survey results, as shown in Figure (48), indicate that 65% of organizations seek prior approval from official authorities before organizing any event. Additionally, 33% of organizations prefer to notify the authorities when planning an event. This reflects that one-third of organizations opt to inform the relevant authorities without formally requiring prior approval.

This finding highlights the variation in how organizations approach the process of obtaining permissions for events. Some organizations may have established relationships or guidelines that allow them to notify authorities rather than submit a formal request for permission, while others may face more stringent requirements that necessitate prior approval.



As shown in the previous figure (48), when planning to hold an event, 65% of organizations require prior approval from official authorities. The quantitative results, as illustrated in Figure (49), show that there are two main entities approached to obtain these approvals, namely: MoSD, which is contacted by 56% of the organizations, followed by the Administrative Governor – Ministry of the Interior (Mol), which is contacted by 20% of organizations. Additionally, 24% of CSOs communicate with other ministries, such as MoEn, MoC, MoT, MoPIC, MoA, and others.



These results highlight the key authorities involved in the approval process, with MoSD being the primary point of contact for the majority of organizations, while other ministries play a secondary role depending on the nature of the event or activity being planned.

When asked, the respondents who obtained prior approval for organizing and implementing activities, and these represent 65% of the total sample, the majority (58%) reported receiving approval or notification within less

than three days. This indicates the efficiency and speed of the procedures in many cases, facilitating the quick organization of activities by organizations. Additionally, 25% indicated that the approval process takes between three days and one week. Meanwhile, 10% of the organizations reported that it takes between one and two weeks to receive approval, and 35% of the organizations experienced a longer approval process.

## 12. Recommendations

1. Simplifying the requirements for opening bank accounts by reviewing the current conditions in coordination with the relevant authorities, collaborating with the Central Bank to issue a circular obligating banks to complete the account opening procedures within a period not exceeding seven working days, and establishing a direct complaints line to monitor any delays or violations by banks.
2. Developing an interactive guide (video/text) on the process of dealing with the “Takamol” platform to explain the steps, providing complimentary technical support via telephone to organizations in remote governorates, and assigning a specialized unit within the Ministry of Digital Economy to implement the same.
3. Enhancing the transparency of procedures for obtaining foreign funding related to the approval of funding applications, issuing a simplified operational guide in non-technical language with practical examples, periodically updating the guide, and ensuring its accessibility to all CBO staff.
4. Facilitating procedures for obtaining prior approvals for holding events and activities related to CSOs, with the possibility of replacing prior approvals with prior notification.
5. Developing the skills of CSOs in project proposal development as a fundamental skill enabling CSOs to secure funding. Training includes problem analysis, setting objectives and outcomes, and drafting a clear and compelling logical framework. It also covers understanding donor requirements and formulating realistic and comprehensive budgets.
6. Enhancing the capacity of CSO staff in financial planning, budgeting, and expenditure control in alignment with project activities. This also includes monitoring financial performance and providing accurate reports to donors, with an emphasis on transparency and compliance which contributes to building trust and good governance.
7. Developing the skills of CSO staff in communication with current and potential donors. This includes professional reporting, responding to donor inquiries, and building relationships based on trust and mutual understanding. It also highlights the importance of understanding donors’ language and priorities.
8. Empowering CSO staff with tools for planning, implementation, and monitoring to ensure high-quality, efficient projects. This includes preparing work plans, defining roles, managing time and resources, and handling risks and challenges. It also covers concepts of the project lifecycle and progress reports.

9. Introducing participants to the fundamentals of advocacy and policy influence, and designing effective campaigns based on stakeholder analysis and the use of impactful messaging.
10. Training CBO staff on research and policy paper preparation skills, focusing on basic methodologies for field research and data analysis to produce influential policy papers. Participants shall learn how to formulate well-considered recommendations directed at decision-makers. Training also includes understanding the structure of policy papers and the language of public opinion influence.
11. Assisting institutions in building robust administrative and financial systems, and developing organizational structures to enhance performance efficiency and achieve institutional sustainability.
12. Building capacities to develop effective monitoring and evaluation systems to measure project progress and achieve objectives. This includes designing performance indicators, data collection, and analysis to produce meaningful reports. It also covers impact measurement tools and documenting positive changes in beneficiaries' lives.
13. Enhancing CBOs' ability to establish flexible alliances that respond to urgent issues such as water, environment, or tourism, thereby contributing to amplifying collective voices and increasing alliance impact on public policies.
14. Facilitating joint work with government entities and CSOs, accelerating the acquisition of official approvals for joint activities and achieving tangible results. This also contributes to building long-term trust between both parties.
15. Introducing CSO staff to the priorities and operational and financial requirements of donors, while providing linguistic and technical support to CSOs for professionally preparing project proposals in English.

## 13. Conclusion

In conclusion, this comprehensive analytical study examines the current state of CSOs in Jordan, which serve a vital role in driving sustainable development. The findings indicate that these organizations primarily focus on three essential sectors: agriculture, environment, and tourism, with sectoral priorities varying across governorates according to regional characteristics.

While these organizations are crucial, they face significant challenges that impede their effectiveness. These include legal barriers, particularly regarding foreign funding and operational freedom, as well as weaknesses in institutional capacity such as financial management and strategic planning. Additionally, there is a gap in the application of research methodologies and advocacy to influence policy decisions. The study also reveals a lack of collaboration among organizations, highlighting the need for stronger partnerships and enhanced knowledge-sharing.

However, the study also identifies opportunities for improvement, including the need to enhance capacity-building in areas like project proposal writing, applied research, and advocacy. It also underscores the importance of the government platform “Takamol,” which necessitates training for organizations, particularly in the northern and southern regions.

Ultimately, CSOs require comprehensive support, including legal reforms to facilitate their operations, training programs to enhance administrative and technical skills, and better coordination with government bodies and donors. With this support, these organizations can become a key driver in achieving Jordan’s developmental goals and fostering community engagement in decision-making, aligned with the Sustainable Development Goals.





