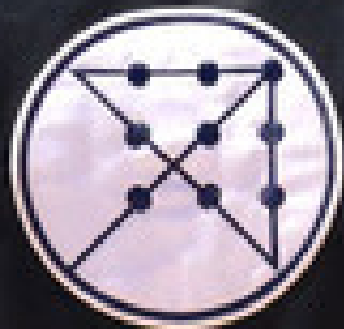




**ACTED** ZERO EXCLUSION  
CARBON  
POVERTY



**ACTED**

**ACTED JORDAN  
COUNTRY STRATEGY  
2023-2025**

# ACTED GLOBALLY

We go the last mile. ACTED's mission is to save lives and support people in meeting their needs in hard-to-reach areas. Founded in Afghanistan in 1993, against the backdrop of a forgotten crisis, ACTED pursues a triple mandate of emergency response; development interventions; and environmental programming. Millions of vulnerable people around the world need humanitarian assistance today. At the same time, millions of people today - and hundreds of millions tomorrow - are and will be heavily impacted by climate change. We therefore believe that humanitarian and development assistance for crisis-affected populations can no longer be thought of independently from the environment in which they are living.

With this belief at our foundation, all ACTED programming and operations globally have the shared objective of working towards a 3Zero world: a world with Zero Exclusion, Zero Carbon, and Zero Poverty. This vision is guided by the motto "Think Local - ActGlobal" - reflecting the need to rely on a deep understanding of local territories and contexts to develop and implement actions based on local knowledge. This local thinking contributes to a global response, through which we promote the relief, stabilisation, and recovery of crisis-affected people in fragile areas. We are committed to both supporting and being guided by local knowledge, structures and capacities.

## KEY FIGURES



ACTIVE IN 43  
COUNTRIES  
WORLDWIDE

€540M budget in 2022,  
97% DEDICATED TO  
OPERATIONS



7,700+ STAFF  
WORLDWIDE

MORE THAN 20  
MILLION PEOPLE  
SUPPORTED  
ANNUALLY



550+ PROJECTS  
IMPLEMENTED  
PER YEAR

## Programme Strategy 2020-2025

### Zero Exclusion, Zero Carbon, Zero Poverty

- **Zero Exclusion:** because society is enriched when it can benefit from all the voices and ideas of its members, and no-one should be left behind;
- **Zero Carbon:** because we only have one planet, and we want to pass on to our children social, political and economic systems that respect and protect natural balances.
- **Zero Poverty:** because poverty should not hold back potential.



# JORDAN OVERVIEW



Jordan remains one of the countries most affected by the Syrian crisis, and hosts the second highest population of Syrian refugees per capita. 676,621 registered Syrian refugees are currently settled in Jordan, with an estimated total of 1.3 million refugees in the country, including non-registered individuals. 82% of these are residing outside of camps. The influx of refugees since 2011 compounded Jordan's already slow economic growth, which was further exacerbated as a result of the COVID-19 pandemic. By December 2020, poverty had increased by approximately 38% among Jordanians and 18% among Syrian refugees as a result of the pandemic.

Unemployment rates have also risen drastically due to the impact of COVID-19, resulting in 22.6% of the population being unemployed by June 2022. This has particularly impacted already vulnerable groups, including women (29.4% unemployed) and youth (46.1% unemployed). While national literacy rates stand at 99% and are accompanied by high education levels, the labour force participation in Jordan is extremely low in comparison, with only 14.2% female participation and 57% male participation. These low labour force participation rates are largely explained by the labour demand and skills mismatch, as well as a lack of (decent) job opportunities, creating a significant supply-demand imbalance.

To address this gap, investments are needed to improve the quality, curricula, and infrastructure of technical vocational education and training (TVET) and entrepreneurship support services, and to stimulate market-based job opportunities, including self-employment, to facilitate

sustainable social and environmental impact. However, economic engagement within Syrian refugee communities is challenged by legal frameworks, including the job levels and types of sectors, such as agriculture and construction, accessible to Syrians. This has led to refugees engaging in informal, unstable and/or exploitative work, with many refugees suffering from anxiety or stress as a result.

Environmentally, Jordan is characterised by an arid climate and desertification, which further impacts vulnerable groups, particularly those dependent on natural resources such as farmers and agricultural workers. As the second most water-scarce country in the world, over 90% of low-income households report critical water vulnerability in Jordan. Climate change, exacerbated by mismanagement and gaps in infrastructure (solid waste, sanitation and water in particular), have contributed to the strain on Jordan's scarce natural resources, impacting livelihoods, access to basic needs and resilience to environmental changes. This particularly impacts food security, where Jordan is ranked the third most food insecure Arab country out of the 13 assessed in the Global Food Security Survey (2021).

Community engagement and social cohesion are also vital to inclusive, decent socio-economic development within Jordan. ACTED believes in the importance of working directly with civil society organisations (CSOs) and local/national public institutions to enhance community-driven development and equitable service provision. In line with localisation goals in Jordan, collaboration with and enhanced capacity of local CSOs is essential to fostering an environment that enables advocacy and inclusive policy dialogue, thereby contributing to strengthened public accountability.



# ACTED IN JORDAN

Over the past 10 years, ACTED Jordan has implemented more than 90 projects, with a combined budget of 178 million EUR, supporting over **5 million people**.

Since 2005, ACTED has been a key actor in the promotion of the **humanitarian-development nexus** in Jordan, transitioning from a focus on specialised humanitarian WASH interventions in camp settings to supporting Jordanians and refugee communities alike in socio-economic development along **three programmatic pillars**:

## 1. Livelihoods & Economic Development



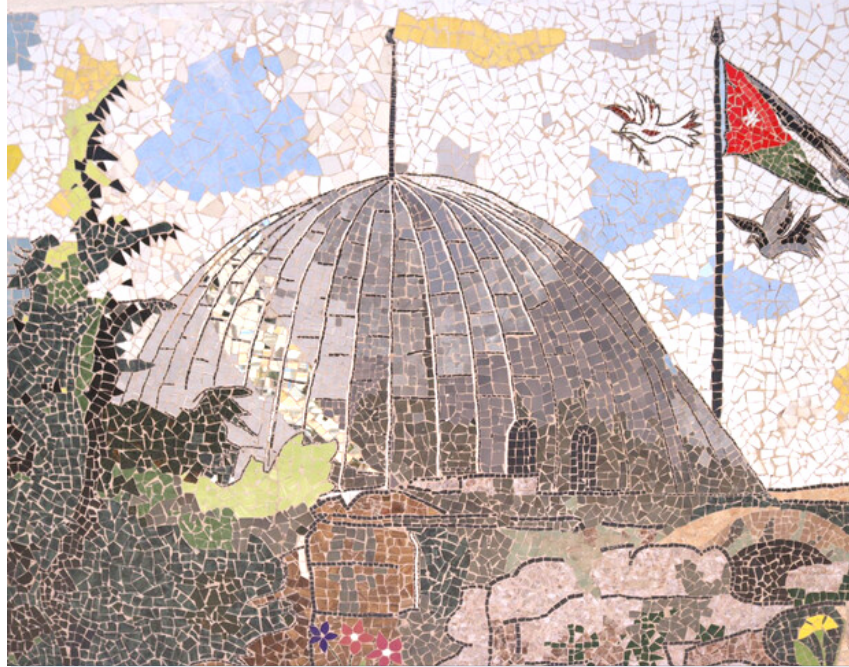
## 2. Collaborative Environmental Sustainability



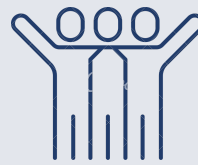
## 3. Inclusive Community Engagement & Cohesion



In close partnership with target populations and key stakeholders, including local governance bodies, civil society organisations and inter-agency working groups, ACTED's commitment to the improvement of livelihoods and economic development is at the centre of its programmatic response in Jordan. In doing so, ACTED incorporates environmental action and circular economic models in order to enable community resilience, thereby ensuring basic needs are met and social cohesion is promoted.



## ACTED JORDAN ACHIEVEMENTS



**over 5m**  
BENEFICIARIES  
SUPPORTED



**over 178M**  
BUDGET (EUR)



**30 CSOS'**  
TECHNICAL AND  
INSTITUTIONAL  
CAPACITIES  
SUPPORTED



**over 90**  
PROJECTS



**over 25km**  
OF WATER  
DRAINAGE  
CONSTRUCTED



**2**  
CIRCULAR  
ECONOMY  
ASSESSMENTS  
CONDUCTED





# OUR ACTION IN PHOTOS



**Livelihoods and Economic Development**



**Collaborative Environmental Sustainability**



**Inclusive Community Engagement and Cohesion**



# ACTED JORDAN PROGRAMMATIC STRATEGY 2023-2025



ACTED Jordan's 2023-2025 programme strategy aims to contribute towards the **sustainable development goals** over the **next 3 years**. In alignment with ACTED's global 3Zero strategy, ACTED Jordan will continue to work towards the elimination of poverty, exclusion and carbon under three programmatic pillars: **Livelihoods & Economic Development**; **Collaborative Environmental Sustainability**; and **Inclusive Community Engagement and Cohesion**.

If vulnerable populations have the skills & means to diversify & increase sustainable income generation pathways, & if vocational trainings & temporary job opportunities align with labour-skill demand within new & existing jobs in the market, & if youth & social entrepreneurs foster social impact through innovation, then inclusive, resilient economic development will be strengthened.

If investments in sustainable, green infrastructure are made in urban spaces, public institutions & businesses, & if regenerative & enhanced resource and waste management approaches restore and conserve local ecosystems, & if community-driven initiatives are leveraged to promote behavioural & policy change, then collaborative approaches will led to enhanced environmental sustainability.

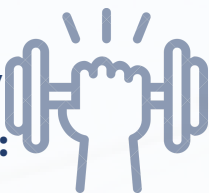
If marginalized groups are included in policy dialogue & equipped to advocate for their needs, & if different social groups work together towards shared goals, & if civil actors have enhanced capacity to become effective leaders, then inclusive & cohesive community engagement will influence development planning, service provision & policies.





# Livelihoods & Economic Development

## Improve the Sustainability & Resilience of Livelihoods:



Under the first pillar of the 2023-2025 programme strategy, ACTED Jordan will continue to **promote increased income generation and self-reliance through self-employment, entrepreneurship and business skill development**. More than 30% of the workforce in Jordan operates within the **informal economy**, mostly through **self-employment and household-level microbusiness** activities.

Therefore, ACTED Jordan will continue to **build soft skills and technical capacities** of the most vulnerable individuals, **while strengthening value added products** through diversified income generating activities. By employing a **market-based, value chain approach**, ACTED therefore aims to strengthen inclusive resilience and sustainability of year-round income generation.

## Mitigate the Employment Demand and Supply Gap



ACTED aims to address **the challenges** faced in the creation of employment in Jordan:

- **Gap of skilled labour** (market supply)
- **Lack of decent job opportunities** (market demand)

In accordance with a **nexus skills-matching** approach, ACTED Jordan aims to increase individuals' skills and opportunities aligned with market demand to **enhance their economic participation**. ACTED will continue working to support (social) enterprises to **foster job creation** and build their capacities. Further, ACTED will support individuals in **bridging the employment-skills gap** through **vocational training, post employment services**, including job placement and referrals, and **cash-for-work schemes** to provide temporary income generation while improving technical skills.



# Foster Innovation & Entrepreneurship



Under this pillar of the programme strategy, ACTED aims to support **existing or non-established social enterprises** that have positive social, economic and/or environmental impacts. ACTED will utilise its global Enterprise Capacity Assessment Tool (ECAT) to provide tailor-made and strategic business management support to MSMEs, while **leveraging private sector involvement and financing**.



## Incubate

Through ideation workshops and individualised support, ACTED aims to help innovators, particularly youth, to develop and launch new start-ups that address environmental, social and/or economic gaps in Jordan.



## Accelerate

ACTED also aims to support existing and tested social enterprises to scale up their businesses in order to maximise social impact. This will be achieved by improving their operational processes, accessing new and niche markets, improving their long-term strategic goals and facilitating access to capital by leveraging private sector engagement including **equity financing** (e.g. angel investors) and **debt financing** (soft loans and credit facilities).





# Collaborative Environmental Sustainability

## Green & Sustainable Infrastructure

ACTED aims to contribute to **improving environmental and health conditions** by **installing sustainable and green infrastructure** in Jordan. This includes but is not limited to **greening cities** through rehabilitation of parks and green spaces, and facilitating businesses and public infrastructure to **transition to sustainable operations**, such as renewable energy, recycling and water efficient/reuse modalities. Furthermore, this will contribute to **promoting a green economy** by creating jobs while enhancing and protecting biodiversity.

## Ecosystem & Resource Management

To ensure that ecosystems and natural resources are **regenerated, sustainably consumed and protected** to meet current needs while maximising benefits for future generations, ACTED promotes and facilitates sustainable ecosystem and resource management. Firstly, this will be achieved by utilising ACTED's **THRIVE** flagship (pg10) to **regenerate and REVIVE local ecosystems** through reforestation and soil erosion mitigation and restoration initiatives. In addition, ACTED aims to leverage **natural resource management and climate adaptation**, such as integrated water or land management to ensure sustainable conservation of resources. Furthermore, ACTED aims to pilot and promote **circular solid waste management** by leveraging **Private-Public Partnerships** to optimise municipal waste recovery, recycling and reuse.

## Community Driven Climate Action

ACTED Jordan works to promote climate-smart **behaviour change** at the household, livelihood and community level. This is achieved through community-led **dialogue forums, advocacy and initiatives** which mobilise Jordanian and refugee communities to inciting **climate driven leadership and change**. ACTED also supports micro-medium farmers to **adopt climate-smart agricultural approaches** through trainings, resources and financial support.



## WATER SCARCITY

Jordan is the second most water-scarce country in the world, averaging only 93m<sup>3</sup> of water availability per capita, per year. As a result, over 90% of low income households report critical water vulnerability. Water scarcity challenges combined with climate change, land degradation and population growth have increased competition for limited resources, and thus vulnerability of local populations.

ACTED in Jordan will continue to address these problems in line with the Zero Carbon Strategy, by using a holistic approach encompassing household behaviours, economic activities, land restoration, government actions and national-level policy dialogue to mitigate the impact of climate change and promote sustainable resource management.





# Inclusive Community Engagement & Cohesion



ACTED Jordan implements all activities in close partnership with target communities to drive **ownership, and ensure** the inclusion of all individuals, regardless of ethnicity, nationality, gender, etc. ACTED believes in the importance of leveraging the **role of local civic actors** to enhance community-led development and foster an environment that **enables advocacy** and strengthens **public accountability**.

## Community Inclusion

Across all of ACTED's programming, ACTED works closely with community leaders and local authorities to co-design projects that are responsive to the needs and desires of affected populations, thereby ensuring local buy-in and ownership. To ensure equitable and responsive initiatives, it is essential to also identify the different obstacles and barriers faced by commonly marginalised groups (such as women and refugees). This enables ACTED to enhance community inclusion and integration between different groups throughout public, civic and private services and resources, thereby ensuring local buy-in and ownership.

## Leadership

Furthermore, it is essential to equip marginalised groups and grassroots level CSOs with the knowledge, tools, skills, and access to increase their engagement and impact in policy and community development. ACTED also provides Life, Social and Emotional skills trainings to marginalised individuals, while also co-creating policy dialogue and advocacy opportunities, particularly through linkages and partnerships with national advocacy CSOs, that enable them to practice and utilise their leadership and communication skills.

## Cohesion

Building on equitable services and resources, ACTED strives to create opportunities for groups from different social backgrounds to interact with one another towards a common goal. This is achieved through exchange events, community forums and shared-business creation. This approach leverages non-marginalised groups' access or resources to mitigate key barriers, while also promoting social cohesion through collaborative approaches to address shared challenges.



# Creating Enabling Environments for Civil Society Actors



ACTED aims to empower local CSOs through institutional and technical capacity building, utilising ACTED's flagship tool: the Grassroots Organisational Capacity Assessment (GOCA). This will thus contribute to enhancing the role and effectiveness of civil society organisations and community leaders to engage in development planning, service provision and policy dialogue.

## GOCA

The GOCA identifies specific strengths and weaknesses of individual CSOs across five areas of operational and institutional capacities in order to design and deliver tailor-made capacity building programming. This also enables both ACTED and the organisation to regularly monitor their progress and adapt capacity building support to their needs throughout the development cycle.

As a member of the **Localisation Task Force**, ACTED also strives to strengthen capacity and coordination between INGOs, CSOs and public officials, thereby improving localised collective action toward the SDGs and Jordan's Vision 2025.



# FLAGSHIP INITIATIVE: THRIVE

**THRIVE (Towards Holistic Resilience in Vulnerable Environments)** is ACTED's Flagship Initiative developed to contribute to long-term rural community resilience and land restoration. THRIVE was developed in response to the worldwide **mis-management of ecosystems**, which leads to large scale land degradation and desertification, resulting in climate disasters such as drought and desertification, as well as migration, poverty and social tension. In line with the global 3Zero programme strategy, THRIVE responds to these challenges along three **interconnected pillars**:

## REVIVE

### Zero Carbon

To restore the environment while enhancing and diversifying agricultural production

## EMERGE

### Zero Poverty

To improve income generation and resilient livelihoods at household and community level

## INTEGRATE

### Zero Exclusion

To support social cohesion through community engagement, improved sharing of natural resources, and integrated trade dynamics

Characterised by arid climates, 70% of the MENA region is now affected by desertification. Jordan is one of the countries at the greatest risk of **desertification due to arid weather** conditions and severe lack of resources such as water. In the face of these challenges, ACTED has been implementing THRIVE programmes across Jordan since 2021. With the aim of inciting **citizen-driven climate action**, ACTED has been enabling **circular economic activity** amongst vulnerable Jordanians and Syrian refugees through its "**Support Economic Growth and Sustainable, Diversified Income Creation**" project. Building on ACTED's THRIVE programming, over the next 5 years, ACTED Jordan aims to continue implementing land restoration, water conservation integrated into diversified and market-oriented livelihoods development.



## ACTED JORDAN'S THRIVE IMPACT SO FAR



**FAR**

**2,920**

BENEFICIARIES

**133**

PEOPLE TRAINED  
IN PERMACULTURE



**3**

THRIVE  
PROJECTS

## CORE THEMATIC FOCUS: CIRCULAR ECONOMY

Application of Circular Economy models has emerged as a core sectoral focus within ACTED Jordan's 2023-2025 Country Strategy. This strategic shift is based on the understanding that the linear economic model is no longer sustainable, and there is a pressing need to move towards 'closing material loops' through a circular economy model, which is restorative and regenerative by design. ACTED recognises that adopting circular economy principles can contribute to a sustainable future by reducing waste and conserving resources, while also creating new green jobs. ACTED's strategy is based on **ACTED's National Circular Economy Assessment in Jordan (2021)** which analyzed **1) existing solid waste management within municipalities**, including formal and informal waste recovery schemes; **2) the opportunities within five value chains** (plastic, paper, tires, organic/agri-waste, and textiles); and **3) an overview of the Extended Producer Responsibility and potential for circular credit systems**. We believe that these efforts will help support the transition towards a low-carbon, resilient, and equitable economy in Jordan, while also generating positive environmental and social impacts for local communities.





# PARTNERSHIPS & COORDINATION

ACTED recognises that effective partnerships and multi-sectoral coordination with other international and national NGOs, the UN, government institutions and the private sector are essential to achieving our programmatic goals in Jordan. To this end, we have developed a comprehensive partnership and coordination strategy that involves working closely with a range of stakeholders, to ensure maximum impact and sustainability of our programs.

Our partnerships with other NGOs allow us to leverage our collective strengths and expertise to address complex challenges for the humanitarian-development nexus goals in a coordinated and efficient manner. We collaborate with local and international NGOs and UN agencies on a regular basis through key working groups (e.g. ACTED is an active member of the Food Security & Livelihoods working group and co-chair of the Work Permits and Social Security sub-working group), sharing knowledge and resources to enhance the quality and effectiveness of our interventions. This also allows us to avoid duplication of efforts and better address the needs of communities.

In line with localisation goals in-country, ACTED also provides operational support to national and grassroots level NGOs to contribute to building the space for local organisations, and thus sustainability of much-needed support services for vulnerable populations in Jordan. Through on-the-job mentoring, ACTED enables local NGOs to strengthen their institutional capacities, in line with government financial and logistical procedures, thereby increasing their access to funding to scale up their programmes.

In addition to working with other NGOs, ACTED engages with various government bodies to ensure that our programs align with national policies and priorities. This includes strong coordination and partnerships with ministries, departments, and sub-departments, the National Agriculture Research Centre; the Ministry of Environment; the Ministry of Social Development; the Ministry of Digital Economy and Entrepreneurship; and the Ministry of Water and Irrigation, as well as local authorities and municipalities. By collaborating with these government bodies, ACTED can ensure that our programmes are well-integrated into national systems, including policy frameworks, strategies and local development plans, thereby ensuring ACTED proactively and sustainably contributes to the country's overall development.

Lastly, ACTED also is expanding our relationships with various private sector and for-profit organisations, particularly social enterprises, who have access to niche markets or big market actors. This enables ACTED to contribute to and utilise sustainable business development support services, while also integrating most vulnerable populations into formal labour markets that adhere to decent work, as well as consumer markets and selling points.

By leveraging a range of stakeholders, ACTED is able to provide much-needed, efficient and impactful programmes that will continue beyond ACTED's programmes, thereby contributing to the longer-term economic, environmental and social development of Jordan.

# ACCOUNTABILITY TO AFFECTED POPULATIONS

ACTED ensures **Accountability to Affected Populations (AAP)** by placing affected communities at the centre of our work, decisions and actions. ACTED's independent **Monitoring, Evaluation, Accountability & Learning (MEAL) unit** and operational project teams prioritise AAP to build better, more trusting relationships with the communities we serve. Central to ACTED's approach to AAP is **transparent two-way communication with affected individuals**, and active involvement of local communities in ACTED's programme design, to ensure that our projects are relevant, meaningful, and **Fit For Purpose**. This includes the centrality of **needs assessments**, to ensure that affected populations are able to share their own priorities and preferences for receiving assistance, and **open communication with communities**, on topics such as ACTED's background and mandate; beneficiary selection criteria; affected communities' entitlements and rights; and complaints procedures.

ACTED has an established **Complaints Response Mechanism (CRM)** in Jordan, managed by the MEAL unit, for the participation of the communities we work with, and to help us use community feedback to improve the **quality and relevance of our programming**. The CRM enables community members to register comments and complaints, or ask questions in **local languages**, through a range of modalities, including through a **dedicated hotline, via SMS or WhatsApp, via email, in person at ACTED's office, or directly in the field**. All complaints are treated **confidentially** and with objectivity, and are recorded, categorised, and addressed, according to the category of the complaint.



441

COMPLAINTS RECEIVED  
IN 2022



33%

OF THE RECEIVED  
COMPLAINTS/FEEDBACK  
EMANATE FROM  
BENEFICIARIES



87%

COMPLAINTS/  
FEEDBACK ARE  
RECEIVED THROUGH THE  
DEDICATED CRM  
HOTLINE



45%

OF THE RECEIVED  
COMPLAINTS/FEEDBACK  
WERE REQUESTS FOR  
INFORMATION ON  
BENEFICIARY SELECTION  
PROCESSES IN 2022





**ZERO** EXCLUSION  
CARBON  
POVERTY



**ACTED**

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