

CIVIL SOCIETY ORGANISATIONS

AND

HUMAN CAPITAL DEVELOPMENT

JORDAN Country Report

Final Draft 23/02/2021

FOREWORD

The voice and action of Civil Society Organisations (CSOs) in non-formal and informal learning supports young and adult people to access lifelong learning and contribute to reaching a quality education for all, as described by Sustainable Development Goal 4 (SDG4).

As a result of the Covid-19 pandemic, the CSOs are revisiting their activities in non-formal and informal learning and support to employment as a way forward in the new reality. Fast-moving global developments and Covid-19 disruptions have forced CSOs to rapidly adapt their services to stay closer than ever to local beneficiaries, and often to innovate.

These are among the overall conclusions of the ETF survey on the response to Covid19 by CSOs that act on human capital development (HCD), specifically non-formal and informal learning and support to employment. The ETF survey was conducted in 2020, building on earlier work in this sector. It covered six countries: Albania, Jordan, Serbia, Tajikistan, Ukraine, and Uzbekistan.

The ETF survey results feed the reflection about the role of CSOs as a mediator between public authorities and citizens. They provide relevant input in national and local policy dialogue as monitors, advocates, and partners, although often they are merely consulted with limited effect on the policy decisions. Together, CSOs and institutional bodies could do more to promote HCD in changing societies and ensure that learning is effectively accessible, and that no one is left behind.

The objective of the survey was to appraise the CSOs' operational capacity in HCD, and their dynamics and resilience in the context of the pandemic crisis. For example, the survey appraised CSOs' proactivity vs reactivity in a time of emergency, their capacity to mobilise resources (human, financial), innovation and anticipation context, organisational learning capacity, complementarity concerning the action of local and national governments, and plans for the future.

Regarding the CSOs work in HCD, the survey focussed on:

- Skills development through non-formal and informal learning of young and adult people;
- Employment-related services that support the learning-employment link;
- Awareness-raising and advocacy on skills development and employment;
- Knowledge creation, utilisation and exchange on skills development and employment.

The Jordan Country report provides the results of the ETF survey on CSOs that implement HCD-related activities in the country. It draws a portrait of the CSOs that in Jordan contribute to HCD, including the challenges and opportunities they face.

The report starts with an introduction of the study's objectives, methodology and the CSOs country policy framework. Chapter 1 provides the profile of the CSOs that took part in the survey. Chapter 2 presents the findings related to the CSOs response to the Covid-19 pandemic effects on HCD. The report analyses the CSOs and Stakeholders and policy dialogue in Chapter 3 and the potential for future contributions to HCD in Chapter 4. The findings of interviews with a small group of CSOs beneficiaries are presented in Chapter 5. Finally, Chapter 6 structures the conclusions around key issues and presents recommendations about the CSOs' current engagement, role, and potential for the future in the HCD sector.



The author of this report is Eman Bny Mfarej, who has carried out the survey in Jordan. The concept, design, and methodology of the survey is the ETF team's responsibility, namely the team of experts, Siria Taurelli (coordinator), Margareta Nikolovska, Stylianos Karagiannis, Ian Cumming, and Nadezda Solodjankina. The ETF has also prepared a summary of the main findings across all 6 countries that took part in the survey to overview their commonalities and differences, which can be found in the ETF Open Space. The aim is to draw general conclusions and support mutual learning and allow a joint reflection on the conditions that enable CSOs to be active in designing, implementing, monitoring, and assessing policies on HCD.



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TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	6
INTRODUCTION	7
CHAPTER 1 ORGANISATION PROFILE	9
CHAPTER 2 RESPONSE TO THE COVID-19 PANDEMIC EFFECTS	16
CHAPTER 3 STAKEHOLDERS AND POLICY DIALOGUE	22
CHAPTER 4 POTENTIAL OF THE ORGANISATION IN THE HCD SECTOR	24
CHAPTER 5 FINDINGS AND CONCLUSIONS FROM BENEFICIARY GROUPS	27
CHAPTER 6 CONCLUSIONS	28
REFERENCES	30



ACRONYMS AND ABBREVIATIONS

CSOs Civil Society Organisations

CBOs Community-Based Organisations

HCD Human Capital Development

NGO Non-Governmental Organisation

Covid-19 Coronavirus Disease of 2019

N Number of the respondent CSOs

ETF European Training Foundation

EU European Union



INTRODUCTION

Civil Society Organisations (CSOs) can empower, represent, and reach vulnerable and socially excluded groups. They can also foster economic and human development, as well as social cohesion and innovation. Moreover, CSOs often engage in initiatives in developing the skills, competences, knowledge, and attitudes that support people's employment and realisation of their potential. Developments in skills and jobs intersect with social, economic, and labour market policies, affecting young people, adults, and the unemployed.

This ETF survey is about CSOs in Jordan and their activities in skills development and employment. The objective is to understand how CSOs contribute to developing the skills, competences, knowledge, and attitudes that support people's employment and realisation of their potential. In the survey, we refer to human capital development (HCD). The survey also aimed to understand if the Covid-19 pandemic has caused changes in CSOs regular activities. Non-formal and informal learning aimed at skills for existing and future jobs, skills assessment and anticipation, up-skilling and re-skilling, labour market measures in both the informal economy and those that refer to people's migration is part of the survey. Overall, the key focus is on: How do CSOs contribute to successful HCD? Have the CSOs changed their activities in HCD due to the COVID19 pandemic?

The Jordanian CSOs are classified according to their goals and scope of work. They include employer unions and their societies, chambers of commerce and industry, trade unions and professional associations. CSOs also include organisations for supporting the disabled. Environmental organisations, cultural and scientific organisations, youth and sports clubs, health care organisations, child and orphans care, women organisations, multipurpose societies, organisations concerned with community protection and development and human rights, and foreign organisations ⁽¹⁾.

CSOs have multiplied over the past ten years. Especially after 2011, their number has increased substantially, coinciding with the legal amendments made (New Associations Law No. 51 issued in 2009/2008). Jordanians were granted the right to form political parties and associations. However, the overall impact of CSOs on state policies is still weak due to the lack of common CSOs strategy and vision and the operational and administrative deficit of civil society organisations ⁽²⁾.

Most organisations are concentrated mainly in Amman because it is the capital and near the donor offices. A small percentage of CSOs are found outside Amman. They are mostly family-based or directed towards supplying essential services to their community. Their administrative structure is usually weak. These challenges stem from a shared sense of civic participation, and the government bears the primary responsibility for this ⁽¹⁾.

The Jordanian government is criticised for its curtail in the CSOs sector. Although the new association laws are in place and made the establishment of CSOs easy, earlier restrictions about the freedom to set up institutions have been preserved. The registration of CSOs requires the submission of annual plans to the government. The government allows a temporary change of the board of directors for governmental employees in case of mismanagement. It prevents them from taking part in political activities. There are restrictions on foreign funding except with the government's approval. Conflicts arising from these restrictions have weakened the continuous cooperation efforts between the government and CSOs. Lack of financial and human resources, then little competition for foreign funding by CSOs restricts their primary roles and weakens their position in taking part in policymaking ⁽³⁾.



Diverse types of legislations regulate CSOs activities in Jordan. This includes Associations and Social Organisations Law, the Youth Law and the Labour Law, and the laws that regulate the following sectors: Regulating the voluntary sector, Human Resource Development, Financial Supervision ⁽⁴⁾. The policy framework that applies to the CSOs in Jordan is quite complex. The institutional and legislative arrangements are ambiguous in many cases. There is multiple legislation shaping the modus operandi of the CSOs sector, and no key institution is responsible for the CSOs institutional and legislative arrangements. Instead, governance is distributed among different Ministries and bodies.

METHODOLOGY

An overview of the methodology used in the implementation of this research project is presented. This included implementing the survey on Jordanian CSO and assessing CSOs effectiveness through an interview with some beneficiary groups.

The questionnaire was structured in four sections. Section A is about the CSO profile. This section holds questions about the main characteristics of CSOs, areas of activities related to HCD, and implementation methods. Section B is about CSO response to the Covid -19 pandemic effects. The section contains questions about the organisation's priorities in HCD due to the Covid -19 pandemic, the motivation for change, and the learning from it. Section C is related to stakeholders and policy dialogue. This section contains questions about the policy dialogue with institutional stakeholders and policymakers. Section D is about the potential of CSOs in the HCD sector, comparative advantage, and potential future role in the HCD sector. Specifically, the survey investigates the role of CSOs in:

- Skills development through non-formal and informal learning of young and adult people,
- Employment-related services that support the learning-employment link,
- Awareness-raising and Advocacy on skills development and employment,
- Knowledge creation, utilisation and exchange on skills development and employment.

Survey methodology has been complemented with input from selected CSOs beneficiaries. To get a deeper understanding of how CSOs contribute to the HCD and assess whether the Covid-19 crisis was changing the CSOs' roles and scope of work, interviews with beneficiary groups were implemented. The questions were structured to capture the beneficiaries' point of view towards the services received from CSOs. Their individual perspective, suggestions for improvement, and insights are valuable sources for improving CSOs services.



CHAPTER 1 ORGANISATION PROFILE

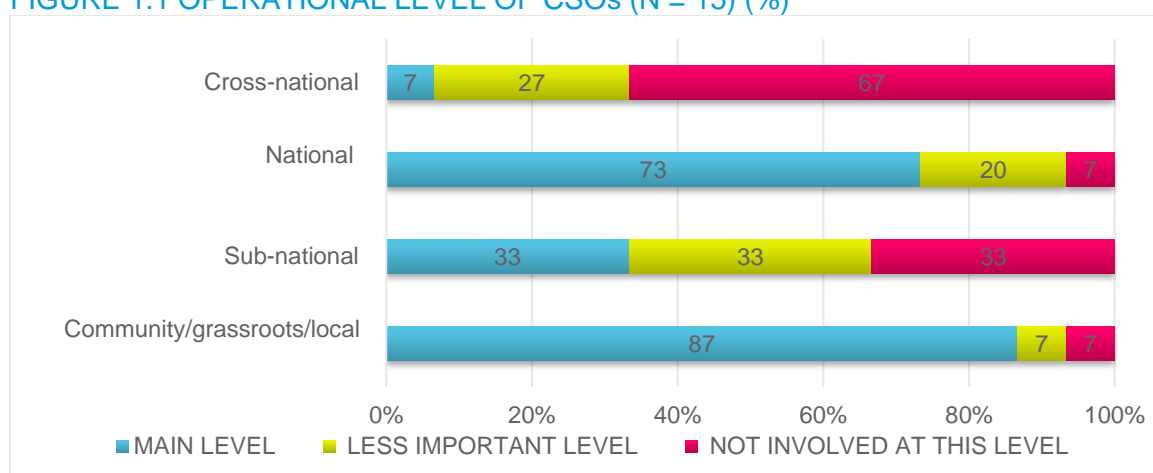
This chapter describes the main characteristics of the CSOs that took part in the survey and areas of activities related to HCD and implementation methods. The first draft of the Jordanian list of CSOs that potentially are operating in HCD was prepared to achieve the study's objectives. Based on the information available from the CSOs websites and Jordanian CSOs database and, based on close discussion with Jordanian CSOs, those CSOs that play roles in HCD have been selected. The final list of CSOs included 37 organisations, and those CSOs were surveyed. The number of respondents CSOs was 15, 41% of all CSOs invited to take part in the survey.

The scope of the organisation's work, as stated by the majority of the surveyed CSOs, are in the following fields: training, lifelong learning, support to social educational and entrepreneurial initiatives, women and youth entrepreneurship, women's empowerment, community empowerment, support to vulnerable groups, development of persons with disabilities, awareness and building national consensus, leadership, sustainable development and participation in decision-making, freedom, justice and protection of human rights, public policies, research and studies for needs of the labour market, the gap between the educational system and the labour market's needs, human rights and Increasing legal awareness. The geographic distribution of CSOs was in 5 Governorate, 8 of CSOs from Amman (the capital) and the other distributed in Irbid, Al-Balqa, Al-Karak and Al-Mafraq Governorate.

1.1 SCOPE

CSOs in Jordan operate at various levels – cross-national, national, sub-national and community/grassroots level. The majority of the surveyed CSOs, already 87%, said that they were active at the community/grassroots/local level and confirmed it as the main activity level. Only 7% said it is a less important level or not involved at this level at all. 73% worked at the national level and underlined it as the main level. 33 % of the CSOs, said that the sub-national level is the main level for their services' scope. A third of them expressed it as less important, and a third of them said they were not involved at this level. Only 7% of CSOs work cross-national and said as the main level. In contrast, 67 % were not interested in this level. A quarter of them considers it less important than other levels.

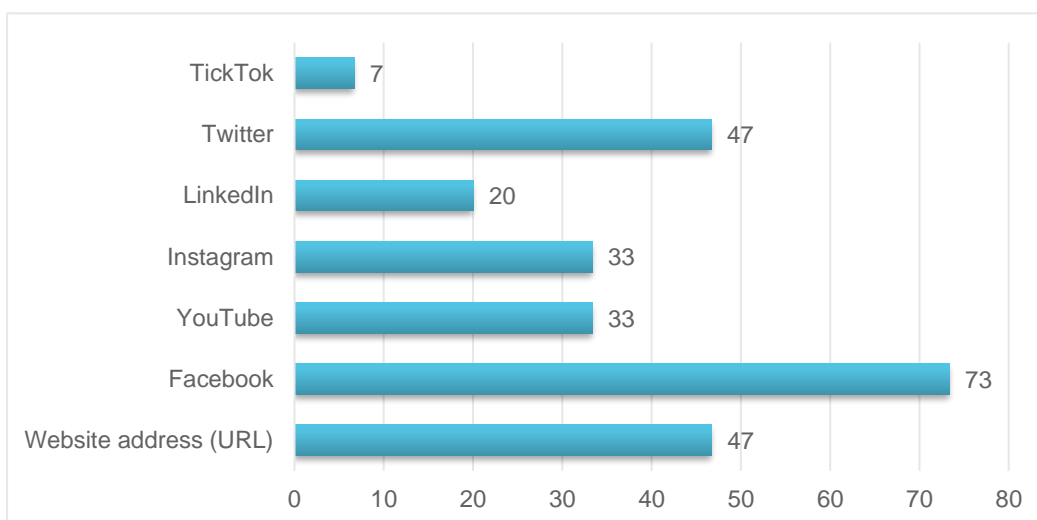
FIGURE 1.1 OPERATIONAL LEVEL OF CSOs (N = 15) (%)



1.2 COMMUNICATION CHANNELS

To understand the communication and social media channels of the CSOs, the survey included a question on how they introduce their activities. Three-quarters of the organisations (73%) have an account on Facebook. Less than half of the organisations (47%) have a website and account on Twitter. One-third of the organisations have an account on YouTube and an account on Instagram. 20% have an account on LinkedIn. Only 7% have an account on TikTok. **The summary of the results is presented in Figure 1.2.**

FIGURE 1.2 WEBSITE AND/OR SOCIAL MEDIA CHANNELS (N = 15) (%)

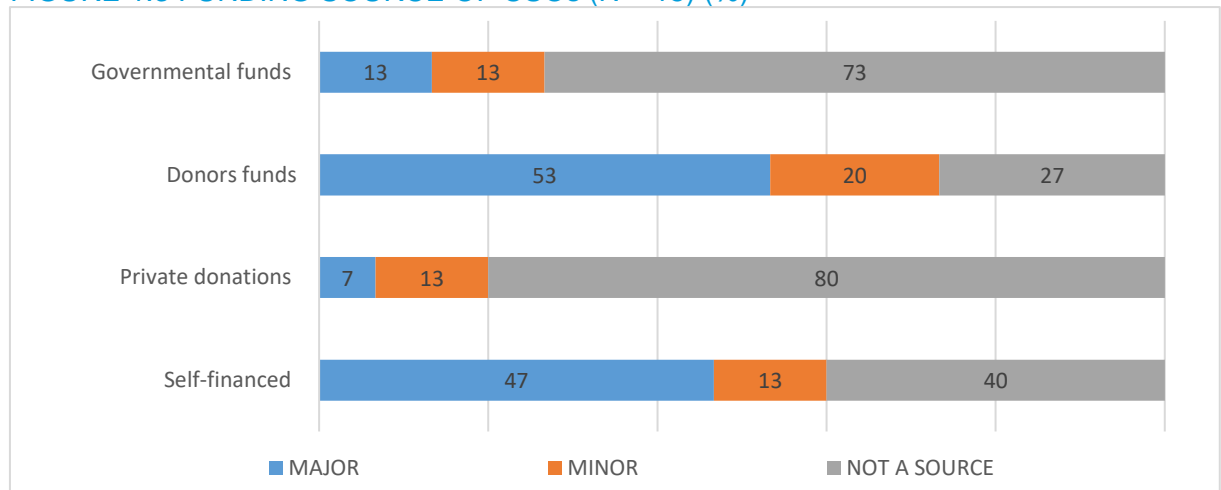


1.3 FUNDING SOURCES

To understand the funding sources of the CSOs active in the HCD, the survey included a question on how they financed their activities. 53% of organisations received donor funding and answered that it as a major funding source, while 20% of them consider donors as a minor source. In contrast, less than half of the organisations (47%) rely on self-financing as a major funding source. 13% rely on private donations as a minor source, while 7% of the organisations said that they rely on private donations as a major source. Only 13% of the organisations rely on governmental funds as a major source, and 13% rely on governmental funds as a minor source.



FIGURE 1.3 FUNDING SOURCE OF CSOs (N = 15) (%)

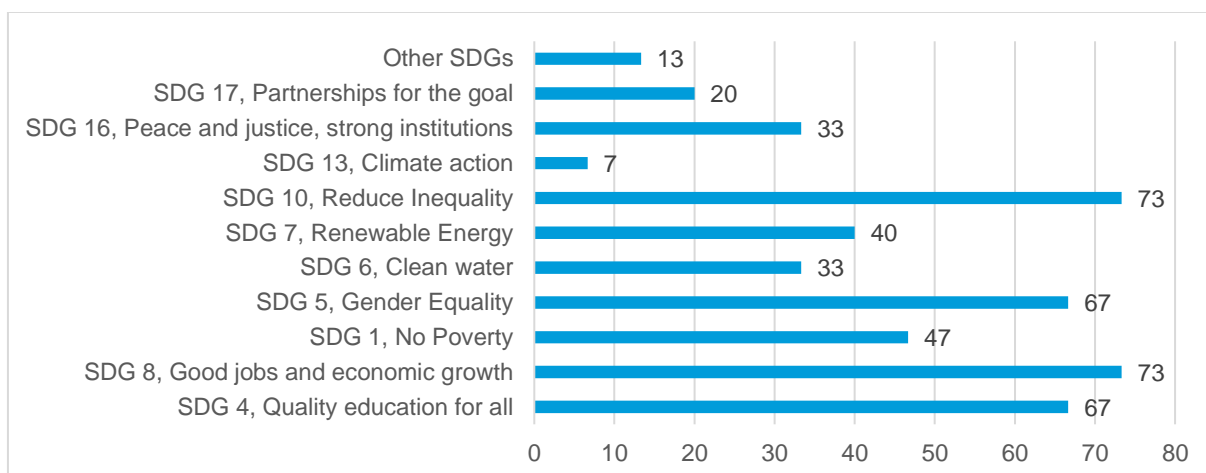


1.4 SUSTAINABLE DEVELOPMENT GOALS

The CSOs surveyed provided information about Sustainable Development Goals (SDGs) of the Agenda 2030 and which SDGs they support. Three-quarters of the organisations (73%) said that they support the SDG 8 Good jobs and economic growth and SDG 10 Reduce Inequality goals. 67% support the SDG 4, Quality education for all, and SDG 5, Gender Equality. Less than half of the organisations (47%) support SDG 1, No Poverty. One-third of them support the SDG 6, Clean Water, and SDG 16, Peace and justice, strong institutions. Only 7% supported the SDG 13 Climate action. **The summary of the results is presented in Figure 1.4.**

FIGURE 1.4 SUSTAINABLE DEVELOPMENT GOALS (SDGS) OF THE AGENDA 2030 AND CSOs SUPPORTING SDGs (N = 15) (%)

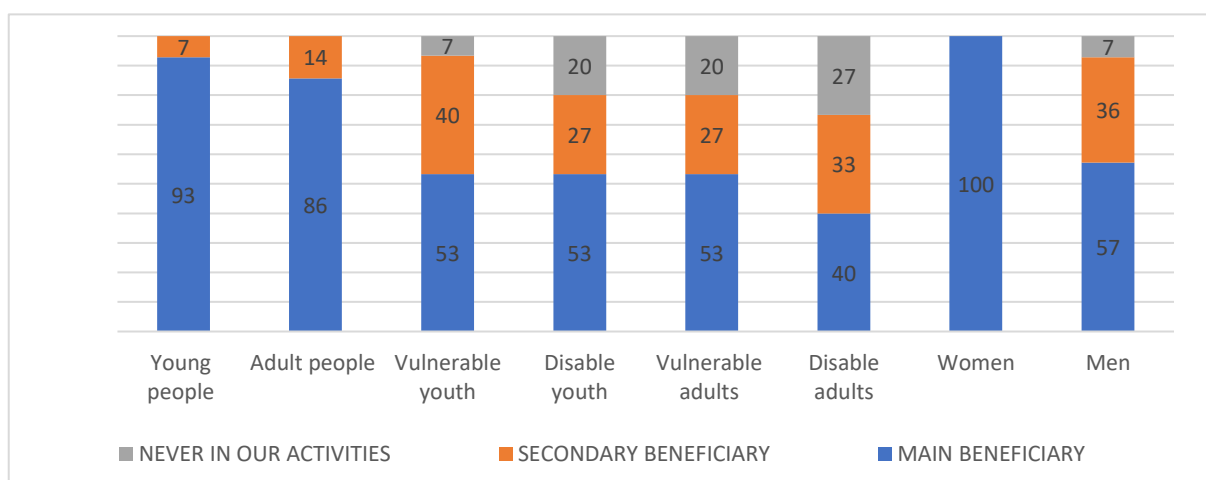




1.5 BENEFICIARIES

According to the survey results, all organisations stated women as the main beneficiaries. 93% of the organisations that responded named young people as their main beneficiaries. In comparison, 7% of surveyed CSOs stated them as secondary beneficiaries. Half of CSOs said that disabled youth, vulnerable youth, and vulnerable adults as the main beneficiaries. 40 % of surveyed CSOs provided information that Disable adults are their main beneficiaries, while one-third stated them as secondary beneficiaries. More than half of the organisations (57%) named men as main beneficiaries. According to the survey results, it seems clear that **Disable adults** are the least targeted group as a main beneficiary of the organisations and has the lowest level of 40%, while the **woman** is the main beneficiary with all surveyed CSOs, represented with 100 %. **The summary of the results is presented in Figure 1.5.**

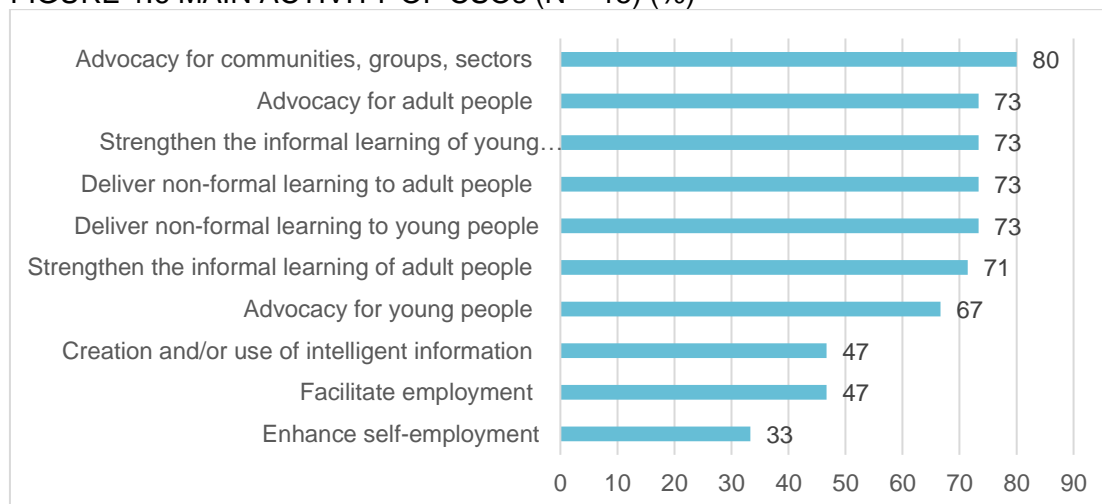
FIGURE 1.5 BENEFICIARIES OF CSOs (N = 15) (%)



1.6 ACTIVITIES

The surveyed CSOs provided information about the activities in HCD that they implemented and the frequency of the implementation. According to the survey results, there is a difference in the frequency of implementation carried out activities. Most organisations (80%) carried out activities related to **Advocacy for communities, groups, sectors**, and CSOs stated those activities as very often. The second rank was for the activities related to the Advocacy for adult people, Strengthen the informal learning of young people, deliver non-formal learning to adult people, Deliver non-formal learning to young people with a percentage reached 73%. Less than half of the organisations (47%) carried out activities related to **Facilitate employment, Creation and/or use of intelligent information**. Two-thirds of the organisations are carrying out Advocacy for young people. One-third of the organisations (33%) carry out activities related to **Enhance self-employment**. The summary of the results is presented in Figure 1.6.

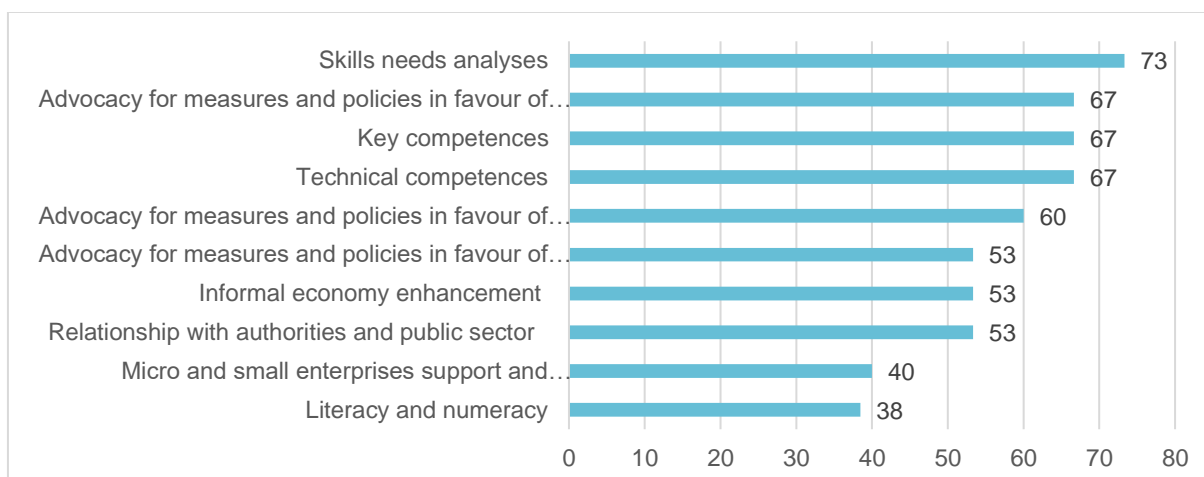
FIGURE 1.6 MAIN ACTIVITY OF CSOs (N = 15) (%)



On the content of the activities related to HCD that they carried out, the results showed that the most frequent activities differ in their proportions between organisations. Three-quarters of the CSOs focused their activities on Skills needs analyses. The following contents: Advocacy for measures and policies favouring communities, Key competencies, Technical competences ranked second with 67% for each. Advocacy for measures and policies in favour of young people ranked third with 60% for each. Micro and small enterprises support \ development, and Literacy and numeracy were the least targeted with the lowest percentage among the organisations, 40% and 38, respectively.

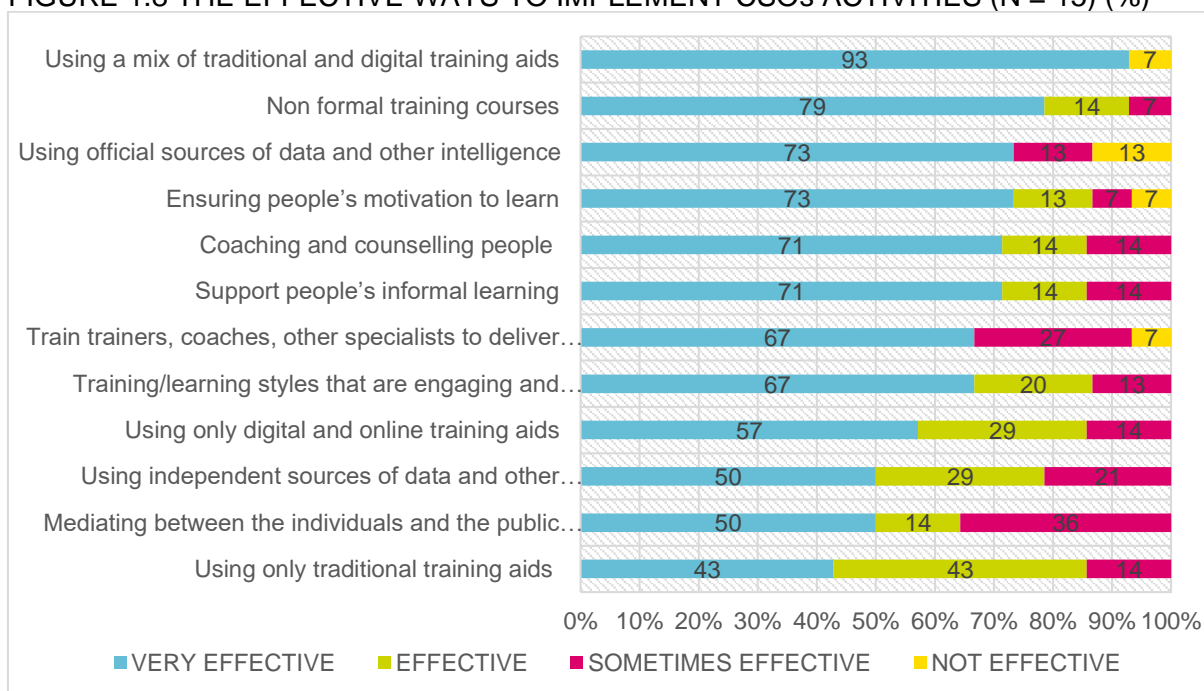
FIGURE 1.7 MAIN CONTENT OF CSOs ACTIVITY (N = 15) (%)





When questioned about the effective ways to carry out the activities, there was a variation in the effectiveness rates according to each method. Using a mix of traditional and digital training aids method was considered as a very effective method, according to most organisations, with (93%). The non-formal training courses was ranked second as the very effective method, according to 79% of CSOs. Three-quarters of the organisations see that **Ensuring people's motivation to learn and Using official data sources, and other intelligence** are very effective methods. 43% of the organisations stated that Using only traditional training aids is very effective. In comparison, 43% of the organisations said it as effective, and only 14% of the organisations stated this method as not effective.

FIGURE 1.8 THE EFFECTIVE WAYS TO IMPLEMENT CSOs ACTIVITIES (N = 15) (%)



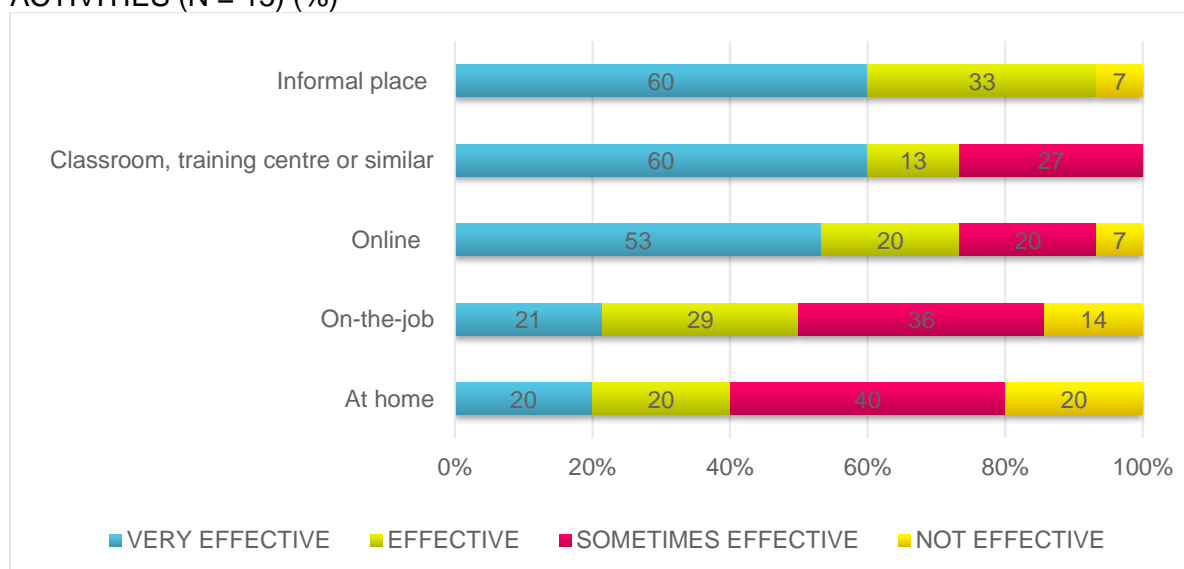
1.7 LEARNING ENVIRONMENTS



When questioned about the most effective (very effective) learning environments, 60% of CSOs stated that **Informal place and Classroom, training centre or similar** are the most effective learning environment. **Online learning** ranked second, with a percentage of 53%. In comparison, 21% of CSOs see **On-the-job** is the most effective learning environments. In contrast, 14% of organisations see that this environment is not effective. 20% of CSOs see **At home** is the most effective learning environments.

In comparison, 20% of other organisations see that this environment is not effective. One- third of the organisations also stated that an Informal place is an effective environment. Still, it is not the most effective one, and 7% of organisations see this environment as not effective for learning. **The summary of the results is presented in Figure 1.9.**

FIGURE 1.9 THE EFFECTIVE LEARNING ENVIRONMENTS TO IMPLEMENT CSOs ACTIVITIES (N = 15) (%)



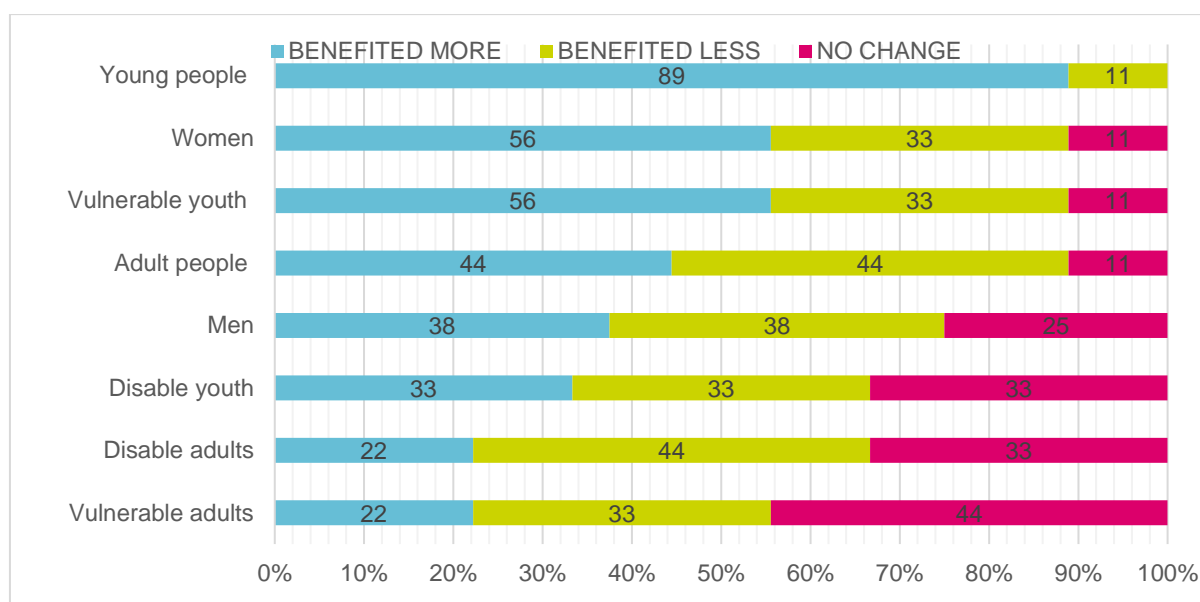
CHAPTER 2 RESPONSE TO THE COVID-19 PANDEMIC EFFECTS

This chapter presents the findings related to CSOs response to the Covid -19 pandemic effects on the HCD sector.

2.1 CHANGE THE BENEFICIARY GROUPS

When surveyed about the changes in the activities for HCD and the beneficiary groups during the Covid -19 pandemic in 2020, 8 out of 15 CSOs have changed beneficiary groups due to the Covid-19 pandemic. The majority of these organisations (89%) who changed their beneficiaries named the young people group benefited more. In comparison, 56% of CSOs see women and vulnerable youth group benefited more than two-thirds of the organisations, which stated that those two groups benefited less after the pandemic. 44% of the organisations stated that adult people benefited more. Only 22% of the organisations stated that disable adults and vulnerable adult's groups benefited more after the pandemic. 44% of the organisations stated that the vulnerable adults' group has no changes in the benefits. Only 11% of the organisations stated that no change has occurred in the following groups - young people, women, vulnerable youth, and adult people. **The summary of the results is presented in Figure 2.1.**

FIGURE 2.1 THE CHANGE ON THE BENEFICIARY GROUPS OF CSOs (N = 9) (%)

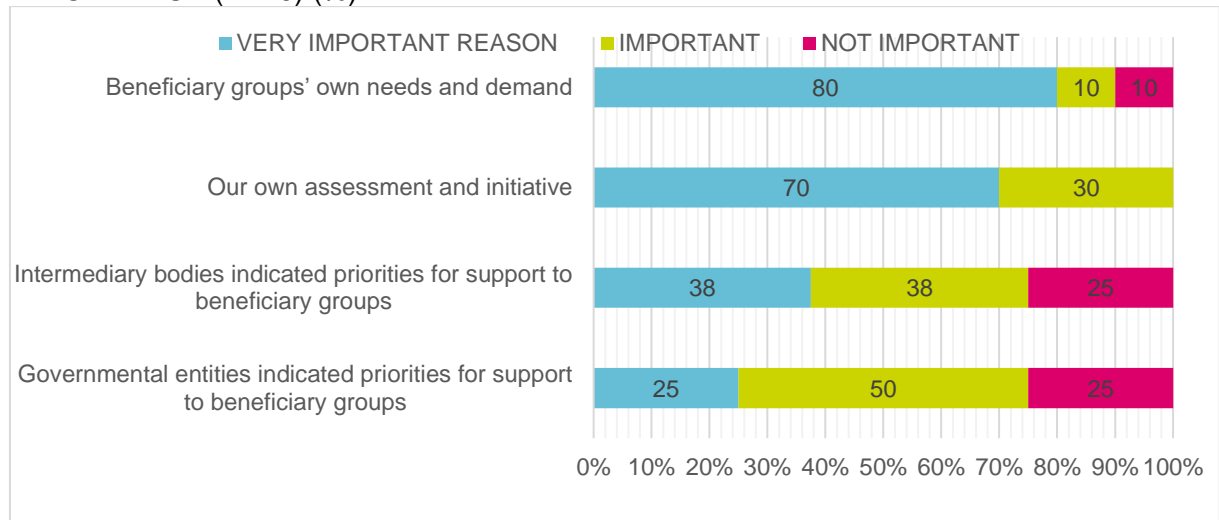


When questioned about the reasons for changing the beneficiary groups, 80% of the organisations changed their beneficiary groups due to: Beneficiary groups' own needs and demand. CSOs stated this reason was the most important (very important) reason. 70% of the organisations changed the beneficiary groups for another most important reason: **Our own assessment and initiative**. 38% of the organisations had a very important reason: **Intermediary bodies indicated priorities for support to beneficiary groups**. A quarter of the CSOs changed their beneficiary groups because they considered it the most important due to **Governmental entities indicated priorities for support to beneficiary groups**. Half of the organisations see that this reason was important for the change, but it is not the most important. A quarter of the organisations see the two reasons: Governmental entities indicated



priorities for support to beneficiary groups, and Intermediary. bodies indicated priorities for support to beneficiary groups are not important reasons that cause changes in the groups of beneficiaries. **The summary of the results is presented in Figure 2.3.**

FIGURE 2.3 CAUSES FOR CHANGE ON THE BENEFICIARY GROUPS OF CSOs PER IMPORTANCE (N = 9) (%)



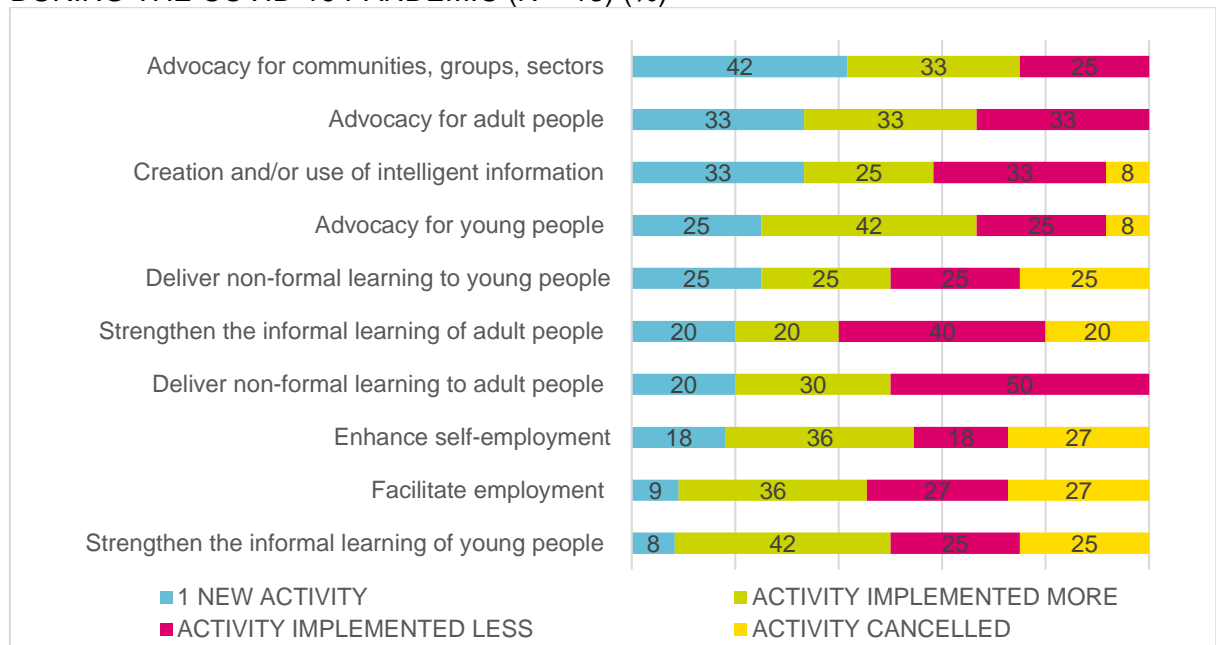
2.2 CHANGE PRIORITIES REGARDING THE ACTIVITIES FOR HCD DURING THE COVID-19 PANDEMIC

This part focused on changing the CSOs priorities about the activities for HCD during the Covid -19 pandemic in 2020 compared to previous years. The focus is on creating new activities, giving some activities more or less importance, or cancelling the activity altogether. According to the survey results, 42% of the organisations indicated that they included the activity: **Advocacy for communities, groups, sectors**, as a new activity, while a third of the organisations implemented this activity more and a quarter of the organisations implemented it less. About the activity: **Advocacy for adult people**, one- third of the organisations implemented it for the first time, and the other third implemented it more, while the last third implemented it less. In the **Creation and/or use of intelligent information**, one-third of the organisations implemented it for the first time, a quarter implemented it more. A third implemented it less, while 8% of the organisations cancelled this activity.

Advocacy for young people, a quarter of the organisations, implemented it as a new activity, 42% implemented it more. A quarter implemented it less, while 8% cancelled this activity. The results showed that half of the organisations had implemented an activity: **Deliver non-formal learning to adult people**, less, and only 20% of it implemented it as a new activity. In contrast, 30% implemented it more. **Strengthen the informal learning of young people** is ranked lowest in its introduction as a new activity with the CSOs. Only 18% of the organisations have introduced it. In contrast, a quarter of the organisations cancelled it. The summary of the results is presented in **Figure 2.4.**



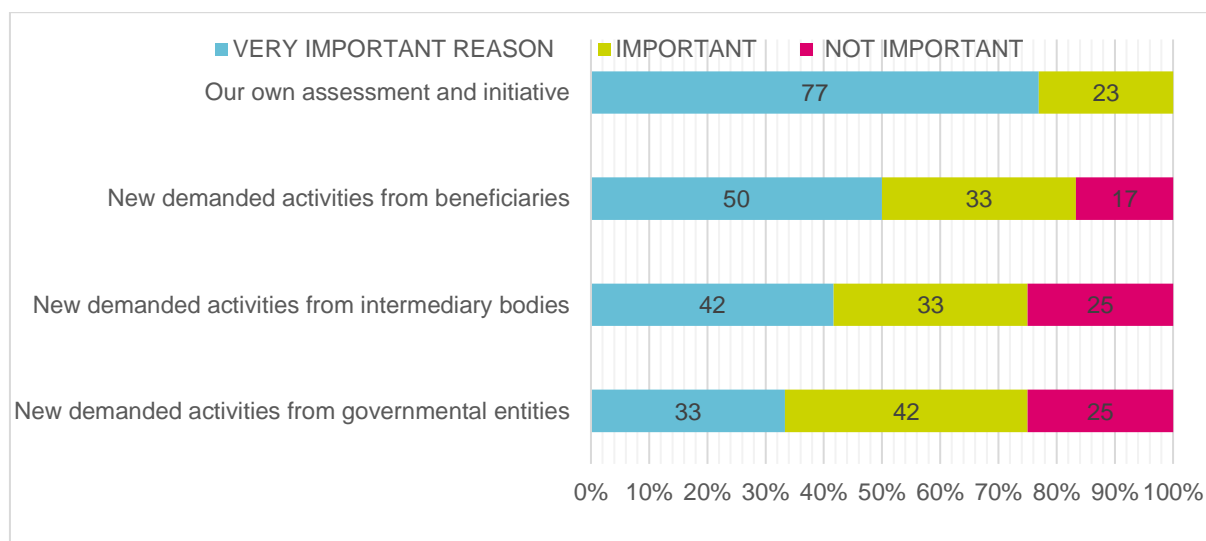
FIGURE 2.4 THE CHANGE ON PRIORITIES REGARDING THE ACTIVITIES FOR HCD DURING THE COVID-19 PANDEMIC (N = 13) (%)



When questioned about the reasons for changing priorities in implementing activities, according to the survey results, 77% of the organisations changed their priorities because they stated as very important. That reason is **Our own assessment and initiative**. In comparison, 23% of the organisations considered this reason as important, but it is not the most important. Half of the organisations changed in the priorities for a very important reason which is: **New demanded activities from beneficiaries**, while one-third of the organisations changed for the same reason and considered it as important reason, in contrast, 17% of the organisations considered it as a not important reason for the change. 42% of the organisations considered **New demanded activities from intermediary bodies** as a very important reason for changing priorities. One-third of the organisations considered (New demanded activities from governmental entities) as a very important reason for this change in priorities. The summary of the results is presented in **Figure 2.5**.



FIGURE 2.5 CAUSES FOR CHANGE ON THE PRIORITIES IN ACTIVITIES (N = 13) (%)

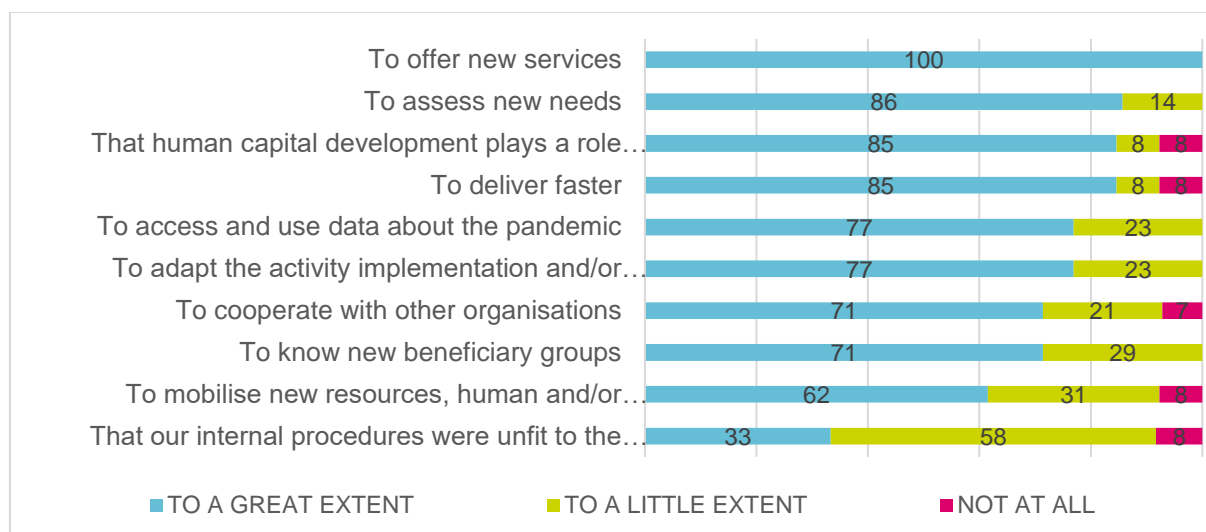


2.3 SHORT-TERM LESSONS THAT CSOs LEARNED

CSOs have been surveyed about the short-term lessons learned during the implementation of HCD activities in response to the Covid -19 pandemic crisis in 2020. The most important short-term lessons, without exception, was **To offer new services**. 86% of the organisations have learned the lesson to a great extent **to assess new needs**. 85% of the organisations have learned, to a great extent, the lesson **That human capital development plays a role in a crisis context and Delivering faster**. 77% of the CSOs have learned, to a great extent, these two lessons: To access and use data about the pandemic and to adapt the activity implementation and/or methods. 71% of the organisations have learned to a great extent those two lessons: To cooperate with other organisations and to know new beneficiary groups. 62% of the organisations have learned to a great extent lesson: To mobilise new resources, human and/or financial and/or physical. One- third of CSOs learned to a great extent lesson: That our internal procedures were unfit to the situation, while 58% learned it to a little extent. The summary of the results is presented in **Figure 2.6**.

FIGURE 2.6 SHORT-TERM LESSONS THAT CSOS LEARNED (N = 13) (%)



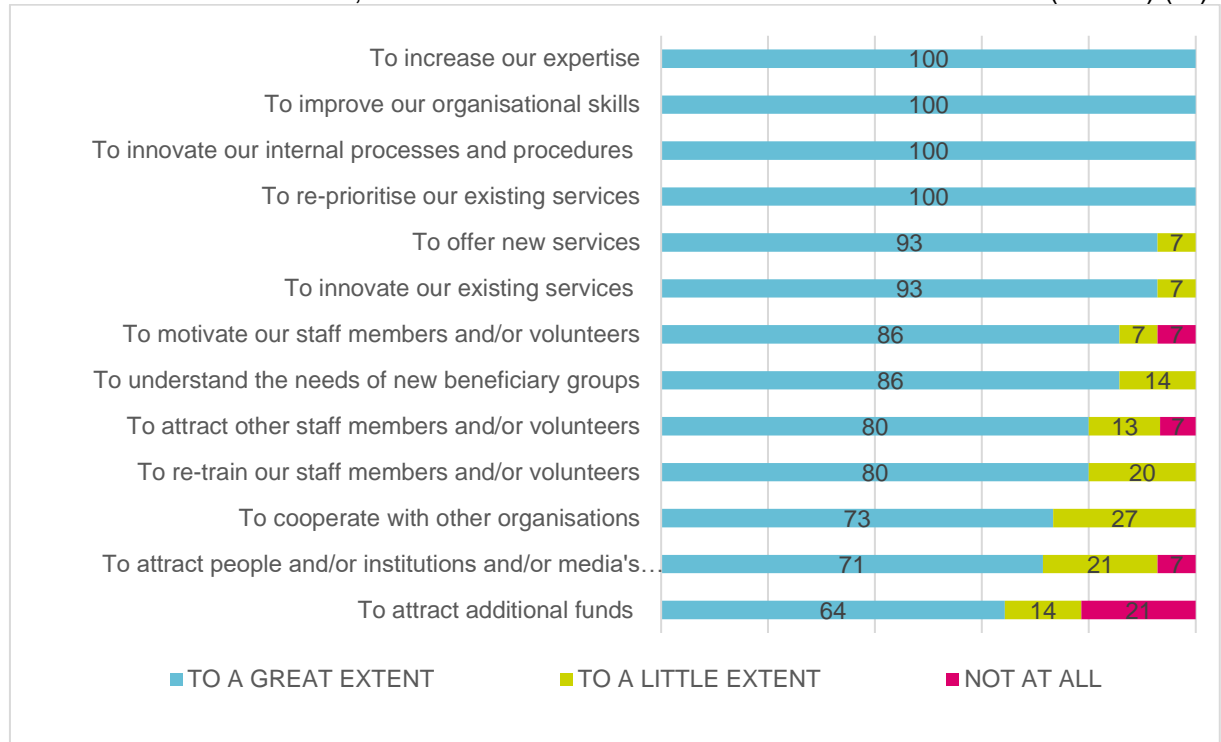


2.4 LONG-TERM, STRATEGIC OR FORWARD-LOOKING LESSONS

The CSOs have been surveyed about the long-term, strategic, or forward-looking lessons they learned during the implementation of HCD activities in response to the Covid-19 pandemic crisis in 2020. All CSOs, without exception, confirmed that they learned long-term lessons to a great extent. The lessons included: **To increase our expertise, to improve our organisational skills, to innovate our internal processes and procedures and To re-prioritise our existing services.** The majority of organisations (93%) confirmed that they have learned, to a great extent, two lessons: To offer new services and innovate our existing services. 86% of organisations learned the following lessons: **To motivate our staff members and/or volunteers to understand new beneficiary groups' needs.** 86% of the CSOs learned: To attract other staff members and/or volunteers, To re-train our staff members and/or volunteers. 73% of CSOs learn to a great extent: To cooperate with other organisations. 71% of CSOs learn to a great extent: To attract people and/or institutions and/or media's interest. 64% of CSOs learn to a great extent: To attract additional funds.



FIGURE 2.7 LONG-TERM, STRATEGIC OR FORWARD-LOOKING LESSONS (N = 13) (%)



CHAPTER 3 STAKEHOLDERS AND POLICY DIALOGUE

This chapter presents the findings related to the CSOs dialogue with institutional stakeholders and policy-makers.

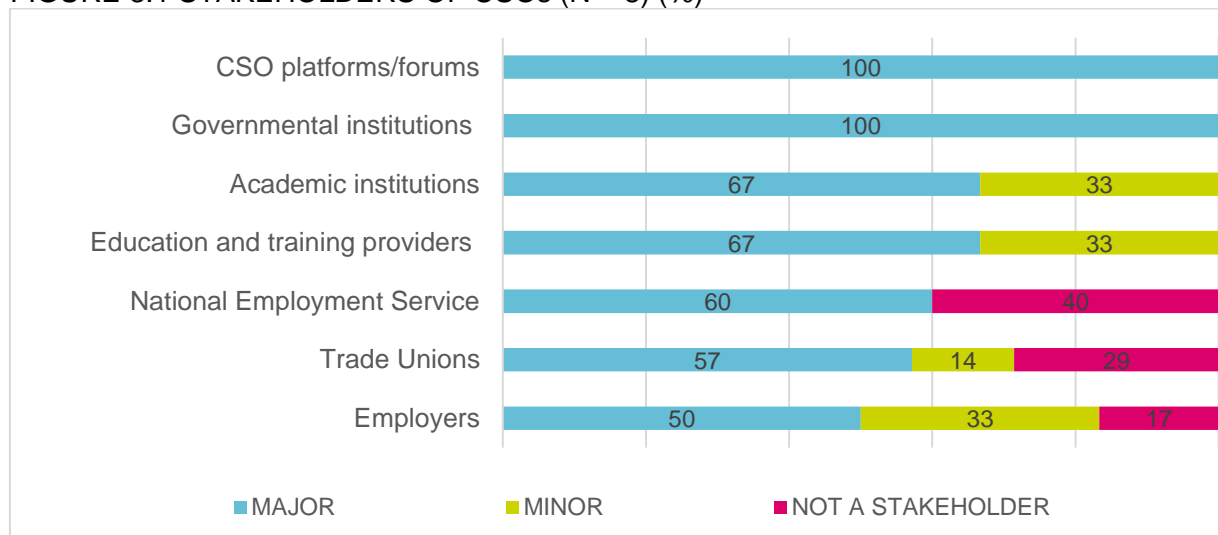
3.1 STAKEHOLDERS

To understand the CSOs' participation in HCD policymaking beyond civil society groups' role as service providers, the survey had a set of questions referring to the organisation's participation in the dialogue concerning HCD. The main institutional counterparts and their contribution to the HCD policy cycle was the subject of the survey.

When questioned about the policy dialogue and whether CSOs participate in the policy dialogue, the results provide interesting insights. According to the survey results, CSOs contribution, in general, was weak. 8 out of 15 organisations reported that they took part in the policy dialogue concerning HCD. These organisations have identified the stakeholders and determined their degree of importance – **major stakeholder, minor stakeholder and not a stakeholder**. The survey found that all organisations, without exception, consider **CSO platforms/forums and Governmental Institutions** as a major stakeholder.

67% of the organisations considered **Academic institutions and Education and training provider's as major stakeholders**. In contrast, one-third of the CSOs surveyed consider them as minor stakeholders. 60% of the organisations considered **National Employment Service** as a major stakeholder. In contrast, 40% of the organisations considered them not a stakeholder. More than half of the organisations (57%) considered **Trade Unions** major stakeholders. In contrast, 14% of the organisations considered them secondary. Half of the organisations considered employers a major stakeholder, and one-third of CSOs considered them minor stakeholders.

FIGURE 3.1 STAKEHOLDERS OF CSOs (N = 8) (%)

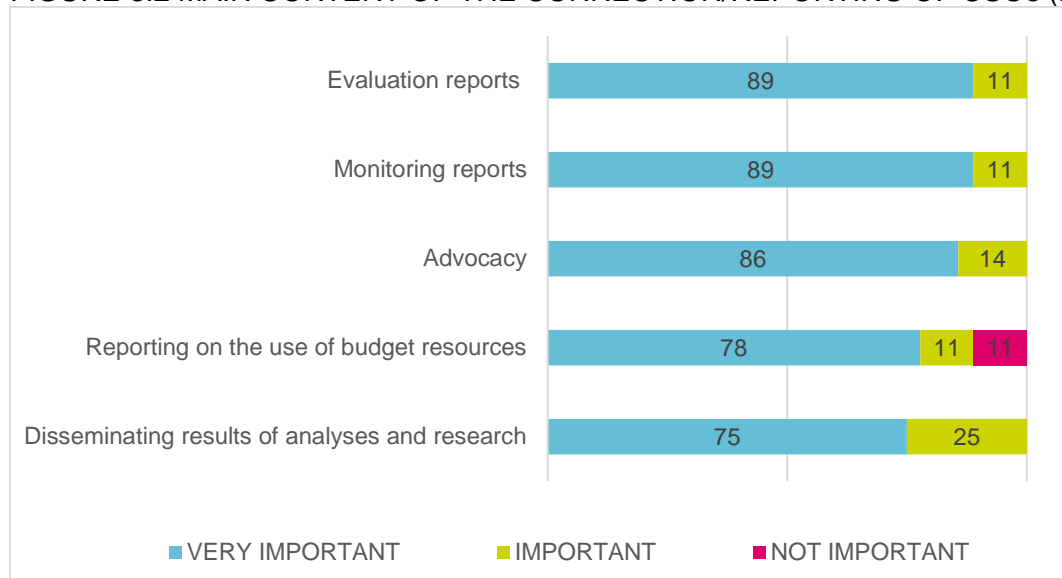


3.2 MAIN CONTENT OF THE CONNECTION/REPORTING



CSOs clearly have a responsibility to develop mechanisms by which they will be held accountable. Reporting to diverse groups of stakeholders is an important part of their mandate. According to the survey results, when surveyed about reporting to the stakeholders, **Evaluation and Monitoring reports** were very important, according to 89% of CSOs. 86% of organisations stated that Advocacy content was very important. 78% of organisations stated that reporting on the use of budget resources is also very important. Three-quarters of the organisations stated that the content of disseminating the analyses and research results is very important compared to a quarter of these organisations that this content is important with less degree of importance than others.

FIGURE 3.2 MAIN CONTENT OF THE CONNECTION/REPORTING OF CSOs (N = 9) (%)

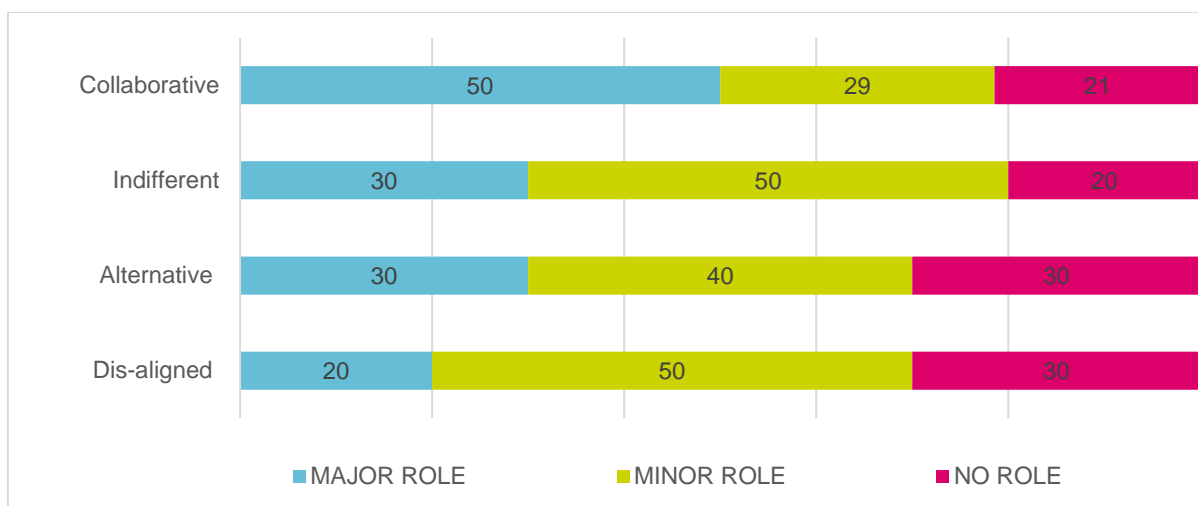


3.3 ORGANISATION ROLE COMPARED TO THE GOVERNMENT ROLE

Collaboration between the government and CSOs is essential for the successful implementation of HCD reform. Collaboration is a process in which organisations work together to reach their aims or for mutual benefit. When questioned CSOs to describe their role compared to the government role, half of the organisations stated that they play a **Collaborative role** as a major role. 30% of organisations see an Indifferent role as a major role. In comparison, half of the CSOs see this role as a minor role and 20% no role. 30% of organisations see an alternative role as a minor role, while 40% see this role as a minor role, and 30% have no role. **The summary of the results is presented in Figure 3.3.**

FIGURE 3.3 ORGANISATION ROLE COMPARED TO THE GOVERNMENT ROLE OF CSOS (N = 15) (%)





CHAPTER 4 POTENTIAL OF THE ORGANISATION IN THE HCD SECTOR

This chapter presents the findings related to the potential of CSOs for future contribution to HCD and CSOs comparative advantage and potential future role in the HCD sector.

4.1 THE ADVANTAGE OF CSOs COMPARED TO OTHER (PUBLIC, PRIVATE, NON-GOVERNMENTAL) ORGANISATIONS

When surveyed CSOs about their advantage compared to other organisations, 79% of the organisations stated that their major advantages are: Improve the quality of the HCD policy dialogue and Support effectiveness of Education, training, and other learning processes. 73% of organisations stated that their major advantage is Improving policy dialogue and public consultations. 71% of CSOs consider Monitoring skills development policies' implementation as their major advantage. 64% of organisations were their major advantage: Provide innovative advice to shape HCD policies. 62% of the organisations reported that their major advantage is Guarantee transparency of public consultations and Detect the needs of groups out of the formal learning and employment system, and bring their voice to the policy dialogue.

TABLE 4.1 THE ADVANTAGE OF CSOs COMPARED TO OTHER (PUBLIC, PRIVATE, NON-GOVERNMENTAL) ORGANISATIONS (N = 15) (%)

The advantage	MAJOR ADVANTAGE	ADVANTAGE	NO ADVANTAGE
Improve the quality of the HCD policy dialogue	79	14	7
Support effectiveness of Education, training, and other learning processes	79	14	7
Improve the outcome of policy dialogue and public consultations	73	9	18



Monitor skills development policies' implementation	71	21	7
Provide innovative advice to shape HCD policies	64	21	14
Guarantee transparency of public consultations	62	31	8
Detect the needs of groups out of the formal learning and employment system, and bring their voice to the policy dialogue	62	31	8
Facilitate transparency and accountability of HCD policy implementation	46	38	15
Provide independent advice to shape HCD policies	38	31	31
Evaluate independently HCD policies' outcomes	38	46	15

4.2 PLANNING TO STRENGTHEN CSOs CONTRIBUTION TO HCD

When surveyed about the **Domains** in which CSOs would like to strengthen their contribution to HCD in the future, the majority of organisations (93%) stated that they plan to significantly enhance their contribution in **Provision and promotion of key competencies**. 92 % of the organisations wish to enhance their contribution to the **quality of learning opportunities**. 86% of the organisations wish to enhance their contribution in **Provision and promotion of technical competences**. 82% of the organisations very likely wish to enhance their contribution to the Inclusiveness of learning opportunities. In contrast, 46% of Organisations plan in the field of **Sustainable living and green economy** and 42% of organisations in **Digital society and economy**. The summary of the survey result is presented in Table 4.2.

TABLE 4.2 PLANNING TO STRENGTHEN CSOS CONTRIBUTION TO HCD (N = 15) (%)

The Domains	VERY LIKELY	LIKELY	NOT LIKELY	NOT APPLICABLE
Provision and promotion of key competences	93	7	–	–
Quality of learning opportunities	92	8	–	–
Provision and promotion of technical competences	86	14	–	–
Inclusiveness of learning opportunities	82	18	–	–
Learning and employment needs of local communities	77	23	–	–
Self-employment and entrepreneurship	75	25	–	–



Knowledge creation, data collection and analysis, independent monitoring and evaluation	71	29	–	–
Future of work and piloting innovation of work	71	29	–	–
Accessibility of formal, non-formal, informal learning	69	31	–	–
Accessibility of employment opportunities	69	31	–	–
Learning and employment needs of individuals	67	33	–	–
Future of learning and piloting innovation in learning	62	38	–	–
Sustainable living and green economy	46	38	15	
Digital society and economy	42	42	–	17



CHAPTER 5 FINDINGS AND CONCLUSIONS FROM BENEFICIARY GROUPS

This chapter presents a summary of the interviews' findings with a small group of beneficiaries. The objective was to understand and integrate their view about the usefulness of the CSOs services in HCD.

To better understand how CSOs contribute to the HCD and assess whether the Covid-19 crisis is changing the CSOs role, interviews with the beneficiary group were implemented. The questions were structured to capture the beneficiary's judgment and point of view towards the services received from the CSOs. Their individual perspective, suggestions for improvement, and insights are valuable sources for improving CSOs services.

The aim was also; to gather information on the role of CSOs in appraising the dynamics of the CSOs' operational ability to assess their resilience. In particular: proactivity vs reactivity in a time of emergency, capacity to mobilise resources (human, financial), ability to address newly formed demands, innovation, and anticipation capacity, if and how they have developed new expertise and organisational learning capacity, as well as to assess whether the Covid-19 crisis is changing the CSOs' roles and scope of work, following their intensified engagement during the crisis. In Jordan, six key beneficiaries of CSOs services were interviewed, and the key conclusions are:

- The beneficiary group point of view is mostly towards the quality of training and services received. This has been judged as of excellent quality in general. Further improvement is needed and done continuously, especially about the number of trainees as the number of participants was very large in some cases.
- The beneficiaries will be more satisfied and interested if the trainers use and adopt effective training methods. This could include Technology-based learning, Simulators, Roleplaying, Films and videos, and Case studies, rather than rely on traditional training methods only.
- During the training provided by CSOs, the beneficiaries develop innovative ideas about their own present and future needs. Innovative ideas about the training programmes that will support their skills development, and start thinking about new projects, is also part of the process.
- Most beneficiaries learned about the training programmes from social media (68%). A few of them (22%) learned about the training from informal contacts, such as friends and family. They did not have a choice to make a comparison between the different CSOs offers on training; it was the only choice that they have. The beneficiaries feel that the provider (CSO) understood their needs in general. Still, their needs were being addressed in the maximum response with 85%.
- The opportunity to evaluate or provide feedback on the quality and usefulness of the services received from CSOs was judged as inadequate. The primary reason is that the evaluation of training services was done during the training as a group review as the primary method. The beneficiaries stated that it is not an objective evaluation method and hope to have other evaluation methods that give them space and freedom to provide their feedback.
- The other method used to provide feedback on the services received was a questionnaire. Still, the percentage of use of this method was 35%.
- The beneficiaries will recommend that others follow the same training/support/guidance because they added a new value to their experiences and skills.



CHAPTER 6 CONCLUSIONS

Main conclusions:

- Regardless of the concise scope of this research (which comprised a survey carried out of 15 CSOs), the state of play of CSOs' involvement in the different phases of the HCD field in Jordan is quite clear.
- The main scope of the surveyed CSOs' work is the community/grassroots/local level
- The main communication sources of the CSOs used to introduce their activities are Facebook and CSO website
- The main funding sources of the CSOs are donor funding and Self-financed
- The main Sustainable Development Goals (SDGs) supported by CSOs are the SDG 8, SDG 10, SDG 5, and SDG 4
- The main beneficiary groups of CSOs activities are women and young people
- The main activities related to HCD is Advocacy for communities, groups, sectors
- The main content of the activities related to HCD is **Skills needs analyses**
- The main effective way to carry out the activities is using a mix of traditional and digital training aids method
- The most effective learning environments are informal place, Classroom, and training centre.
- The main beneficiary groups of CSOs during the Covid -19 pandemic is the young people group, and the main reason for that is their own needs and demand.
- CSOs are changing their priorities about the activities for HCD during the Covid -19 pandemic in 2020 compared to previous years. The main reasons for this changing are CSOs own assessment and initiative.
- The main short-term lessons learned for HCD in response to the Covid -19 pandemic crisis is how to offer new services.
- The main long-term lessons learned during the implementation of HCD activities in response to the Covid -19 pandemic crisis are increasing their expertise, improving their organisational skills, innovating internal processes and procedures, and re-prioritising existing services.
- The CSOs' participation in HCD policy-making, in general, was weak.
- The main CSOs role compared to the government role was the Collaborative role
- The main CSOs Domains in which CSOs would like to strengthen its contribution in future to HCD is enhance their contribution in the field of provision and promotion of key competences

General conclusions:

- CSOs have recognised and valuable part to play as non-state actors concerning HCD with a limited role in policy-shaping, just as they do to implement high-quality, innovative, and relevant HCD training and provide employment activities in Jordan.
- CSOs are eager to play an additional role in all stages of the HCD policy cycle. This is key to further understanding the involvement of CSOs and raising awareness about the added value that they offer, especially in terms of policy shaping.
- In the context of HCD, the non-formal training modalities that CSOs provide are becoming increasingly important for adult education and supporting employability from a lifelong learning perspective. However, in Jordan so far, the HCD policy cycle, especially in terms of policy-shaping, does not seem to be part of the core business of CSOs.



- The role of CSOs in reviewing training provision and holding the public HCD service providers to account is clearly underdeveloped in Jordan.
- Although CSOs did claim to offer an added value in bringing the needs of specific target groups, such as people with disabilities, migrants, or refugees, they are less represented than expected in the work of CSOs in the HCD field. This ambiguity might be related to the fact that these specific target groups are the focus of niche CSOs, on which further research would have to better understand this aspect of their remit.
- With barely a few of the CSOs in Jordan having access to the institutions where HCD policies are made, their contribution in this respect is scattered. Their input could thus be enhanced if organised in a more systematic and structured way through formal communication channels; this will be achieved if they believe that CSOs working at the grassroots level can bring proximity, credibility, relevance, and quality/innovation to the HCD policy debates.
- The CSOs' main aspirations; additional funding, increasing their contribution to the HCD planning process and playing a greater role in an effective partnership in policy-making.
- CSOs active in HCD in Jordan does not seem to play an active role in reviewing the sector's performance. The CSOs surveyed stated that they aspired to play a bigger role here. A lack of information was one of the main reasons for this lack of evaluation on CSOs; hence, improved communication channels could enhance this function.

Difficulties

- lockdown and curfew in emergency cases due to the Covid-19 crisis effected the response of CSOs to this survey
- The culture, as well as the bureaucracy, affected the response of CSOs.
- The questionnaire is too long, which affected the response from organisations also.
- During the implementation of this ETF survey, many other surveys targeted the CSOs. This vast number affected the response of CSOs to this survey.

Recommendations

- To further enhance the contribution of CSOs to the HCD policy cycle, it is necessary to raise awareness about the added value that CSOs bring to the HCD policy dialogue. This is, namely, proximity, credibility, relevance and quality/innovation, and the importance of the donor community supporting CSOs and involving them in the provision of both training and employment services and including them in strategic discussions about HCD policies in Jordan.
- Studying CSOs' targeting the specific needs groups, ranging from the well-represented category of youth to those who are underrepresented, for example, the unemployed, adults, people with disabilities, migrants, and refugees, with a potential specific focus on special needs groups.
- The CSOs appeared to be making considerable efforts to provide training and services that support employees to target. They thus see themselves as credible partners who have a specific added value in terms of adaptability and proximity in HCD provision. They would like to be recognised as key actors in the sector.



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