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# Final Evaluation

Food for Peace Program in Syria  
CARE International

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30 September 2020

Produced by:



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## Acronyms

Acronym	Meaning
BC	Bread Committee
BO	Bakery Owners
COVID-19	Corona Virus Disease-2019
CRM	Complaints Response Mechanism
FCS	Food Consumption Score
HH	Household
IDP	Internally displaced person
IP	Implementing Partner
KII	Key Informant Interview
LC	Local COUNCIL
M&E	Monitoring and Evaluation,
MEAL	Monitoring, Evaluation, Accountability & Learning
rCSI	Reduced Copping Strategy Index
RRM	Rapid Response Mechanism
RTE	Ready to eat ration
VCC	Value Chain Contractors

# 1.Executive Summary

Jouri for Research and Consulting was commissioned by CARE International (CARE) to undertake a final evaluation of the project “Emergency and Regular Food Assistance in Syria” in Aleppo and Idleb, funded by USAID Food for Peace and implemented by four partner organizations over a period of 15 months. Project activities included multi-round and emergency cash assistance, in-kind assistance (RTE rations and ready-to-eat rations) and wheat value chain support (wheat purchase from selected farmers participating in another of CARE’s livelihood project, milling into flour, distribution to bakeries for subsidized bread production, and infrastructure improvements). The evaluation was conducted in the period between August to mid-September 2020 to address the key evaluation questions posed by CARE, organized under the OECD DAC evaluation criteria: 1) Relevance, 2) Efficiency, 3) Effectiveness, 4) Impact, 5) Sustainability. See the evaluation matrix in annex 1.

The purpose of the evaluation was to document evidence of change at outcome and impact levels to be used for organizational learning and improvements of future programming, and accountability towards donor, partners and ultimately beneficiaries.

Jouri conducted 572 beneficiary phone surveys (222 females and 350 males) and 41 key informant interviews (KIIs) (32 male and 5 female respondents) with CARE staff, partner staff, contractors, local councils, and donor staff. Two success story were also documented to illustrate impact findings.

## 1.1. Summary of Key Findings

### A. Relevance

Overall, the evaluation found that the project interventions were deemed to be appropriate and suitable to the local context and beneficiaries’ needs, including eligibility criteria, fairness in the selection process (RCs/BCs playing a key role here, and very few cases of inclusion or exclusion bias were reported by beneficiaries), distributions of assistance. It was evident that the interventions were responsive to the needs as the beneficiaries themselves felt that vulnerable households were adequately served by the project. However, findings indicate that the cash beneficiary selection criteria could have been narrower to adequately differentiate between those in need and those less so.

Although most beneficiaries were consulted including the farmer beneficiaries, the evaluation could not gather enough evidence to confirm that all multi-round cash beneficiaries were consulted about their needs and the type of assistance the project should offer.

Cash assistance was deemed by local stakeholders to be preferable to food vouchers as cash reduces the beneficiaries’ need to sell the items they do not need.

The CRM was predominantly used by non-beneficiaries to make complaints about their exclusion from assistance. This correlates to the idea of narrowing down the selection criteria and communicating them clearly to the entire community to save time and effort in responding to non-eligible claims from non-beneficiaries.

## **B. Efficiency**

Beneficiary satisfaction with operational processes was particularly high among multi-round cash beneficiaries. Farmer satisfaction was also noticeably high although a small number of farmers were dissatisfied with the price received. RTE rations beneficiaries were also highly satisfied. Other local stakeholders considered the project's processes to be adequate. However, they did highlight some challenges which caused a number of delays relating to contracting, selecting beneficiaries or bakeries, coordination with LCs, transfers to financial service provider and food testing. Other difficulties with project implementation included problems with mill contracts and the supply of flour, VCC receipts and payments, recuperation of seed bags, and too few farmers at wheat selling points. Beneficiaries who received both paper and electronic modalities of cash vouchers clearly preferred the electronic vouchers, and LC members also concurred with this. However, some staff highlighted some technical complications with the e-voucher modality (see further detailed findings below). Surveyed beneficiaries highlighted the first basic use of cash to buy food. Other lesser but common uses for the cash were to pay health expenses and to re-pay debts.

## **C. Effectiveness**

The project achieved an almost universal level of satisfaction among beneficiaries across the multi-round cash and emergency assistance provided. Farmer satisfaction was also high (86%). The vast majority of cash and in-kind beneficiaries felt that the assistance came at the right time to make a positive difference for them.

Cash beneficiaries mainly used the cash to purchase food, although this was more predominant among multi-round cash than one-off cash beneficiaries. The value chain component of the project had the effect of prompting farmers to have more land under wheat cultivation, as opposed to cash crops, due to the higher wheat prices offered by the project.

Activities were tailored in practical ways to specifically respond to women's circumstances, as well as elderly and disabled beneficiaries, and to ensure the safety of beneficiaries more broadly.

Local stakeholders considered their partnerships with the IPs on the ground in a very positive light, although the value chain contractors did have some suggestions for improved coordination highlighted in the report. Similarly, IPs considered their partnership with CARE to be very positive. Finally, while donor staff valued the efforts that CARE exerted to achieve project goals, they highlighted issue relating to CARE's reports, from which they had difficulties understanding overall progress and progress by activity, as well as the lessons learned from challenges faced.

Stakeholders found the value chain component of the project to be streamlined follow up to the DFID-funded livelihoods project which assisted farmers with wheat seeds, cultivation and harvest. Suggestions for improvements from farmers mostly related to the agricultural production aspect of the livelihoods project, although there were also some suggested improvements from stakeholders for the value chain component of the FFP project, including purchasing farmers' whole harvests, more bakery infrastructure improvements and extension into supporting value-added goods production (e.g. pasta, semolina).

The evaluation surfaced many examples of how M&E findings were used to make continual improvements to the project, such as operational and logistical improvements.

#### **D. Impact**

Beneficiaries reported that the amount of cash or RTE rations were enough to meet their monthly needs. Beneficiaries also estimated that the RTE rations lasted on average 14 days, from a minimum of 3 days to a maximum of 40 days.

Regarding the impact on food security, of the 568 respondents who spent the cash assistance on food, 48% (274) said it allowed them to consume better quality food (163 males and 111 females), 57% (321) said it allowed them to consume large quantity of food (196 males and 125 females), 63% (356) said it allowed them to have more variety of food than before the assistance (214 males and 142 females), and 57% (322) mentioned that the assistance impacted their lives significantly (159 males and 127 females). With regard to farmers, great improvements were observed in their living conditions.

Reduced Coping Strategy Index scores compared with April 2020 showed small improvement for multi-round cash beneficiaries, with the proportion using negative coping behaviors remaining stubbornly high throughout. That being said, there were large improvements in Food Consumption Scores among the same multi-round cash beneficiaries. Among farmers, there were significant improvements in rCSI scores, but a reduction in their FCS.

Local councils, IP and CARE staff noted that the market was revitalized (or they saw “movement” in the market) after the cash was distributed to beneficiaries, with an increased demand in the shops and markets, especially with regards to food items. Interviewed bread committees’ members also saw that the project had a positive impact on local market, because it stabilized and made more affordable bread prices, along with wheat prices. Interviewed VCCs made reference to two other positive impacts on the market: in encouraging farmers to keep growing wheat and in providing job opportunities in the mills and warehouses. One third of surveyed farmers said the project helped them overcome their market challenges.

Regarding the psychological impact of the Interventions, approximately 41% of all beneficiaries of all project components mentioned that the assistance had positive psychological effects on their lives, including a feeling of self-sufficiency, self-confidence, stability (including that project continuity for ten months allowed for food security), and feeling safe. Additionally, psychological benefits to children was emphasized and resulted in a reduced burden for children to not have to go out to work, increased happiness as they can have things like new clothes, and their self-confidence increased as they no longer had to feel ashamed of their poverty.

Farmers were the mostly likely (23%), when asked, to think about the positive impact of the project on wider community dynamics. Numerous examples were provided from all beneficiaries and stakeholders including the creation of solidarity among families, increased community support for needy families, improved/less stressed relationships between family members and with relatives, increased harmony among children, and the spread of some small business ideas. Less than 5% of the surveyed population described some negative

effects on community dynamics, mostly relating to disputes, sensitivities, jealousy or resentment as a result of beneficiary selection.

## **E. Sustainability**

It was noted that the project was not designed to deliver sustained outcomes for the beneficiaries except for the component which rehabilitated bakery infrastructure. The evaluation gauged beneficiaries estimated ability to meet their household needs over the coming 3 months (1 month in the case of one-off cash beneficiaries). This projection showed that only a small minority of respondents were optimistic that their needs would be largely met (maximum 13% in the case of multi-round cash beneficiaries, and only 1-3% for the others). Around one-third did not know what they would do to meet their household needs once the project ends.

All key informants reaffirmed that beneficiaries were informed of the project end date so they should anticipate their own needs after the project ends. CARE currently plans to work in the same geographic areas with a new FFP grant, although the individual beneficiaries selected may change.

## **1.2. Summary of Recommendations**

### **A. Relevance**

- At the design stage, it is recommended to strengthen the consultation with beneficiaries about their needs and the type of support on offer, their knowledge about how their local representatives were involved could be increased.
- Include the criterion of families who had been severely affected by COVID-19 which caused them permanent health conditions.
- Continue to raise the awareness of the entire communities with the selection criteria so that the number of complaints from non-beneficiaries decreases.
- Urging the complainant to double check they meet the eligibility criteria before they submit their complaint (or request).
- CARE should weight the pros-cons of improving bakeries that are in particularly in bad conditions versus the ones that are slightly better, and whether investment in bakeries needing less of an overhaul may actually produce more return on the project's investment in terms of bread production and a more durable impact.
- Change the currency of United States Dollar to Syrian Pound or Turkish Lira to avoid the challenges related to currency exchange and the lack of small cash denominations.

### **B. Efficiency**

- It is recommended that beneficiaries' selection should follow similar locally led and participatory processes in the future by investing more in human resources.
- Improve monthly and quarterly reports sent by CARE to USAID in regard to overall achievement versus what was planned, and in highlighting challenges and lessons learned to enhance the overall understanding of programmatic progress.

- It is recommended that the instructions and communications be improved in future projects to avoid Some of the procedural and logistical weaknesses with the value chain component.
- A more precise planning and scheduling of payments to the financial service providers would help avoid circumstances in which cash distributions are temporarily postponed.
- Retrieving the residuals for other uses should be speeded up to avoid the damage of residuals, or the wheat residuals should be given to the mills and its price should be deducted from the price of grinding the wheat.
- It is also recommended that the project invest in other essential crops such as beans and vegetables.

### **C. Effectiveness**

- CARE should consider spending time with IPs to reflect on the pros and cons, including the logistical feasibility, of providing standardised amounts of cash to beneficiary households or tailoring the amounts according to HH size.
- CARE should continue to use e-vouchers for multi-round cash distributions.
- Future projects should continue to only use in-kind when cash is not feasible, for example when markets not accessible or properly functioning.
- The evaluation suggests that the value chain component had an additional effect on promoting more land to be cultivated with wheat rather than cash crops. CARE should consider a value-chain component to future agriculture or livelihood projects, or such complementary programming if the resources come from separate projects.
- CARE should give further consideration to expand the value chain activities, namely purchasing a greater proportion of wheat, more bakery infrastructure improvements and extension into supporting value-added goods production (e.g. pasta, semolina).
- Attempts to increase the funding for the value chain component of the project should also be made, in order to achieve higher economies of scale. Market analysis should be conducted to ensure no unintended or negative effects on the wider markets.
- For further facilitating the selection for one-off cash beneficiaries, CARE should consider having a partnership with organizations that support IDPs with shelter.
- CARE is recommended to work with IPs, and IPs in turn with LCs, to deepen the understanding, analysis and action to strengthen gender mainstreaming into future food security projects.
- IPs should consider hiring more female researchers when conducting the field survey for registration to avoid any delay in data collection.
- Consider including more gender and diversity questions in the Rapid Needs Assessments tool based on the suggestions from the gender specialist to be used in next projects to improve the gender responsive/transformational approach.

### **D. Impact**

- CARE should consult more with its beneficiaries about the cash assistance and its suitability to the different sizes of HH.
- The project should ensure more complete M&E data is kept during project implementation, to ensure reliable results about rCSI and FCS are obtainable by evaluation teams.

## **E. Sustainability**

- CARE should spend time with IPs to reflect on the pros and cons of providing cash as multi-round payments or as a single lump sum, the second option should be piloted to test its effectiveness in creating more sustainability for HHs income.
- Invest in more infrastructure maintenance, such as mills, warehouses.

## **2. Background**

### **2.1. Context**

The Syrian conflict has been ongoing for more than 10 years. With a resurgence of hostilities in the North West region, approximately 2.7 million people have been subjected to poverty and created a need for various forms of assistance. The large displacements in this region has seen the population double since the commencement of the conflict, with an estimated 2 million internally displaced people (IDPs) in Idlib and Aleppo. Most of the displaced population are found in areas that are close to the Turkish borders. Four out of five people who have been displaced since December 2019 are women, girls and boys, and many have been displaced multiple times.<sup>1</sup>

The increasing numbers of internally displaced people (IDPs) concentrated in small geographical areas puts an enormous strain on humanitarian conditions. Specifically needs related to food assistance, among other things, as a result of a lack of financial resources and physical infrastructure. The significant devaluation of the Syrian Pound has deteriorated the purchasing power of necessities, intensifying the reliance on humanitarian assistance. The conflict severely impacted the dietary practices of children, leading to a rise in stunting, a largely irreversible form of malnutrition.<sup>2</sup> It also impacted adults and led them to less desirable coping strategies to prioritize children and other vulnerable members among the households.

### **2.2. Organisational Backgrounds**

#### **2.2.1 CARE**

CARE International is a multi-sector humanitarian and development agency working in 80 countries to fight social injustice, focusing on women and girls, by supporting their right to food and nutrition security, among other sectors. In 2013, CARE began operating in Syria. The CARE Turkey cross border program is providing humanitarian assistance to conflict affected population inside Syria focusing on IDPs, vulnerable host communities, in addition to supporting Syrian refugees in Turkey through CARE Turkey's refugee response program. For the Inside Syria program, CARE works through Syrian partner organizations to manage a program across five keys sectors: wash, shelter, food security and livelihoods, protection and basic needs inputs.

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<sup>1</sup><https://reliefweb.int/report/syrian-arab-republic/recent-developments-northwest-syria-situation-report-no-10-12-march-2020>

<sup>2</sup><https://reliefweb.int/report/syrian-arab-republic/recent-developments-northwest-syria-situation-report-no-10-12-march-2020>

### **2.2.2 IYD**

IYD is a Syrian, non-governmental, non-profit, and non-political association working in various fields of humanitarian relief, development, and health to make the Syrian society a productive and efficient society, as well as ensuring a decent life of War-Affected persons in Syria.

### **2.2.3 Ihsan RD**

Ihsan Relief and Development is a service-oriented organization with developmental goals. Ihsan seeks to support basic development and service projects that address the needs of daily life while looking to have long-lasting impacts. Ihsan looks to support Syrians inside Syria and outside of Syria and does so by coordinating with local councils. Ihsan is working to recruit necessary grants funding provided by the international community organizations for the development projects inside Syria.

### **2.2.4 Syria Relief**

It is one of the leading Syria-focused charities in the world. It provides lifesaving and life-changing support to millions of Syrians every year through emergency interventions, providing medical facilities, food, clean water, shelter, orphan support, protection, and education.

### **2.2.5 Shafak**

Shafak was officially established in 2013, while it was founded during the early months of the Syrian Crisis in 2011. At its core, Shafak is a grassroots NGO that was formed by Syrians for Syrians, with the intent of addressing the needs of their life with dignity, equality, and humanity with a focus on sustainability and autonomy. Shafak is an impartial, independent, non-profit NGO that exists for the express purpose of providing humanitarian services to vulnerable people regardless of political or religious affiliations and on the long run to contribute to recover and rebuilding the society on freedom, justice and equality basis.

## **2.3. Project Background**

CARE led the implementation of a multi-sectoral project “Emergency and Regular Food Assistance in Syria” in Idleb and Aleppo Governorates to improve the food security of the most vulnerable population. The overall objectives are to 1) improve the food security of 6,800 vulnerable households (HH) with monthly food security assistance, 2) improve food security of 33,500 newly displaced HHs with emergency food assistance, 3) support more than 3,000 farmers through the livelihood components.

Project activities include:

- a) Multi-rounds of cash support for 8 months to improve food security of vulnerable households
- b) One off-food assistance to the newly displaced households in the targeted locations through the modalities of cash, food vouchers, RTE rations and ready-to-eat (RTE) rations.

- c) Wheat value chain improvements through buying wheat from selected farmers, processing it to flour, and distributing the flour to local bakeries for sale of subsidized bread to the community, as well as seven infrastructure rehabilitation projects (mills, silos, bakeries). This is complementary to a DFID-funded project implemented by Shafak in Al-Bab in Aleppo governorate that aims at enhancing access to agricultural livelihood opportunities for 9,200 HHs by supporting wheat crop cultivation to improve long term food security and local market resilience. While this evaluation did not evaluate that agricultural project, it examined the links between the two.

The reported total is the unique number of direct households reached by the actions is 25,524 in two districts in Aleppo (Jabal Saman and al-Bab) and two districts in Idleb (Harim and Ma’ret An-Numan) – see table 1 for more details. The project is funded by the USAID Food for Peace program and implemented by CARE and its partners: 1) Insani Yardimlasma Dernegi “IYD” 2) Syria Relief “SR” 3) Ihasn Relief and Development, and 4) Shafak. The project duration is 15 months from 01 July 2019 to 30 September 2020, with a budget of \$12,598,144.

## 2.4. Evaluation Objectives

The main purpose of this evaluation was to document evidence of change at outcome and impact level, to be used for: 1) organizational learning and improvements of future programming; 2) accountability towards donor, partners and ultimately beneficiaries. CARE commissioned Jouri for Research and Consulting to undertake the evaluation, using the OECD DAC evaluation criteria to assess the project’s relevance, efficiency, effectiveness, impact, and sustainability. Jouri analyzed factors that have influenced the achievements of the outputs and outcomes of the project’s activities. This was achieved by capturing inputs from beneficiaries and other stakeholders that both highlight areas where positive impact has been achieved and identifying gaps, unintended consequences, lessons learned, linkages and exit strategies. Furthermore, Jouri analyzed the program in term of its gender-mainstreaming approaches and whether or not these were able to stimulate broader gender inclusion. The evaluation was carried out between July and September 2020, with data collection taking place between the short time frame of 2020-8-29 to 3-10-2020

# 3. Methodology<sup>3</sup>

## 3.1. Methodology & Approach

The evaluation team used a mixed-method approach, including quantitative and qualitative methods, with the main emphasis on the latter. The methodological design was based on a desk review of project documentation, and inputs from CARE who reviewed the inception report including data collection tools (see annex 4). Data was collected by a phone survey with project beneficiaries (cash, in-kind and farmer beneficiaries), key informant interviews (KIIs) with other local stakeholders (local councils, bread committees, bakery owners, wheat value chain contractors), KIIs with project staff (CARE, implementing partners, the donor) and two case studies.

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<sup>3</sup> Multi round Dashboard: <https://bit.ly/3jdeZEi>  
Farmers Dashboard: <https://bit.ly/3i9Q7vS>  
Emergency one Off Dashboard: <https://bit.ly/3jefU7d>

Jouri took a gender-sensitive approach during the evaluation process, through assigning both men and women researchers in data collection and when sampling the beneficiaries to be surveyed (purposively obtaining a balance of 50/50% women and men)<sup>4</sup> and selecting the key informants to be interviewed. Other inclusion factors considered during the sampling process included disability and age of subjects. The do no harm principle and conflict sensitivity were the main pillars that guided the evaluation process. This entailed seeking consent before speaking with any informants, working with trusted and vetted field researchers who come from the target areas, liaising with the local authority for directions and approvals, using discrete and usual means of transportation and coordinating with the administrative entities.

### **3.1.1. Desk Review**

All the relevant projects documents were reviewed by Jouri's evaluation team such as the project proposal, logframe, monitoring data and monthly reports, (see Annex 3 for a full list of documents).

#### **Barrier analysis**

Following the secondary data review, we undertook a barrier analysis to inform the design of the primary data collection. This exercise helped us understand what the possible impediments might be for including very vulnerable individuals in the data collection. These barriers were relating to physical access, communication, attitudes of the data collectors. This analysis was conducted with the help of Jouri's field team researchers and field coordinators who participated in previous data collection activities in the targeted areas and are well-versed in the Syrian Context.

In addition, we overcame potential barriers by having English and Arabic speaking data collectors with access to language of the target groups in NW Syria and CARE staff in Turkey. We also took in consideration other mitigation measures such as 1) balanced gender composition of data collection teams 2) sensitization for data collectors on age, gender and diversity,

### **3.1.2. Beneficiary Phone Surveys**

Jouri field researchers conducted 572 surveys with beneficiaries of multi-rounds cash distribution, one-off cash and in-kind distribution, and farmers, made up of 57% in Aleppo and 43% in Idlib governorate, for males and females it made up of 61% males, 39% females, per activity it made up of 61% for cash multi round, 6% Cash one off, 4% In Kind, and 28% Farmers. Per partners, it made up of 24% IYD, 23% SR, 45% Shafak, and 8%, between 28 August and 03 of September 2020.

The following table (Table 1) shows the detailed distribution of beneficiaries by implementing partner (IP), location, gender and activity as it was achieved by the evaluation.

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<sup>4</sup> In the current evaluation it was challenging to achieve the percentage of 50/50 males, females as the sample that was selected by Jouri didn't have contact information for beneficiaries or many phone numbers were disabled. Jouri had to work only with beneficiaries who had available phone numbers and couldn't achieve the representative sample that it planned to achieve especially with farmers as Jouri contacted all the available female farmers and exhausted the list of available phone numbers.

Table 1: Sample distribution of beneficiaries per partner/ location/ gender/ and activity as implemented															
Partner	Cash multi-rounds				Cash one-off				In kind (RTE)				Farmers		TOTAL
	Aleppo		Idlib		Aleppo		Idlib		Aleppo		Idlib		Aleppo		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
IYD	66	74	*	*	*	*	*	*	*	*	*	*	*	*	140
SR	*	*	64	65	*	*	*	*	*	*	*	*	*	*	129
Shafak	*	*	62	21	*	*	*	*	3	3	7	2	129	30	257
Ihsan	*	*	*	*	10	10	4	12	*	*	5	5	*	*	46
<b>TOTAL</b>	66	74	126	86	10	10	4	12	3	3	12	7	129	30	572

The following table (Table 2) shows the sample distribution that was planned in the inception phase. Sample sizes were proportional to the distribution of beneficiaries across activities and took in consideration a split of 50/50 males/females. As mentioned earlier Jouri encountered a number of challenges to reach the required sample due to the situation of the beneficiaries and the unavailability of phone numbers for all selected subjects. Moreover, the COVID-19 escalation in Syria prohibited Jouri's field researcher from conducting face to face interviews.

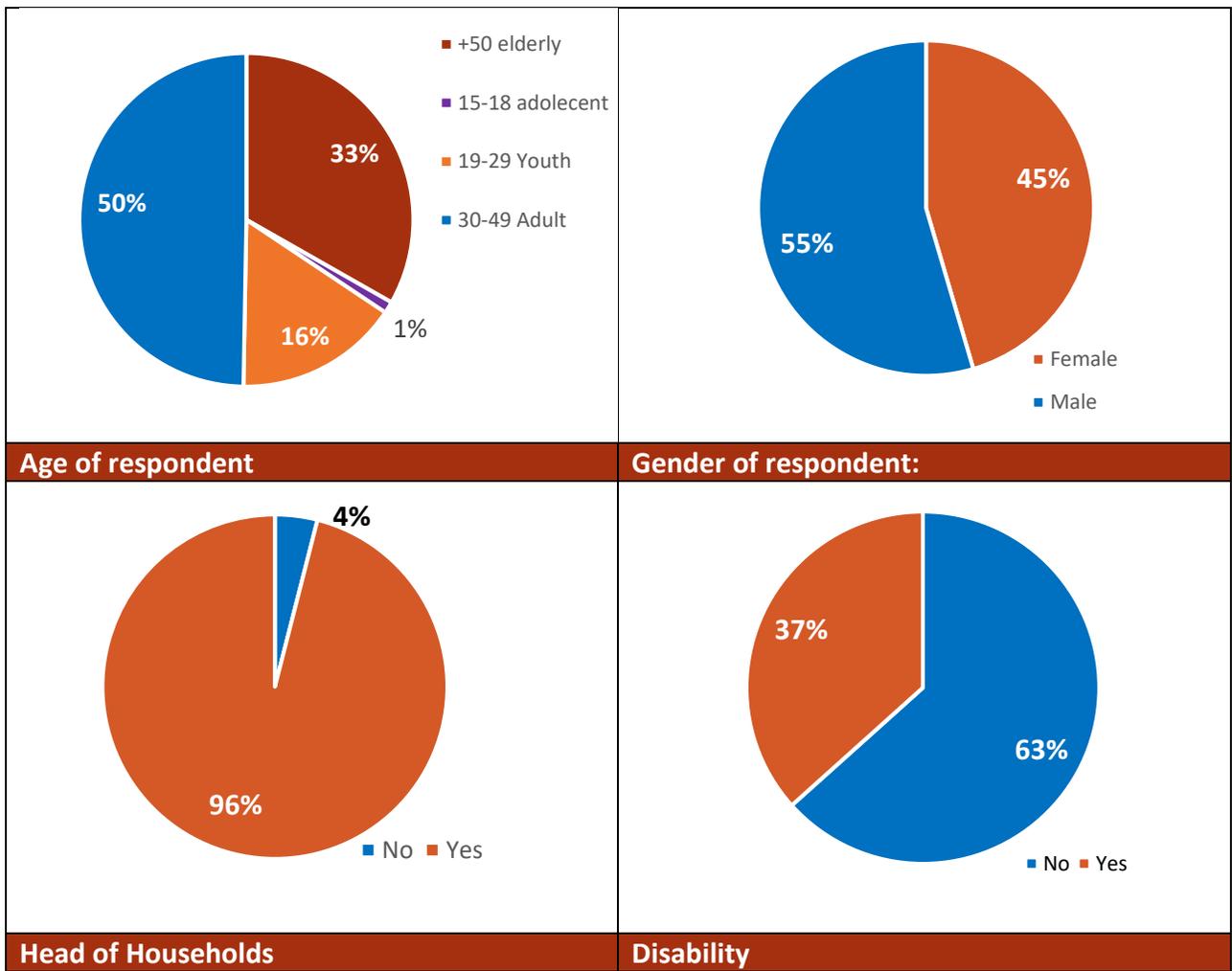
Table 2 Sample distribution of beneficiaries per partner/ location/ gender/ and activity as planned										
Partner	Cash multi-round				In-kind RTE		Farmers		One cash off	
	Aleppo		Idlib		Aleppo	Idlib	Aleppo		Aleppo	Idlib
IYD	79 M	79 F	*	*	*	*	*	*	*	*
SR	*	*	65 M	64 F	*	*	*	*	*	*
Shafak	*	*	46 M	47 F	(2 M-3 F)	(5 M-5 F)	47 M	47 F	*	*
Ihsan	*	*	*	*	(3 M-2 F)	(5M-5 F)	*	*	(10 M-10 F)	(5 M-5 F)

**Note: M=Male, F =Female**

#### A- Survey with Multi-Round Cash Beneficiaries

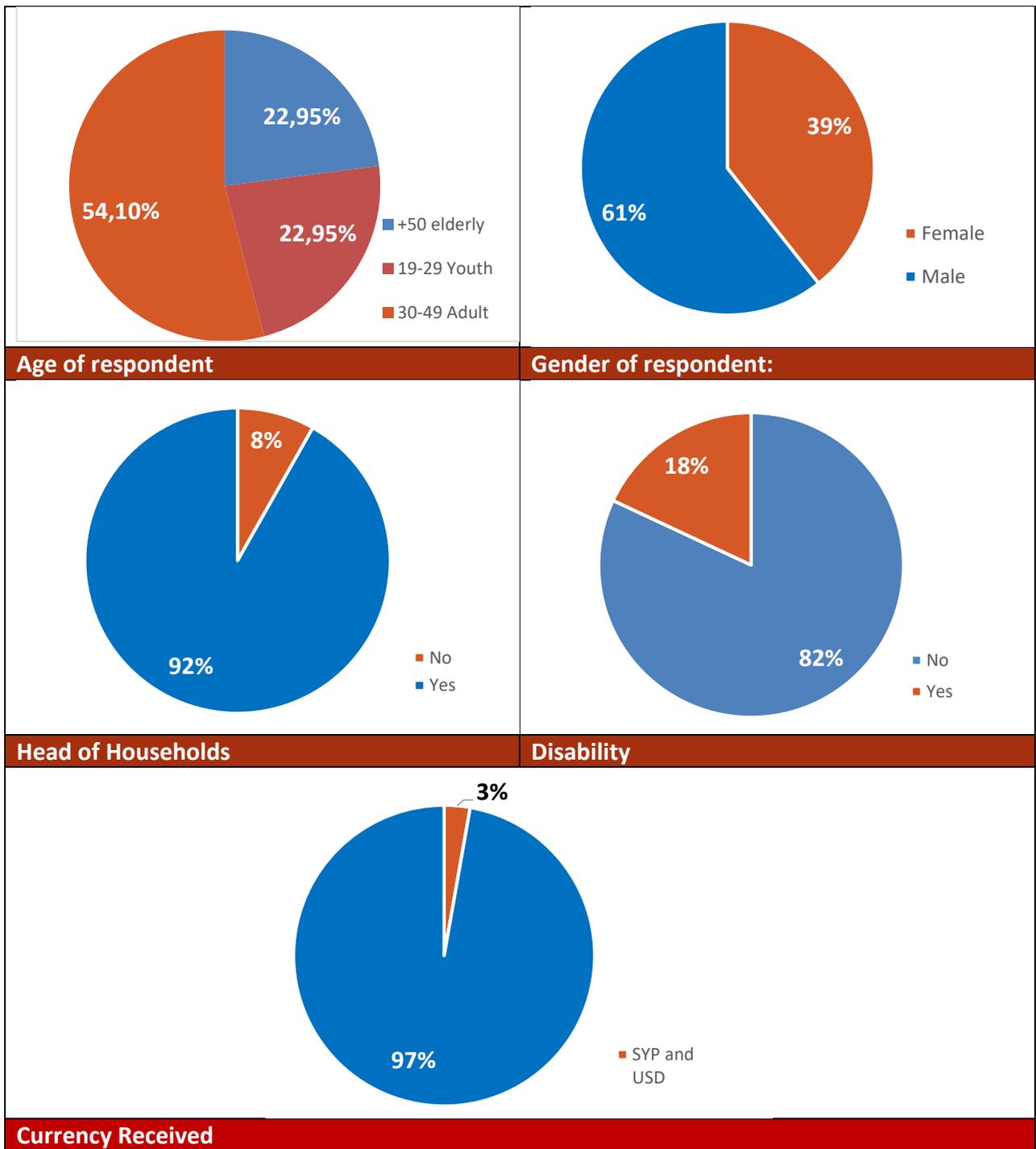
The sample of multi-round cash beneficiaries consists of 352 respondents, from which 45% (160) were female and 55% (192) were male. Approximately 40% were from Aleppo, and 60% from Idlib. Their age distribution ranged from 15 to 75 years old, with the majority adults from 30 to 49 years old (50%) or over 50 (33%). Over one-third, or 37% (129) of the respondents identified themselves as having a disability<sup>5</sup>. Almost all, or 96 % (338), of the respondents identified themselves to be the heads of their household, and the remaining 4% (14) respondents were in the presence of their household head.

<sup>5</sup> This high percentage of people with a disability in this sample resulted from the fact that disability is one of the main criteria of selection for beneficiaries for this activity.



### B- Survey with One Off Emergency Beneficiaries

The sample of one-off emergency beneficiaries consists of 61 respondents, from which 61% (37) were male and 39% (24) females 43% (26) were from Aleppo and 57% (35) were from Idlib. Their age distribution ranged from 15 to 75 years-old, with the majority adults from 30 to 49 years old (54%). Over four-fifths, or 82% (50), of respondents did not identify as having any kind of disability. Most, or 92% (56) identified themselves as the head of their household, while the remaining 8% (5) were not the head of their household but interviewed in the presence of their household head. 59% (36) of the respondents received cash assistance, while 41% (25) received RTE rations or RTE assistance (31% (19) RTE and 28% (17) RTE rations). All participants of the one cash off confirmed receiving \$80.

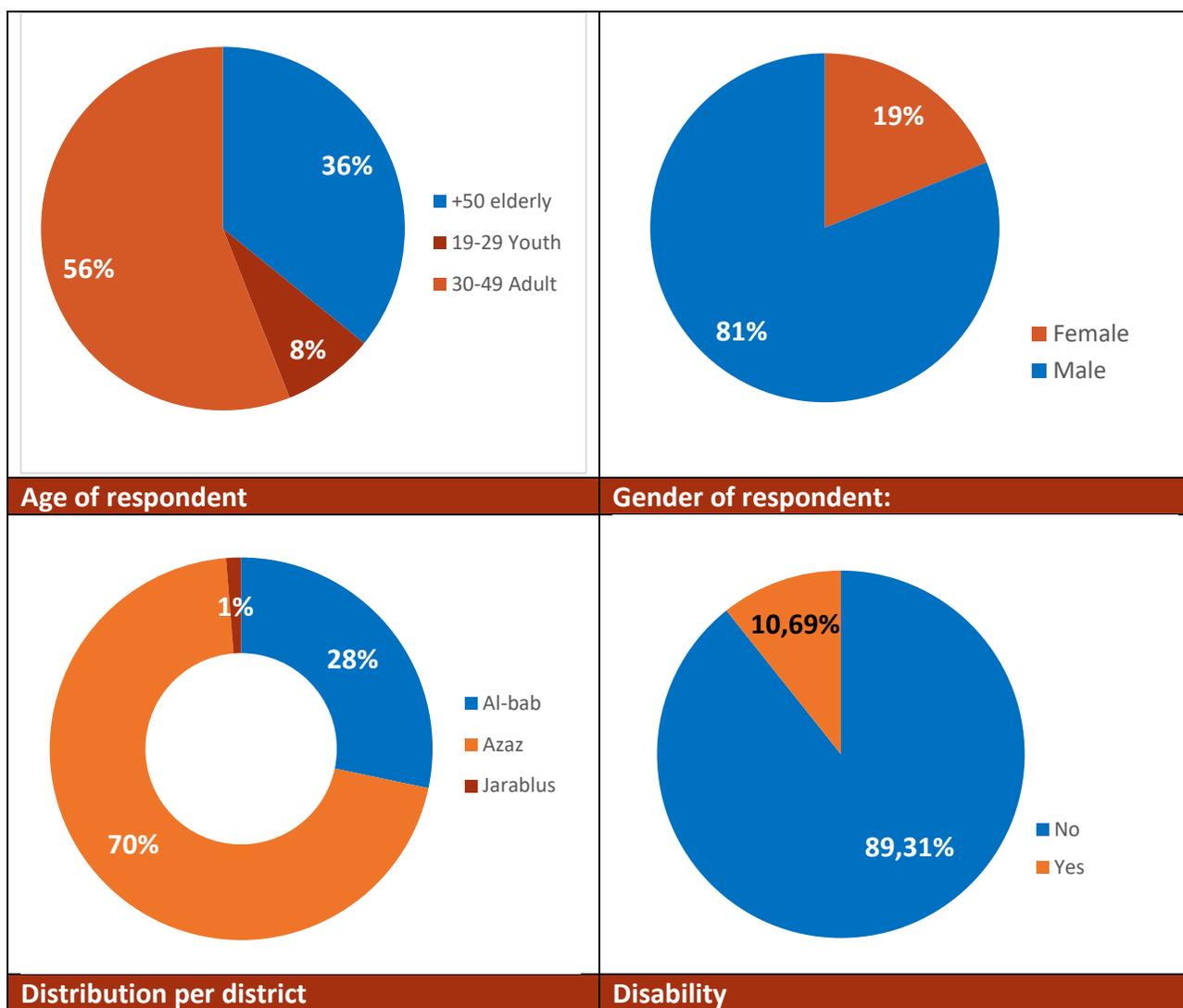


### C- Survey with Farmers

The sample of farmers beneficiaries consists of 159 respondents, from which 81 (129) were male and 19% (30) were female.<sup>6</sup> All farmers were from Aleppo, where the value chain component of the project was implemented. Their age distribution ranged from 19 to 70 years old, with the majority adults from 30 to 49 years old (56%) or over 50 (36%). 89% (142) did not identify as having a disability. All beneficiaries mentioned that they sold their

<sup>6</sup> Gender balance was not achieved due to the reasons mentioned earlier in the methodology section.

crops to Shafak. 94% of beneficiaries said they receive 250 USD per metric ton, while the others (6%) mentioned receiving the same value split between both currencies SYP and US Dollars.



### 3.1.3. Key Informant Interviews

A total of 37 key informant interviews were conducted, consisting of 32 male and 5 female respondents, as follows:

**Table 3: Distribution of KII informants**

Interviewees	Location	Partner	Position
Implementing Partners Field Staff in Syria	Hizre	SR	Project Coordinator
	Idlib	Shafak	Project S. officer
	Jarablus	IYD	Project Officer
	Azaz	IRD	Team Leader
	Azaz	Shafak	Field Supervisor
	Al-Bab	Shafak	Field officer

<b>Implementing Partners Country Staff in Turkey</b>	Gaziantep	Shafak	Emergency Project Officer
	Gaziantep	Shafak	Project Officer
	Gaziantep	Shafak	Project Manager
	Antakya	SR	Programme Manager
		SR	MEAL Coordinator
	Gaziantep	IR	Program Officer
		IR	MEAL officer
	Jarablus	IYD	Project Senior Officer
		IYD	MEAL Coordinator
IYD		Program Officer	
<b>CARE</b>	Gaziantep	CARE	ER Program Manager
		CARE	Cash Based Response Project Manager
		CARE	Livelihood Coordinator
		CARE	Deputy MEAL Manager
		CARE	MEAL coordinator
		CARE	Gender Specialist
		CARE	Assistant Country Director
<b>Local Council members</b>	Sheikh Yousf	Local Council	Member in local council
	Termanin	Local Council	Head of Local Council
	Jarablus	Local Council	Relief office Coordinator
<b>Service providers / suppliers</b>	Al-Bab	Zemo Mill	Manager
	Al-Bab	Transportation company	Wheat Transporter
	Al-Bab	Elna'imi Company	Flour transporter
<b>Bread Committee members</b>	Al-Bab	Council Local	Bakeries official
	Bazaa	Council Local	Bakeries Manager
	Qabasin	Local Council	Bakeries Official
<b>Bakeries</b>	Al-Bab	Bakery 1	Manager
	Bazaa	Bakery 2	Manager
	Qabasin	Bakery 3	Owner
<b>Donor staff</b>	Washington,-DC	USAID	Middle East Food Security Officer, Syria Disaster Assistance Response Team (DART)
		USAID	Senior Food for Peace Officer, USAID Syria Response Team

### 3.1.3. Case Studies

Two case studies were conducted with two beneficiaries, one who benefited from the multi-round cash assistance implemented by Syria Relief and one who benefited from the livelihood component implemented by Shafak. The main purpose of these cases was to illustrate how the project had an impact on the lives of beneficiaries and support the findings from other stakeholders interviewed.

### **3.2. Data Quality Assurance**

For qualitative interviews and surveys, field researchers were trained by Jouri's technical advisor on the tools and protocols, including explaining each question one by one and the purpose of each question. The training also included role-playing for conducting a real interview to assure that trainees had absorbed the knowledge about the tools. All Jouri field researchers (6 women and 6 men) were trained on how to use these data collection methods. Robust field coordination ensured real time data review and correction. A pilot test for the survey was conducted with a small sample of beneficiaries to detect any gaps or problems in the tool and fix them before fully implementing the survey.

For quantitative data, data collection was done using KoBo on smartphones supported by the Open Data Kit (ODK). This ensures data quality by:

- Reducing human error such as the loss of paper forms, and data entry mistakes, thus improving the accuracy of collected data;
- Increasing the speed at which analytical reports can be produced, reducing data cleaning time and removing the time for data entry;
- Ensuring the protection of data by removing completed forms from the data collection tool upon upload to the centralized database.

A second layer of quality assurance on data was conducted through an online session with Jouri field researchers after the data collection phase to ensure information was fully captured by the data analysis team.

### **3.3. Confidentiality & Data Protection**

Protecting personal data is essential in any evaluation to respect the dignity and ensure the security of all stakeholders involved, especially in the Syrian context, where consequences of misuse of data are high. In coordination with local stakeholders and IPs, the evaluation ensured that the evaluation complied with all local data protection and privacy law. Any personal data collected was minimal and anonymized; for any community/beneficiary interviews, no name(s) or personal details were collected or recorded at all, except their sex, age category, and disability status. For all other key informants, although their names and role in their organization were collected by the evaluation team for summarization and analysis of any trend, their names and details have not presented in this report produced, and identifying data not attributed to a specific source.

All evaluation team members were aware of the obligation not to publish or otherwise communicate to third parties, through any medium whatsoever, any information about the communities/beneficiaries. In its communication with communities and other stakeholders, the evaluation team explained these commitments and procedures in a transparent way in order for beneficiaries to understand the data protection protocol, and based on that, they could decide whether or not to participate in the evaluation.

To protect data, specific security measures were implemented for database access and personal communication, including updated firewalls, protection of documents with secure passwords, and anonymizing

any beneficiaries' personal information. The KoBo Collect software is used widely in humanitarian contexts, including by UNOCHA worldwide, for the collection of humanitarian data. KoBo Collect supports the ability to encrypt the content of a form, and all survey data collected were encrypted on the handsets when completed and ready for submission by the researchers. KoBo Toolbox itself is encrypted and completely inaccessible to anyone not possessing the private secure key. The data sets generated from the field was stored and hosted by Jouri's server, physically located in Geneva, where the organization is registered.

### 3.4. Limitations and Mitigations

No critical difficulties were faced during the data collection phase, except for the following minor issues:

- Obtaining the lists of beneficiaries from the different sectors took an extended period of time, which resulted in work pressure for the field researchers and required Jouri to mobilize more field researchers to achieve the sample size.
- Although the beneficiary lists shared by CARE were segregated by activity, some beneficiaries contacted had reported receiving different activities (i.e. RTE rations, vouchers, and cash) from what was listed in the sampling frame. Jouri researchers extended their working hours to reach the sample size required and selected additional sample to replace the shortage in the sample.
- Conducting interviews with senior managers was challenging due to their busy schedules.
- Phone interviews with beneficiaries consumed more researchers' time than anticipated, due to the inactive telecommunication coverage in the area and limited internet access and by beneficiaries.
- Reaching beneficiaries was challenging due to a number of different factors. Many beneficiaries did not answer their phone or they did not have WhatsApp. In addition, numbers were often inactive (continuous change of phone numbers), or they had listed the phone number of local leaders on their behalf and researchers were not able to ask leaders for the beneficiaries' contact details because they did not have their names (anonymized lists). To mitigate this, extra sampling lists were provided by CARE. Sampling of the farmer was the most challenging in this respect, with many phone numbers not active/working, or the farmers did not answer their phones or did not want to talk. The sampling challenges reflected also on the amount of data that we could obtain to conduct the FCS and RCSI comparisons between the baseline and the end line. This resulted in a very small sample of farmers with matched pre-post data (n=24) and also a relatively small sample of Multi-round cash beneficiaries (n=76).
- Some beneficiaries did not know about the partner nor the project and they did not know about the services they provide as they were not the heads of the household. In these cases, the survey was discontinued, and additional sample was contracted.
- Around 17 beneficiaries confirmed being contacted by IPs but not had received any services/activities.
- The overall timeline for the evaluation was expedited due to CARE's late contracting and kick-off of the evaluation in combination with the deadline to produce the evaluation report by the end of the project's implementation period.

## 4. Findings

### 4.1. Relevance

#### 4.1.1. Beneficiary Selection Process

Implementing partners assisted through different committees. These committees were formed during the project and played a significant role in identifying and selecting beneficiaries. Review committees and bread committees (BCs)<sup>7</sup> were seen as the backbone of the project by all informants. Both committees were considered as an important factor that boosted the success of the project in targeting the neediest people. CARE staff considered the committees to be innovative additions to the project that was not originally present and added an extra layer of accountability and transparency to the selection process.

Review committees with the support of community leaders and LCs had a substantive role in selecting the appropriate beneficiaries and implementation details for the different components of the project. IPs were responsible for preparing the lists of beneficiaries who might be eligible for selection, while the role of RCs starts after the selection happens by IPs to double check that all selected beneficiaries really met the criteria. Informants reported that they selected the most needy families and assisted the IP organizations in conducting questionnaires, visiting beneficiaries' homes, assisting in choosing the appropriate sites for the cash or food distribution, preparing the sites, organizing the roles, managing the distribution process, and facilitating the organization's work to accomplish its mission. In general, the LCs and review committees represented the link between the IPs and the beneficiaries.

All interviewed LC members except one deemed the selection criteria to be suitable. The only member who opposed the selection criteria felt they were somewhat too broad and needed to be narrowed down in order to more precisely target the most vulnerable when an entire targeted area is poor and needy.

*"It was appropriate to narrow the criteria for vulnerability and inclusion, as we sometimes encounter a whole village that meets most of the criteria, and this makes us in a position of accountability and inability to cover all the lists, such as a village, for example, in which there are 6,000 needy families."* (LC member)

IPs mentioned that no fraudulent claims were presented to them from people ineligible to get the assistance, rather that there were complaints presented to the IPs by people who were not selected for inclusion on the beneficiary lists. The claims were reviewed to decide if the request to get the assistance could be granted or not.

*"No, we did not receive any fraudulent requests. Any complaints were dealt with within the general policy of the organization. Everyone who meets the criteria was added to the beneficiaries' lists, and whoever does not*

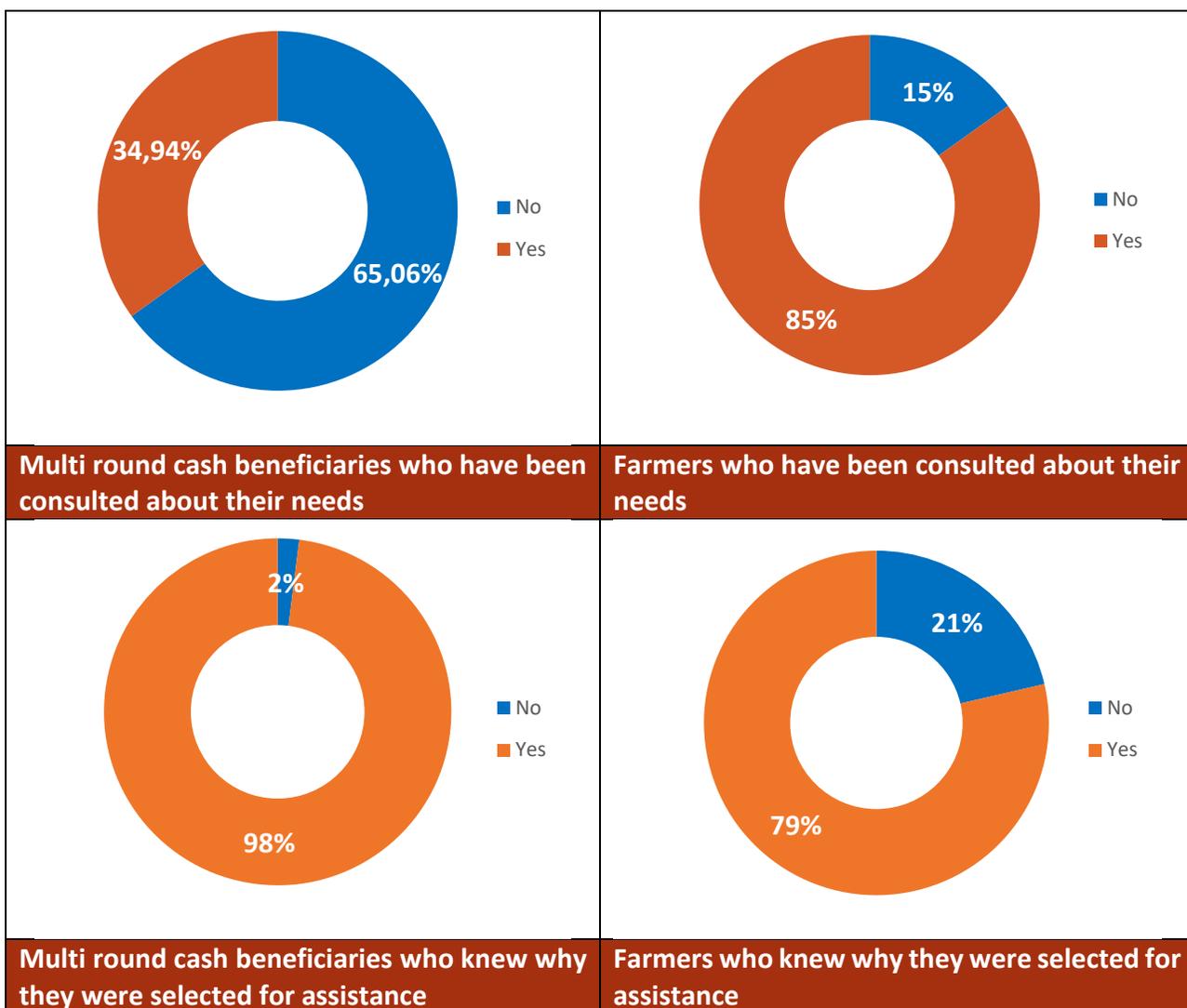
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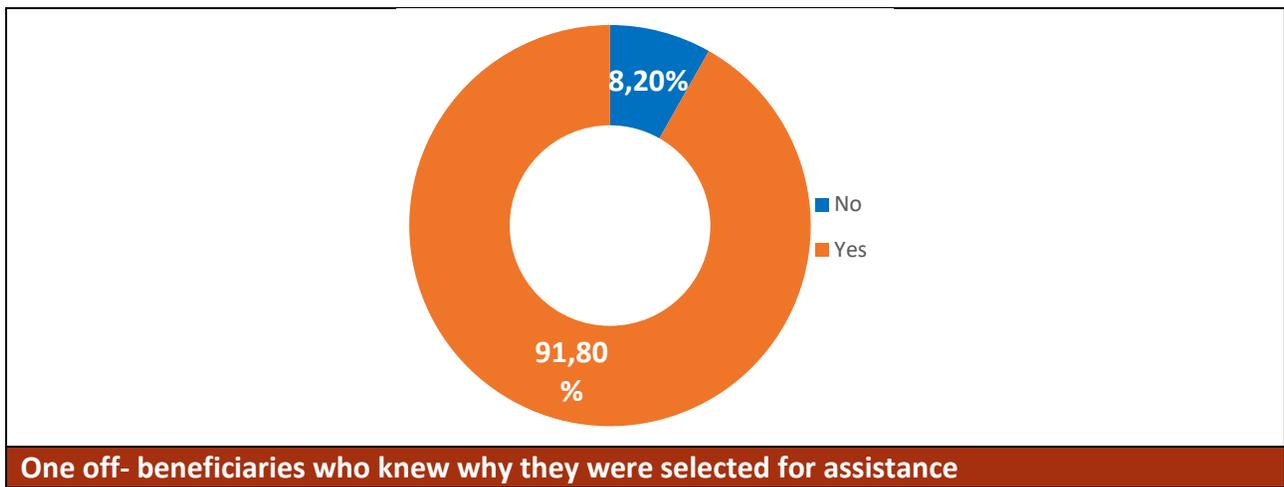
<sup>7</sup> The review committee is a committee formed by the project and including community leaders, mukhtars, Some NGOs' representatives and some well-known female figures in the communities to be responsible for checking the eligibility of the beneficiaries to be included in the multi round activity and report any misinformation to the partners. The bread committee is a pre-existing committee that consists of members from the community and it is a committee responsible for supporting bakeries and deciding about the required support for them.

*meet the criteria will be apologized to and explained to him that he does not meet the criteria and is not entitled to benefit by the project” (IP staff)*

About one-third, or 35% (123), of surveyed beneficiaries of multi-round cash activity mentioned that they were consulted by IPs on what their needs were, while 65% (229) said they were not consulted. A much higher proportion, 85% (135), of farmers said they were consulted by Shafak on what their needs were and how the organization could best help

85% of multi round cash beneficiaries said they knew why their household was selected for assistance, and the figure was also high for one-off beneficiaries, at 92% (56). It was somewhat lower for farmers, at 79% (125).



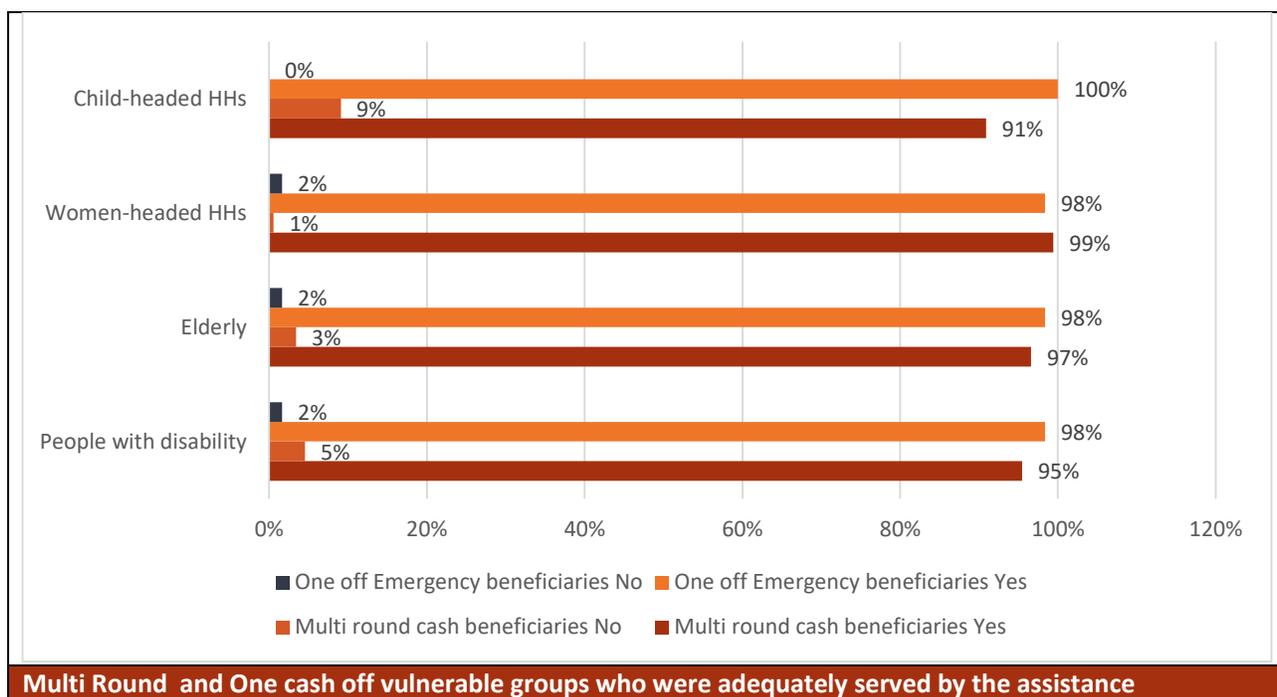


### Selection Criteria

All interviewed staff from CARE and IPs supported the previous results from local stakeholder informants regarding the selection of beneficiaries. Furthermore, IPs were specific in illustrating the eligibility criteria. They all mentioned that the criteria that was used to select beneficiaries of multi round cash were as follows: beneficiaries should be IDPs before 1/12/2019 and the priority was given to vulnerable households, that is women headed households with children less than 18 years old, children headed households, households with disabled people, and households that are responsible for elderly people and have no income. Regarding the emergency beneficiaries, the criteria included new arriving IDPs.

All interviewees agreed that the project was highly successful in targeting the most vulnerable groups to receive the assistance. They also see that the project was fair in its eligibility criteria and that women, children, elderly, and people with disability headed families do have the priority of selection because of their situation. LC leaders praised the project in targeting the IDPs who moved a long time ago to the targeted areas, as most other projects take care of newcomer IDPs and ignore the IDPs who came long ago yet have no income or work because of the forced displacement they were subjected to.

When asked if vulnerable groups were adequately served by the assistance, beneficiaries of multi round and one-off cash largely confirmed their own perceptions that the different categories of vulnerable groups were targeted, with the small exception of child-headed households in the care of multi round cash beneficiaries.



Value chain beneficiaries (farmers) were selected from among the beneficiaries of another livelihoods project funded by DFID. That project’s selection criteria encompassed farmers who own or rent 1 to 6 hectares of agricultural land, whose main source of family income was agriculture, who resides in the targeted area, and who undertakes the responsibility to plant the seeds provided and return a bag of wheat from their harvest in place of each bag of seeds. Under this FFP project, the process for selecting the farmers from whom the project could buy their wheat harvest was conducted in several phases, as explained by IP staff as follows.

*“In the wheat purchase activity, we did not have committees, in December we distributed the fertilizer and before the fertilizer we distributed the seeds and the high phosphate fertilizer, so at every stage in which we distribute we look at the previous stage. If the farmer did not plant the seeds then we do not distribute the fertilizer to him and then we do not put him among the beneficiaries, therefore, it is a complete chain, as the total number of beneficiaries was about 5,000, and in each stage the number was slightly reduced until we reached 3,000 beneficiaries.” (Shafak staff)*

There was a limited number of IDPs from among the farmer beneficiaries, because of the criteria of having a rental contract for the land or to have moved into the area months ago. Despite these restrictions, IP staff pointed out that all IDPs significantly benefited from the subsidized bread, even if they were not eligible to sell their wheat to the project.

All interviewed bakery owners along with BC members were aware of how bakeries were selected to participate in the project and what criteria was used. The informants mentioned 3 criteria for bakery selection:

1. Affiliation of the bakery with the LC bread committee
2. Capacity of the bakery to produce enough bread to cover areas in need
3. Quality of the bread produced by the bakery

*“ Our bakery was chosen because it is affiliated with the local council and covers nearly half of the required need in the city of X, because it is constantly monitored by the Bread Committee to ensure the quality and quality of bread, and because it is obligated to provide bread supported by the council”* (bakery owner).

*“Our role as a committee is to supervise bakeries and define standards that help bakeries to improve quality of their work”* (Bread Committee member).

Regarding the infrastructure improvement component of the project, bakery owners had different points of view about the eligibility criteria that were set by the project. Owners who did not receive the rehabilitation support were the ones who opposed the selection process. Although owners mentioned that Shafak had conducted a survey to assess the bakeries need for rehabilitation and select the most needy ones, they still opposed when Shafak provided a justification that the selected bakeries are very old and need more support to reach the same level of capacity as other bakeries have.

*“These [selected] bakeries are old and need a lot of maintenance in order for their production to be of a quality similar to that of our [not selected] bakery and other bakeries, and this justification is illogical because the old oven, whatever you do to maintain it, you still need to replace most of the production line”* (bakery owner).

One owner said that all bakeries need to be maintained in order to keep providing the beneficiaries with the same quality of bread and it was not fair excluding him from the eligibility list even if his bakery was not that old. Indeed, one of the bakeries involved in producing the subsidized bread claimed to face problems when the generator broke down, but the bakery was not selected for infrastructure improvement. The interviewed bakery owner who had his oven fixed using project assistance expressed his satisfaction with the selection process of Shafak and mentioned that the process was fair and transparent.

Bakery owners and IP Shafak staff mentioned that supporting the bread value chain was a great activity to help ensure food security because the economic situation of most of the beneficiaries in the targeted areas have deteriorated and they cannot afford buying the unsubsidized bread as it is very expensive. Subsidized bread was sold for 100 SYP instead of the usual 200 SYP. They also felt that the distribution process of bread was smooth and went through the authorized sales representatives and via the designated sales window in the bakery.

The selection of value chain contractors (VCCs) for wheat/flour transportation and wheat processing was based on a published tender, whereby several contractors applied, and some were selected based on specific criteria mentioned in the tender. Although they did not mention the criteria, contractors deemed the selection process to be clear and fair and that Shafak representatives visited the warehouses to check the vehicles and the place to assure that they met their requirements before providing approval for any contractor.

#### **4.1.2. Fairness and Transparency of Selection**

The selection process was deemed by interviewees to be transparent, including many layers of filtering and checking whether the beneficiaries were really eligible for selection or not. All key informants including CARE, IPs staff and country management, and LCs interviewed declared that human bias can occur, whereby some beneficiaries could benefit from the project without being eligible. Several examples were given on cases where some LCs or community leaders tried to include some beneficiaries who had some personal ties with them, but

the robust system of verifying the eligibility put in place by CARE and its partners allowed them to discover the wrong doings and gave them the chance to fix the problem and exclude the people who were involved in the fraudulent acts along with LCs members who were involved. 99% (349) of beneficiaries of multi round cash felt that the selection process was fair in their community and the 1% (3) who did not agree with the fairness of the project mentioned the following reasons.

*“Some beneficiaries were registered as widows, while their husbands were alive, it was easy for the project to verify that easily” (Survey with female)*

All one-off beneficiaries felt that the selection process was fair and transparent and all farmers except for one felt the fairness of the selection. The one farmer who opposed the fairness of the process expressed it was because not all farmers were registered in the value chain activities.

BC members and bakery owners also felt that the process of selecting bakeries to participate in the infrastructure rehabilitation was fair and transparent and that an assessment was conducted with the bakeries to determine which of them met the needs criteria more than others. KIIs with bakeries owners supported the same findings from the BCs.

*“Shafak representatives visited the local council in Al-Bab city and conducted a survey with the licensed bakeries in the city, which are subject to the supervision and control of the council. Bakeries’ problems were raised and the requirements for maintenance were discussed. Based on this, the bakeries most needing maintenance were selected. Shafak even met with bakeries owners from the private sector to ensure transparency and accountability” (Bread Committee member)*

Shafak staff also felt that the bakery selection was fair, as they did not want to affect one bakery negatively by targeting only a few bakeries in the area, as the bread price would be subsidized in one place and would stay the same in the unsupported bakeries. Therefore, one of the criteria was to target all bakeries in the same area. Shafak helped in reducing the price of the bread in all bakeries by providing the wheat at reduced cost. It also required increasing the bread bundle weight to meet the needs of beneficiaries.

*“First, , the most important criterion to choose bakeries is that we do not harm anyone, for example if we entered an area where there are 10 bakeries and we chose 5 bakeries from them and provided them with support, then people will go to them and we will harm the rest of the bakeries, so the most important goal was to cover all bakeries” (IP interview)*

Bakery owners did not have any claims of fraudulence against the sales delegates that get the bread from their bakeries and sell it at the selling points. IPs staff also supported BOs claim and all assured that they have people who monitor the price and if delegates stick to the agreed upon price or not.

Almost all CARE staff interviewed mentioned that CARE’s field staff would immediately pinpoint fraudulent activities and would address these matters in a serious and expedited fashion. They mentioned the various

different ways for monitoring the field work either through IPs, third party monitoring, or the CARE hotline that was open to all beneficiaries who want to complain about any problems or violations.

*“So, there's been a number of attempts [by a range of local stakeholders] throughout the process where they try to influence targeting and inclusion/exclusion. That is something that our partners have to deal with every day. We are successful because we have good partners and our own links and eyes on the ground and our independent accountability mechanism where people can WhatsApp us with complaints[...].” (CARE staff)*

#### **4.1.3. Appropriateness of the Assistance**

All interviewed informants felt that cash assistance was suitable, and that it was preferable to food vouchers, as cash reduces the beneficiaries' need to sell the items, and the possibility of taking advantage of vulnerable people by buying their vouchers in exchange of an amount of cash that is less than the value of the items.

*“Yes, the [cash] type of assistance is very suitable for the beneficiaries because this type gives them comfort and complete freedom to choose the materials that they need and buy them without restricting them to a specific type of aid, and as this type, i.e. cash, does not force them to sell the aid to buy the materials they need most, i.e. medications or paying rent” ( LC member)*

All interviewed IPs praised the flexibility of the project in choosing between in kind and cash modalities for new IDPs based on the circumstances on the ground. The project was deemed to be flexible and highly responsive to beneficiaries' needs especially in the emergency response situations. CARE staff who were interviewed all confirmed that the different modalities were successfully deployed at different times, whereby households that needed immediate food received it, while those who had settled for slightly longer than a week up to a month were able to get the cash support which provided them with a lot more options. RTE rations were also offered for those who were not able to access some market for whatever reason.

Tailoring the cash amount received by families to the household size was one of the main suggestions raised by most IP staff. IPs reported facing several objections from beneficiaries that it was not fair that a family of 10 members receives the same amount as a family of 2 members. The majority of IP staff knew that the amount appointed by CARE was based on a careful consideration of the precise calculation for the average amount needed to meet the basic needs of a family over a period of a month. On the contrary, as detailed in the effectiveness section of this report, cash beneficiaries expressed satisfaction with the amount of cash received. CARE staff alongside one IP staff, justified providing the same amount regardless of the family size with the fact that the project is an emergency project and aims to support as many IDPs as quickly as possible and that the verification of the household size would be time consuming for the IPs and CARE. CARE staff also mentioned that increasing the amount of money for large households would hinder the mission of the project in helping as many beneficiaries as possible because increasing the amount allocated for large HHs where the amount allocated for small HHs stay the same would in turn result in a decrease of the total number of served HHs in future projects and would force CARE to employ more restrictive criteria for selecting beneficiaries.

CARE and Shafak staff felt that the intervention with farmers was suitable for the needs of the market. This reasoning was supported by the fact that many farmers ignored planting wheat and depended on cash crops that brought more income more quickly, which inadvertently caused a shortage in the wheat and negatively influenced the price of flour/bread items. The project intervened to solve this problem and not only supported the farmers in growing the wheat crops (through the complementary DFID funded project) but also supported them in buying their crops and providing them with a good source of income.

*“Before Shafak’s intervention, farmers were reluctant to grow wheat and moved towards seasonal [cash] crops that yield abundant profit and cost less to the farms” (IPs interview)*

CARE and donor staff felt that flexibility was built into the program, via a range of areas of operations and modalities. They and other stakeholders who were interviewed mentioned several examples of the program flexibility related to the operations and response on the ground.

Response to new displacements of people was reported to have happened immediately based on feedback from CARE and its partners. New IDPs were provided with urgent RTE rations and, after a month of displacement, if no other organizations helped them, the project provided them either with RTE rations or one-off emergency cash assistance depending on if the markets were accessible to them or not. IDPs were not selected for multi round cash unless they resided in the same location for at least six months. Local council representatives mentioned that the project’s response to IDPs was postponed during any periods of bombing but resumed again after the bombing stopped.

*“In one case we contacted CARE to provide a camp with emergency assistance and, although the selection criteria didn’t apply to the beneficiaries, CARE still intervened and supported them” (IP staff)*

#### **4.1.4. In kind versus Cash Modality**

According to CARE staff, the choice of choosing cash versus food for the one-off beneficiaries was determined based on the contextual circumstances of the targeted areas. Some IP staff mentioned that both modalities were used but not at the same locations. The LC representatives who were interviewed expressed that cash was more suitable for beneficiaries than the RTE rations, because they could buy whatever they needed rather than be restricted to food items that they may or may not need.

*“Cash vouchers are significantly better for the beneficiary, as the beneficiary is free to purchase items based on their necessary needs, as in-kind assistance is limited to some specific items for all beneficiaries. For example, some people with chronic diseases have specific needs for food that may not be available in the aid baskets. Cash vouchers provide freedom to purchase the required needs of each beneficiary equally” (LC)*

Indeed, while interviewed IP staff felt that beneficiaries who received in kind assistance were satisfied because the content of the basket was of high quality, they also mentioned the possibility that beneficiaries can exchange or sell some items in order to obtain other items.

*“In the Food Ration basket [sic], there were no cases who sold or exchanged the goods because the content of the basket was of excellent quality and contain the basic family needed items, but it is no secret that it is possible that the beneficiary does not need beans, for example, so he exchanges it for oil or ghee in stores, or maybe he sells it.” (KII with PI).*

LC representatives appraised the cash assistance in the form of vouchers and mentioned that using this modality decreased a lot of problems from previous projects where vouchers were exchanged with food items from merchants instead of direct cash.

*“We distributed only paper vouchers, the good thing was that they were delivered immediately to the beneficiaries and redeemed for cash at the same time. Personally, I do not see any defects or problems in this modality, and problems occurred only in previous project when we had to distribute the coupons to be redeemed for food items, then many beneficiaries were exposed to exploitation from merchants to sell their coupons less than its price value” (LC).*

Shafak field staff mentioned that the distribution of the cash around the months was an important factor that prevented the beneficiaries of multi round assistance from investing the money in a profitable investment, and were of the opinion that it would be better for the amount allocated for each family to be given all at once to allow the beneficiaries to have more freedom in investing the money.

#### **4.1.5. Complaints Response Mechanism**

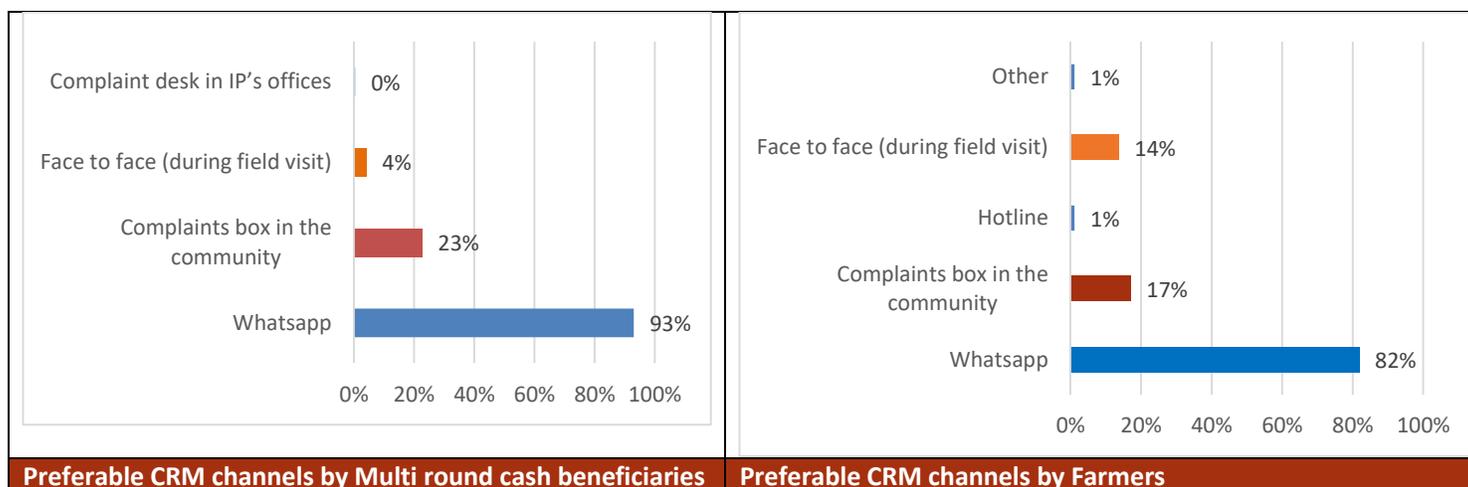
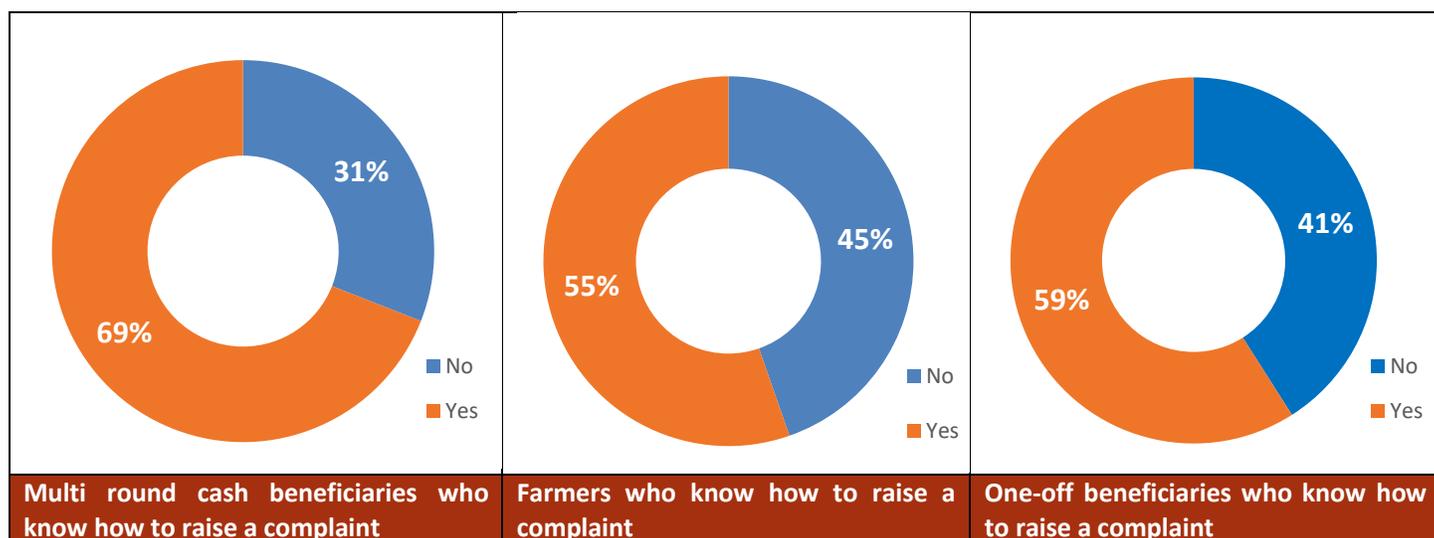
LC leaders, IP field staff, and CARE staff all stated the existence of more than one complaints response mechanisms (CRM) - one for CARE and another used by IPs (each IP has its own system, but they all use similar channels). IPs claimed advertising for their CRM along with CARE hotline number using different methods (brochures, banners at distributions and IP premises, and during home visits), and LC informants stated that the CRM was advertised using brochures that were distributed during field visits. Desk review documents support the informants’ claims that complaints channels (hotlines, complaint boxes and MEAL staff) were available for beneficiaries in accessible and safe places. According to actual users of the CRM, 91% (10) of complainant beneficiaries of multi round cash said they heard about the IP’s complaint response mechanism through IP staff. One respondent said he heard about IP’s complaint response mechanism through a flyer/poster and another mentioned hearing about it through local council. In the case of farmers, the two individuals who raised complaints heard about IP’s Complaint Response Mechanism through local council while the other heard about it through Shafak’s staff.

Existing PDM data suggests that many beneficiaries were not aware of these channels, and this was further supported by the beneficiaries surveyed. 31% (109) of multi round cash beneficiaries said they would not know how to raise a concern; this figure was 45% among surveyed farmers and 41% among one off beneficiaries.

Interviewees concurred that the most used channels by complainant beneficiaries were the hotlines (WhatsApp numbers), which was supported by the findings from the desk review and from the beneficiary surveys. 93% (132 males, 94 females) of multi round cash beneficiaries said they would use WhatsApp to raise a complaint, 23% (8 males and 47 females) said they would use complaints box in the community, 4% (8 males and 2 females)

said they would raise a complaint face-to-face during field visits, while less than 1% (1 female) said they would use complaints desk in the IP's offices. Among farmers, 82% (67 males and 5 females) said they would use WhatsApp to raise a complaint, 17% (15 males) a complaints box in the community, 14% (11 males and 1 females) face-to-face during field visits. All one-off beneficiaries mentioned that they would use WhatsApp to raise a complaint

All beneficiaries from one-off, farmers and multi round cash mentioned that they would feel comfortable to raise a concern, except for three multi-round cash beneficiaries who mentioned two reasons for not being comfortable, 1) because they don't know how to do it, 2) because no one will listen to their complaint. This corresponds to the logframe indicator (no target given) of 99.4% of beneficiaries who report that complaint mechanisms are safe and accessible.



When asked about if they have ever raised a complaint or knew of someone who did so, a very small number 3% (11, 4 males and 7 females) of beneficiaries of multi round mentioned that they raised complaints, while 97% (341) said they never raised a complaints, and they did not know of anyone who had. All but one of the 11 respondents who did complain were satisfied with the response. The one respondent was dissatisfied because

his problem was not solved. Among the farmers surveyed, only 2 respondents mentioned that they raised a complaint or knew someone who did. Both beneficiaries who raised complaints were satisfied with the response received. None of the surveyed beneficiaries of one-off emergency cash had raised a complaint during the project lifetime.

The CRMs were deemed to be efficient according to the interviewed IP staff, with most of the complaints solved or responded to. They had focal points to receive the complaints, sort them based on the priority for response, and refer them to the relevant departments to solve them. The speed of response depended on the complexity of the complaint and the requirements to solve it.

According to all interviewees, most of the complaints that were received by LCs and IPs were reportedly from non-beneficiaries who felt they should have been selected by the project. This reasoning is very common in assistance projects where beneficiaries under the same circumstances feel that they are all eligible because of the situation of war. CARE staff mentioned that the volume<sup>8</sup> of complaints from non-beneficiaries was too large for the capacity of CARE team to respond to. In addition, an increase in the complaints took place over time as beneficiaries' awareness about the importance of complaints to receive assistance increased, especially when they saw that several eligible people received the assistance after raising a complaint and after the IPs investigated their cases. One CARE staff mentioned that Syrians in general did not have the culture of raising complaints, and that receiving this large volume points to a change in people's awareness regarding the effectiveness of complaints. Regarding the complaints received from project beneficiaries, staff said that the volume of claims was not large because beneficiaries were highly satisfied with the money that they received.

*"I think that most of the complaints were coming from people to IP organizations instead of CARE's hotline, the reason is because most of the complaints that were coming to us via hotline or complaints box were from beneficiaries who did not meet the selection criteria. Perhaps the person who made the complaint raised it first to us and when they didn't get the response that they wanted they raised it to CARE, but the organization always responded to complaints with the utmost speed". (IP staff)*

Some complaints were received from farmers claiming that they did not know about the time and location to sell their crops, and Shafak field staff said that they solved that problem by extending the time frame for a week to allow people who did not know to come and sell their wheat.

All bakery owners interviewed mentioned that they did not receive any complaints about the service that they provided, and that Shafak staff made several monitoring visits to their bakeries to check on the bread quality.

## 4.2. Efficiency

Beneficiary satisfaction with operational processes were almost universally high among multi-round cash beneficiaries. Among farmers it was also high, although a small number of them were dissatisfied with the price

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<sup>8</sup> Care referred to 800 complaints were raised under FFP II project from the beginning of the project until 24 September 2020

received. RTE rations beneficiaries were also highly satisfied, although they were of the opinion that several important food items should have been included. The other local stakeholders considered the project's processes to be adequate. However, they did highlight some challenges which caused delays in some cases. For example, with contracting, selecting beneficiaries or bakeries, coordination with LCs, transfers to financial service provider and food testing) or other difficulties with project implementation. This included organizational changes within CARE, problems with mill contracts and the supply of flour, VCC receipts and payments, recuperation of seed bags, and too few farmers at wheat selling points). Beneficiaries who received both paper and electronic modalities of cash vouchers clearly preferred the electronic vouchers, and LC members also concurred with this, while some staff highlighted some technical difficulties with the e-voucher modality related with the availability of Wi-Fi in distribution sites .

#### **4.2.1 Beneficiary satisfaction**

The level of satisfaction among surveyed beneficiaries of multi-round cash was very high (using a 3-point scale) – 99% (348, (191 males and 158 females) said they were satisfied with the distribution process of cash, 1% (3 females) said they were partially satisfied/partially dissatisfied, and only one male respondent said he was not satisfied. Respondents who were either dissatisfied or partially dissatisfied mentioned that they were not notified ahead of time about the distribution time (4 respondents), or Covid-19 precautionary measures were not taken (2 respondents), or the distribution site was crowded (one respondent). All forementioned respondents were affiliated with Syria Relief.

Among the 61 surveyed one-off emergency beneficiaries, 97% (35 males and 24 females) said they were satisfied with the distribution, while one male respondent only was dissatisfied with the distribution and another male was partially satisfied/partially dissatisfied with the distribution. Both mentioned it was because they were not notified of the exact time of distribution.

All 25 recipients of RTE rations expressed their satisfaction with the content of the RTE kits, and the quantity, number, size, and quality of the items. Two individuals (8%) reported that there were some damaged items in the basket. Despite their satisfaction with the content, all in-kind beneficiaries did consider that several important food items were necessary but not included in the RTE kits:

- 22% (11) mentioned canned goods and dates
- 20% (10) sugar
- 12% (6) rice
- 10% (5) lentils
- 10% (5) chickpeas
- 8% (4) beans
- 8% (4) tea
- 4% (2) groats
- 4% (2) baby milk
- 2% (1) ghee
- 2% (1) cooking oil.

Surveyed beneficiaries of in-kind assistance claimed not to have shared or donated any of the basket items with anyone in their community. When asked if they heard of any cases in their community where food items were sold or traded, 96% (24) said they did not, while 4% (1) said they had. Feedback from other local stakeholders indicate that selling of RTE rations items does take place.

Other local stakeholders interviewed confirmed that beneficiaries did not face problems when receiving the project's different services. They felt the cash and food distribution were organized and smooth for participants, and people with disabilities were provided assistance by field staff visiting their houses.

*“No, there were no difficulties. The council was informed by the organization [Shafak] about the distribution date 48 hours ahead. We delivered vouchers after cutting and preparing them. We informed every ten beneficiaries to come and receive voucher in a period of one hour. We had an organized and accurate schedule. There were no difficulties, neither in place, nor in time and time.”* (LC member).

Out of 159 farmers surveyed, 86% (136, 107 males and 26 females) were satisfied with the process of Shafak purchasing their wheat crops, while 10% (16 males) were partially satisfied/partially dissatisfied, and 4% (7 males) were dissatisfied. The reasons for satisfaction were:

- Provided farmers a livelihood (45% or 63)
- Ensured good prices, higher than the market (44% or 62)
- Continuity of support from Shafak in stimulating wheat cultivation, supplying seeds, fertilizers, harvesting and purchase of wheat (18% or 25)
- Created improved living conditions (16% 22)

The reasons for dissatisfaction were:

- Farmers were not noticed about the accurate date of voucher distribution (6%or 10)
- The distribution site to receive vouchers was crowded or unorganized (5%or 8)
- They were not notified ahead of time about the voucher distribution (5%or 8)
- It cost them a lot of money to get to the distribution site (3%or 5)
- Distribution location was too far from their homes. (2%or 3)
- Other reasons category (3%or 5) included one main reason which is Shafak did not buy all their wheat crop.

Overall, 98% (562) of crisis affected people in areas of CARE responses reported satisfaction with regards to relevance, timeliness and accountability of humanitarian interventions.

#### **4.2.2. Operational Processes**

IPs, LCs, BCs, and VCCs that were interviewed all mentioned several steps that were taken in order to make the operations on the ground as smooth as possible and reflective of new working arrangements in light of COVID-19 . For distribution processes, the number of beneficiaries who received the cash or food assistance on site was reduced to adapt to COVID-19 safety precautions, paper vouchers were printed and distributed one day before the cash distribution and beneficiaries were given specific time to join the distribution site to avoid crowdedness.

Most of the organizational and operational processes were deemed to be adequate by the local stakeholders interviewed, although they did mention some challenges and solutions that they faced in the field:

- There were contracting delays, including signing contracts with IPs and contracts with electronic card service providers, that delayed the start or progress of the project's implementation (mentioned by CARE staff)
- The process of selecting beneficiaries took a lot of discussion time and investigation (mentioned by IP and CARE staff)
- The process of selecting the bakeries to benefit from value chain improvements also took a lot of discussion time and investigation, because the volume of flour that was offered was low compared with the price of subsidized bread that was requested from the bakeries (mentioned by IP and CARE staff)
- The unavailability of small cash denominations for cash distributions – they were replaced with their equivalent in Syrian pounds (mentioned by LC)
- Technical problems for electronic vouchers at the beginning of the project because of the need to have Wi-Fi in the distribution locations – IPs installed internet services in distribution locations (mentioned by IPs)
- There were some delays in the distributions due to urgent meetings with LCs – in which case the distributions were delayed until the next day (mentioned by IPs)
- When transferring funds to the financial service providers, there was a condition set by financial service providers that if the amount reached a certain limit, the financial service provider representative would stop disbursing the vouchers until the IPs transferred an additional amount of money to the financial service provider's accounts, causing a delay of one or two days (mentioned by IPs)
- During the project, many organizational changes occurred within CARE, including new staff joining and departments merged, in addition to the increase in the project budget and contextual changes on the ground. These organizational changes were mitigated through coordination with IPs and LCs before starting the implementation of any activity to ensure a full understanding of the circumstances on the ground and to have a better planning (mentioned by CARE staff)
- CARE faced difficulties in testing food items to be distributed, due to the scarcity of testing labs and the length of the analysis period. All IPs were therefore asked to provide names for labs to speed up the process (mentioned by CARE staff).
- Sale of subsidized bread was jeopardized when Shafak consumed the entire quantity of flour that was scheduled to continue for 5 months within a 42 day period. This was due to AFAD<sup>9</sup> withdrawing their support of providing flour without prior notice (under the pretext that the contract with the mills had ended). Consequently, CARE had to intervene through Shafak to mitigate the impact on beneficiaries due to the increase in bread price. Fortunately, AFAD returned back to support the bakeries.
- IPs did not know what to do with the perishable bran that resulted from grinding the wheat, as it was not part of the planning, so they used it as fodder and distributed it to farmers (mentioned by IP Shafak)

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<sup>9</sup> Afet Ve Acil Durum Müdürlüğü, which is the Turkish Disaster and Emergency Management Presidency

- Shafak staff live far away from the bakeries, so they had to wake up very early (around 6 am or earlier in the morning) to monitor the distribution process of the bread and its quality (mentioned by IP staff)
- VCCs who were responsible for wheat transportation experienced some inconsistencies in the instructions they received from Shafak staff about preparing one receipt for different locations of wheat collection, then they were asked to provide several receipts based on each location, which caused a delay in being paid (mentioned by VCC)

Bakeries did not mention any substantive problems and deemed the project's processes to be smooth and suitable.

*“No, we did not have a problem obtaining flour during the week that we worked with Shafak, so the support was half the amount from the council and the other half from the organization” (Bakery Owner).*

Two of the three interviewed VCCs reported facing challenges during their contractual period with Shafak, including getting the seed bags back from the farmers and from bakeries, and only a small number of farmers being in attendance at the selling point when their vehicles arrived.

*“No, we did not face any problem in obtaining wheat because we are bound by a specific contract explaining the terms that we have agreed upon in terms of the amount of receipt and the duration and times of receipt” (VCC).*

*“Yes, I encountered the problem of retrieving the purchased quantities of wheat from farmers and retrieving the bags from the bakeries because they were two types of bags and we must distinguished between them, also sometimes our vehicle stops at several farmers place to receive only 5, 10 or 15 bags, and this is what causes vehicles to be delayed sometimes, and these matters are related to the bakeries and farmers” (VCC).*

Monitoring activities by IPs were reported by VCCs and bakery owners to be regular and effective. All interviewed bakery owners reported that they were visited several times a month to monitor their work, check that the bread bundles met the criteria and to monitor the price of the bread in the market. Mill representatives also mentioned that Shafak conducted several visits to the mills each week, and sometimes daily, to monitor the flour production and also to monitor the warehouses, the quality of the flour and the facilities.

Bakery owners, VCCs, and IP staff all mentioned several examples that reflect the flexibility of operations and procedures.

- Bakery owners again mentioned the flexibility of the project to support the bakeries on a daily basis after their support from AFAD suddenly ceased
- One VCC mentioned an example of their own flexibility when one of the vehicles stopped working during wheat selling, so another vehicle was rented right away to avoid the interruption of the activity.
- IP staff provided an example of postponing the distributions when the security situations on the roads was unsafe and opening two new distribution sites to avoid beneficiaries' crowdedness and increase safety.

- CARE’s flexibility in the exchange rate and providing the beneficiaries with the best rate in the market.

*“We used to set the exchange rate, for example, 1100 SYP. When we go to the place of distribution, it becomes 1200 SYP. After that, we started taking the highest offer at the exchange rate in the market, and the price that we gave was always higher than the market” (KII with IP)*

CARE staff praised the flexibility of the donor in responding to needs and accepting any change that was in the best interest of the project/beneficiaries.

*“The approval of the donor was flexible and smooth and happened based on any need in the project. For example, when the project encountered a problem with a supplier who provided food items of bad quality, we stopped dealings with him, and we switched to another registered supplier” . (CARE staff)*

### **4.2.3. Assistance Modalities**

#### **Paper voucher versus E-vouchers Modality**

Out of the 352 cash beneficiaries surveyed, 68% (244) said that they received paper voucher and 32% (114) electronic vouchers. All surveyed beneficiaries of the multi round cash received both vouchers modalities and favored the e-vouchers above the paper voucher. They considered the e-voucher to be more rapid and secure, and easy to maintain. Only one beneficiary had no preference between the paper and electronic vouchers.

Some IP staff explained the reasons they also preferred e-vouchers, including that paper vouchers can be damaged easily, especially if there is a long period between receiving them and redeeming them, and that they can be easily lost.

*“The method of using electronic vouchers is the best because it works automatically and is not perishable, like paper vouchers, and it is considered easier to deal with. Electronic vouchers must be used to facilitates the process of preserving beneficiaries’ document [as in the paper voucher situation, IPs had to collect every time the identification and supporting documents from beneficiaries]” (KII with IP).*

However, some IP staff supported the use of paper vouchers, or criticised the e-vouchers as being subject to technical problem, such as needing internet at every distribution point, bringing the equipment for reading the e-vouchers to the distribution points, and some electronic malfunctions.

Farmers and emergency cash beneficiaries received only the paper vouchers. This was because they were a one-time distribution and providing e-vouchers to them would reduce the overall cost according to CARE staff.

## **4.3. Effectiveness**

### **4.3.1. Achieving outcomes**

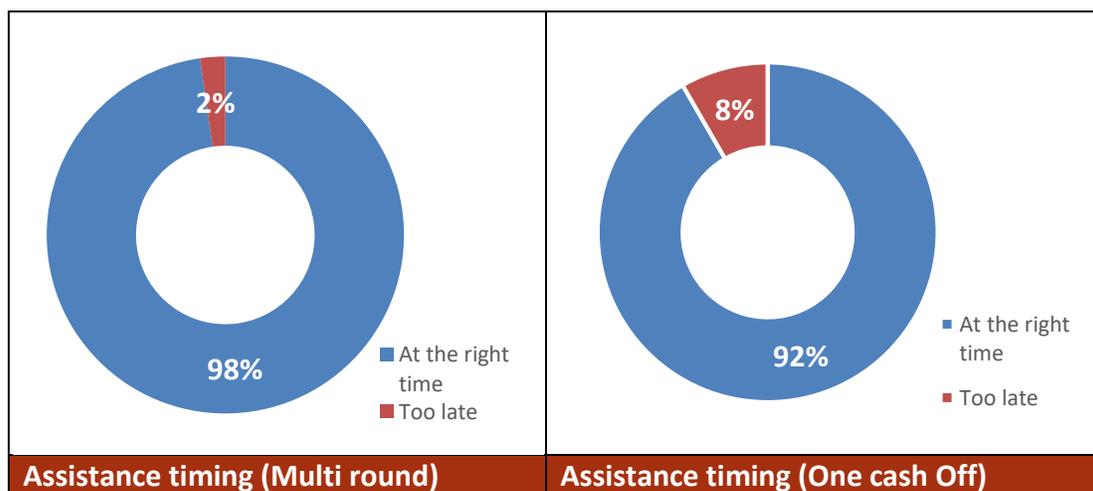
#### **Satisfaction with amounts of cash**

Out of 352 multi-round cash beneficiaries surveyed, 98% (345) said they were satisfied with the amount of cash received. The 2% (7) beneficiaries' dissatisfaction related to the amount of cash assistance. They found it insufficient to meet the needs of their family. All beneficiaries of one-off cash expressed their satisfaction the amount of cash that they received.

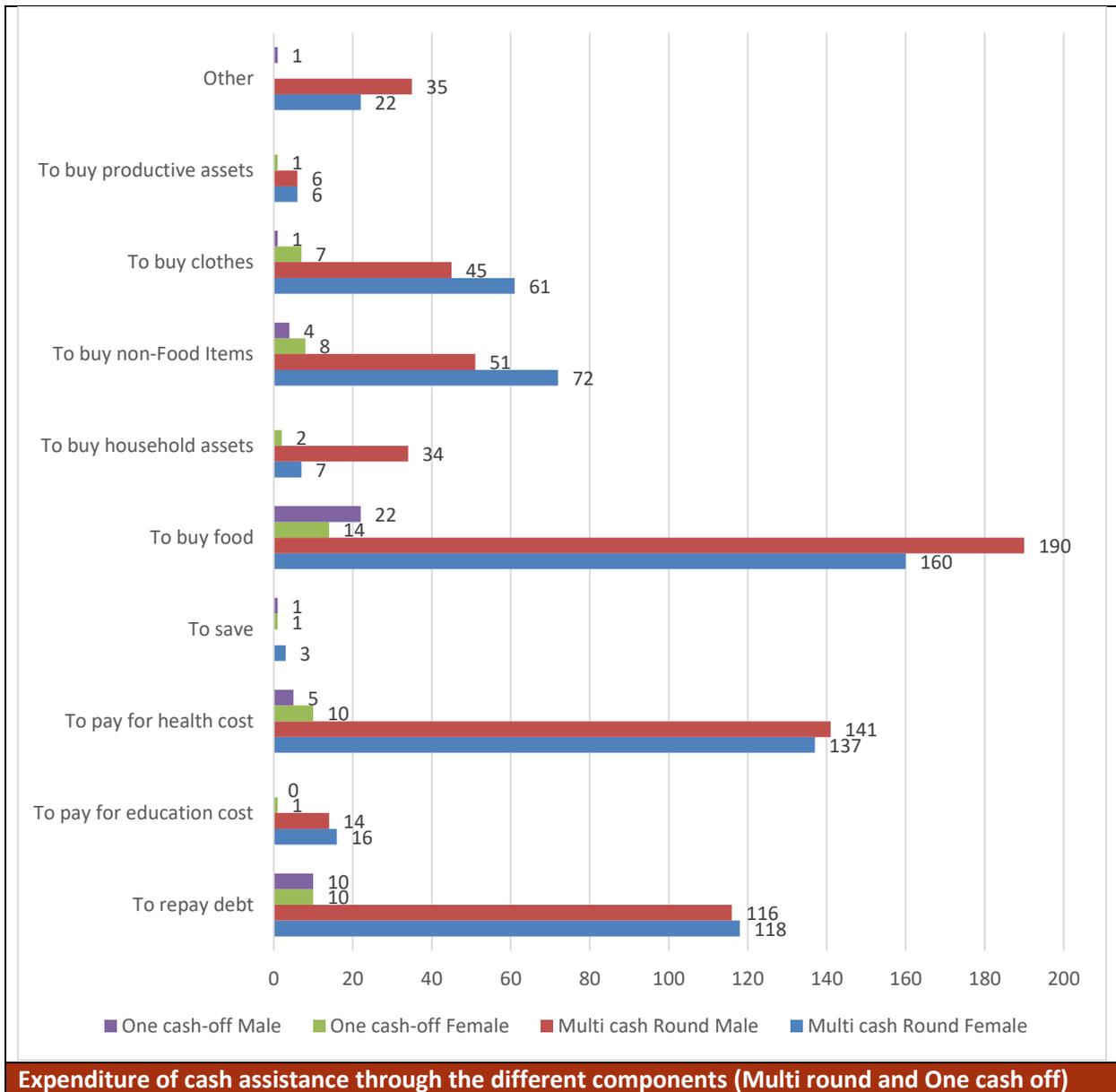
Out of 159 farmers surveyed, 97% (153) were satisfied with the price received for their wheat, while 3% (5) were not satisfied with the price. The five people who were dissatisfied mentioned the following reasons: last year the price was higher than this year (\$300 versus \$250 per metric ton), the amount of cash received was small, that Shafak did not purchase the crops that had been agreed upon, that Shafak was late in delivering the money, and that the price for purchasing the wheat became similar to the market price because Shafak was late in purchasing the wheat. Interviewed staff from Shafak mentioned that they had their own challenges with some farmers not being aware of the procedures that should be followed to sell their wheat, especially the retrieval of the seed bags that were provided to them for cultivation. Additionally, some farmers changed their minds and wanted to sell their harvest after they had previously refused, and sometimes they came after the end of official working hours to sell their wheat, which caused pressure on employees. Despite this, employees were flexible and understanding.

### Use of Cash

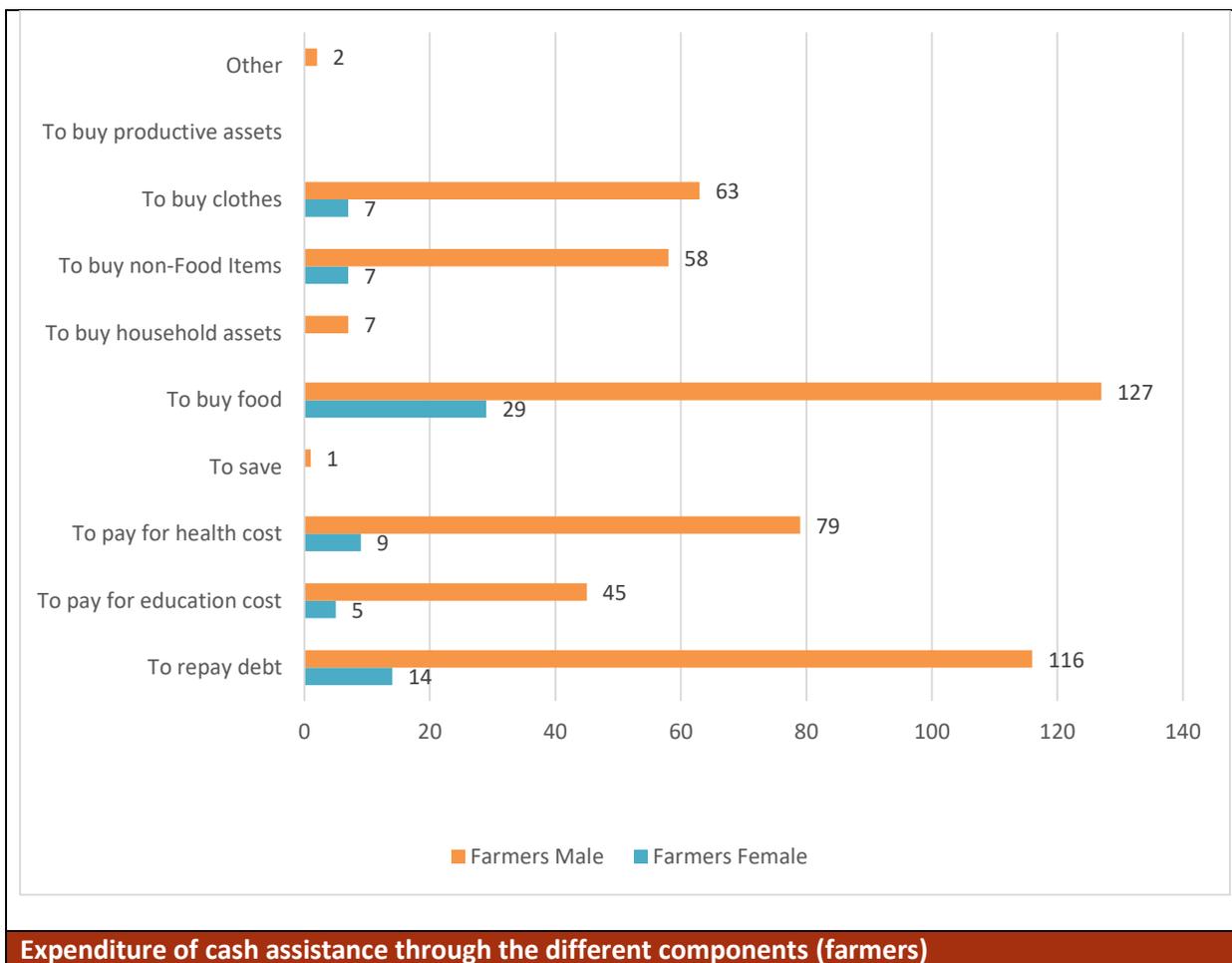
Firstly, regarding the timing of the assistance, 98% (344) of multi round cash beneficiaries said the assistance came at the right time, while this figure was 92% (33) of one cash off beneficiaries, , 96% (24) of in-kind beneficiaries, and 89% (142) of farmers (see reference to late payments mentioned under efficiency section).



The most prevalent use of cash by the cash beneficiaries was to buy food, which speaks to the core design of the project. However, cash being used for food was less common among the one-off cash beneficiaries (59%) than among the multi-round cash beneficiaries (99%), who also appeared to more commonly use their cash for a wider array of different expenses. The second and third most common uses of the cash was for health expenses and to pay debts, for around two-thirds to four-fifths of multi-round cash beneficiaries and one-third to one-quarter of one-off cash beneficiaries. Details of these and other uses are shown in the following graph.



Although the cash received by farmers was in exchange for a good which they produced, and was therefore intended to have a more general contribution to their livelihoods and household finances, the survey showed that the vast majority spent it on food (95%), as well commonly to re-pay debt (79%) and on health costs (52%). Full results are shown in the following graph.



Interviewed LC representatives were of the opinion that the assistance changed the lives of many beneficiaries because the targeted areas suffered significantly from the deteriorated economic situation along with poverty and unemployment. The assistance was a lifeline for beneficiaries, especially for those who are vulnerable such as women, children, the elderly, and people with disabilities. It also allowed more people to buy some food items that they could not afford, such as meat and chicken. LC representatives see also that the assistance helped in reducing the cases of theft or mendicity in the community.

*“There is severe poverty in society, war injuries and unemployment, as the vouchers meet the minimum level for the beneficiary of their basic and urgent needs, in other words, to survive and avoid begging or stealing”*  
(KII with LC)

Value chain contractors along with Shafak staff agreed that the intended goal of farmers achieving food security was achieved. They both mentioned that farmers were motivated to grow wheat on their entirety of their land when they got the support from the project and that they benefited from the cash by securing their daily needs. CARE staff concurred with this point of view and stated that the project has achieved its intended goals.

*“Yes, the project succeeded greatly to help farmers and provide them with a good price. If this project was not implemented, the farmers would have lost a lot because of the low prices and the lack of demand for their crops” (KII with VCC)*

#### **4.3.2. Gender & Diversity Mainstreaming**

All interviewed stakeholders mentioned that the project was designed to target vulnerable groups and the neediest people. They provided several examples in which women’s rights were protected under the project:

- Bread agents were used to distribute the bread to avoid women travelling to distant bakeries.
- CARE prioritized farmers from female headed HHs to be contracted for wheat selling based on an assessment conducted by the IPs. All the partners conducted Rapid Needs assessments at the beginning of the project. Some gender questions were included in the surveys, particularly regarding safe access to market, accessibility of the services, top concerns for male/female IDPs in the community. The percentage of female beneficiaries in wheat purchasing was about 9%, which is a relatively a good proportion in a market that is dominated by men.
- During distribution activities, female staff were present, and the elderly and female beneficiaries were prioritized in the queue
- IPs encouraged subcontractors such as financial service providers to hire female staff in order to distribute cash for female beneficiaries
- Outreach services were available for people with mobility constraints
- Channels for reporting sexual exploitation and abuse (SEA) cases were available and local communities were informed. PSEA focal point was assigned by IPs to follow on any SEA allegations

The only challenge that was mentioned in regard to gender was the difficulty in hiring female enumerators to collect data about female headed households, as many women do not accept a male enumerator to enter the house if there is no male at home.

CARE staff mentioned that the project was not really about transforming gender roles, norms or structures in society, but was about making sure that specific needs of women and other vulnerable groups in the context of the project would be properly addressed. They considered it very important that the project design made sure that all vulnerable beneficiaries who met the selection criteria received assistance.

Some LC and IP staff less readily acknowledged gender mainstreaming, even with the use of some gender-based selection criteria.

*“The project provided the same assistance to everyone, regardless of their gender.... The project targeted the most vulnerable groups in society without considering whether they were women, children or men” (LC)*

#### **4.3.3. Safety and Protection Measures**

All surveyed multi-round and emergency cash beneficiaries mentioned that they felt safe all the times while participating in the project. All but 2 of the 159 farmers surveyed said they felt safe all the times while participating in the project. One of these two mentioned that he didn’t feel safe because of the COVID-19 situation, and the second farmer did not feel safe because it was the first time that he dealt with Shafak.

All IPs stressed the fact that they tried their best to keep all beneficiaries safe, and mentioned several procedures that were taken to assure beneficiary safety:

- Following COVID 19 precaution procedures (e.g. masks, gloves, social distancing, measuring temperature)
- Choosing sites for distributions which were close to beneficiaries and in well-populated area
- Holding distribution times usually during the daytime to assure the safety of beneficiaries' movement
- Hiring female staff at the distribution points to ensure female beneficiaries felt safe and comfortable
- Giving females' priority during the distribution, so they would not have to return back to their houses in bad weather or at a late time. Pregnant woman and the elderly were also given priority during the distribution
- Accommodating people with special needs by sending field staff to their houses to deliver the cash or food to them
- Monitoring the behaviour of staff members to assure that the beneficiaries are well treated, and their dignity protected
- Setting up complaints boxes to capture any problems and solve them
- Making sure, for wheat purchase locations, that the locations had running water, a large, shaded area, different queue for males and females, the presence of women among the purchase team, and complaints mechanisms were in place

#### **4.3.4. Partnership & Coordination**

The coordination with CARE and IPs was assessed by interviewed LC stakeholders to be highly effective, whether it be during beneficiary selection processes, distributions of assistance, or responding to emergencies in the field.

*“Coordination is excellent - communication is on a daily basis - problems are solved in a short time. It was among the best and successful projects presented in our town.”* (LC representative)

Coordination with Shafak was also deemed by the BCs to be good, particularly around supporting the bakeries when the AFAD project ceased without any notice. Bakeries also mentioned good coordination with Shafak in distributing flour and monitoring the distribution of the bread.

VCCs mentioned that, overall, the coordination was good, although they felt the paperwork and some financial decisions needed more flexibility from Shafak, along with the coordination to pay the service providers (mills, trucks, and warehouses). VCCs also suggested adding an additional tender to deal with fodder to mitigate the problem that they faced in this project that wheat residuals get spoiled.

*“The coordination process was good, but it needs more smoothness by preparing all project papers and delivering the amounts due on time”* (VCC)

The positive opinions of IP staff about coordination with other humanitarian organizations was contradictory to the opinion of LCs, who were of the opinion that no active coordination happens between the IPs and other organizations in the field. Ihsan team gave an example of how a high degree of coordination with other humanitarian organizations operating in the region led to their decision to move its operations from an area already served by others (Bazaa region) to an area with less support from others (Qabasin region).

Coordination with CARE was described by IP management staff as highly effective, whereby headquarters were in a constant coordination with CARE and communicated directly with them about any steps in the field. IP staff also mentioned that CARE continually invited the partners to meet and discuss any difficulties they faced in the field, to learn from each other, and the technical support that CARE provided to Shafak started by evaluating wheat outputs, and continued during the implementation and in developing field plans. IP staff learned from CARE how to manage MoUs and protocols with LCs. IP staff expressed their desire for CARE to have an office in Syria, in order to learn even more from them.

*“CARE possessed a high level of coordination, clear and intense communication happened between us and them to support the continuous quick response. We also have Skype group where we communicate, and document everything later by email. We discuss with them all the details.”* (IP country management staff).

Regarding the communication between CARE and USAID, USAID valued the efforts that CARE exerted to achieve project goals. However, USAID found it difficult to read through the small details of CARE’s reports to understand overall progress and progress by activity, as well as the lessons learned from challenges faced.

*“CARE should work to improve their reporting, both monthly and quarterly level reports as USAID has a difficult time understanding programmatic progress from their reports. This is key particularly given the remote nature of the crisis response. Clear articulation of the planned vs actual achievements in relation both to the award on a snapshot as well as cumulative basis is encouraged. Often the reporting products go deep into small details and miss focus on the overall progress by activity, which is what FFP is more often looking for. Other sections such as the challenges and lessons learned are also important - FFP and CARE should focus on.”* (USAID representatives)

## **Integration Between Programs**

The value chain component of this project was designed to complement a DFID-funded livelihood project implemented by Shafak, the latter supporting farmers with wheat seeds, cultivation and harvest. CARE staff felt the complementarity was easy because the base was present, upon which to build. Shafak country management staff felt the same, adding that CARE showed good flexibility especially with regards to the integration of the two projects.

Surveyed farmers were asked to assess the relationship between the assistance provided under the two projects. Most farmers expressed positive opinions of the relationship. Yet, 19% of respondents (29) suggested that the link should be strengthened by purchasing their whole harvests. The other suggestions related to the

DFID project, mainly to provide them with other types of seeds (24%, 37). A number of other suggestions fell within the (1-5%) bracket. These suggestions included; distributing wheat and fertilizer in a timely manner to improve production further, provide water for irrigation, provide better seeds, replicate the project with more beneficiaries, provide phosphate fertilizer, support farmers with diesel vouchers, support farmers with more than one crop (such as vegetables), and hold awareness seminars for farmers.

Shafak IP representatives also saw the possibility of developing the Multi-Chain Component through using the wheat for other industries such as making pasta, semolina, and bulghur. Shafak also sees extending infrastructure project to include other value chain components such as mills and warehouses.

*“We are currently thinking about buying wheat and selling it to factories that make pasta, bulghur and semolina, so if we make all farmers grow in the region and we are able to buy more wheat, the local market in which wheat is used will support and then we will have moved the market and increased demand for wheat accordingly. Encouraging farmers to work, and when we withdraw, the factories will agree with the farmer, and we have connected with him. We are working on a seasonal basis and this affects our ability to carry out activities as a whole chain. The infrastructure projects should be more as we must have the opportunity to improve the basic infrastructure related to the wheat value chain.” (Shafak staff)*

#### **4.3.5. Use of M&E data**

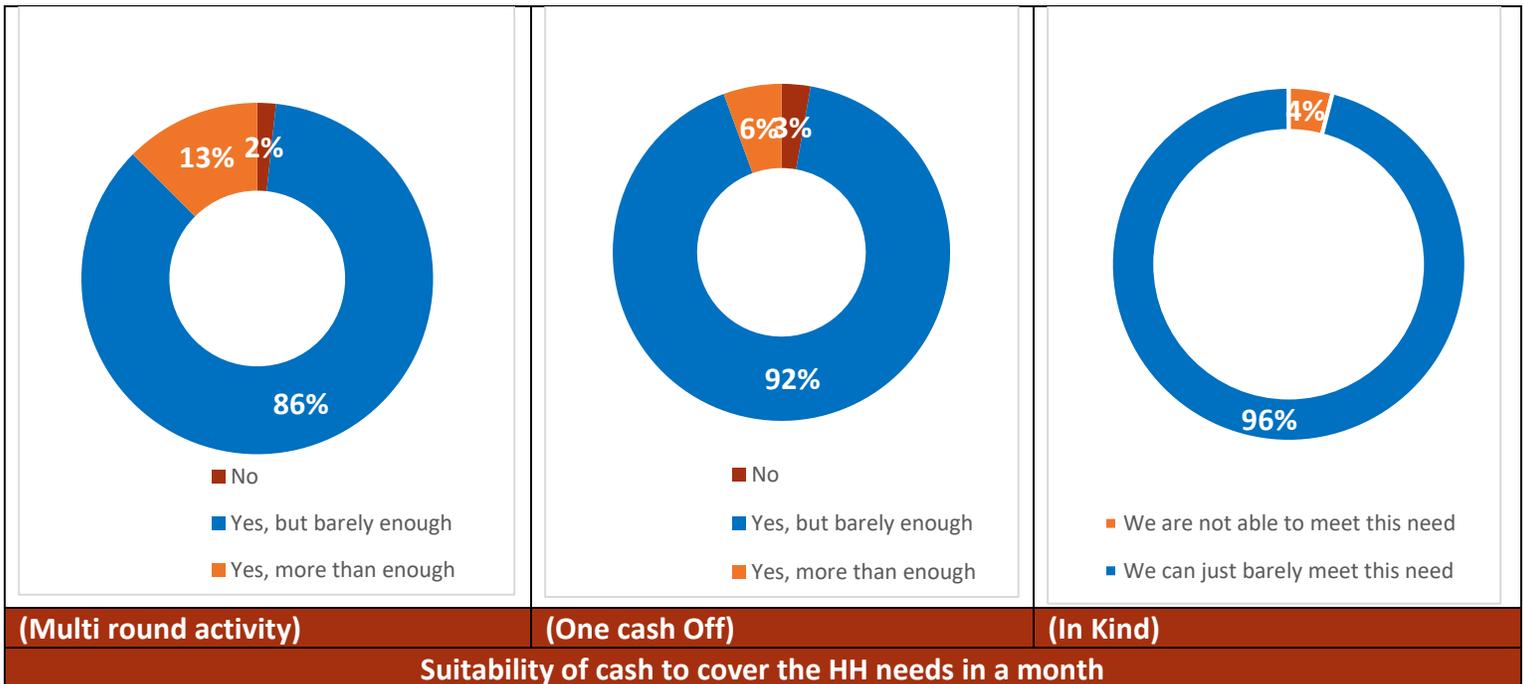
Regular monitoring reportedly took place each time during a distribution process to assess beneficiary satisfaction with the process. Any feedback, positive or negative, was taken into consideration to improve the distribution process. As previously mentioned, regular monitoring ensured bakeries and bread agents were performing their activities diligently. CARE staff highlighted the existence of a M&E system that collects data from different sources on the ground, including their IPs through regular progress reports. Those reports improved different aspects of the project such as raising the value of the voucher from \$50 to \$55 due to the currency fluctuations and the increase in product prices in the market. Another example was asking IPs to separate the queues of women and men based on some complaints they received.

Interviewed IP staff mentioned the value of monitoring data collected from the field. For example, M&E data revealed that beneficiaries did not know how to use vouchers and helped in allowing IPs to raise beneficiaries' abilities to work with vouchers. Monitoring reports helped CARE to detect farmers' reluctance to sell their crops, who then asked the Shafak team to investigate the issue, with the results of the investigation revealing that farmers opposed selling a small amount of wheat and opposed also taking a long period to give them their money. Based on that understanding, more crops were bought from farmers and voucher redemption processes were made shorter than in the previous season. Results of the desk review supports these findings. A number of monitoring reports show that IPs and CARE continuously considered lessons learnt from the field to improve the project. For example, the instances whereby food vouchers that were redeemed from shops were changed to cash vouchers redeemed for money. As mentioned previously in this report, this strategy helped a lot beneficiaries to meet their needs and reduced selling non-used items or exchanging them for money that is less than their value.

## 4.4. Impact

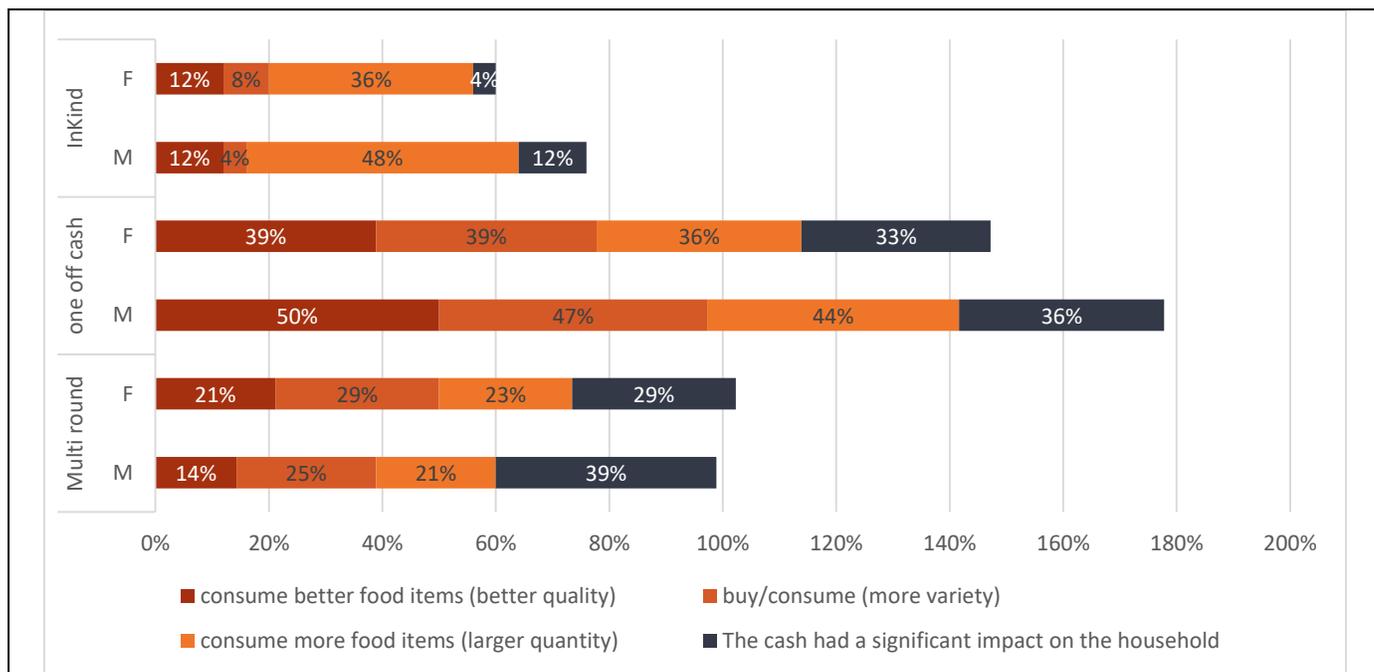
### 4.4.1. Impact on Beneficiaries

Firstly, when asked about whether the amount of cash received each round was sufficient to cover their household's food needs for a month, 13% (44) of multi round cash beneficiaries said the amount was more than enough, 87% (302) said the amount of cash was enough, but only barely, and 2% (6) said the amount of cash was not sufficient. Among the one-cash off beneficiaries, 6% (2) said the amount of cash was more than enough, 92% (33) said the amount of cash received was enough, but only barely, while only one respondent said the amount was not sufficient. Among RTE rations recipients 96% (24) of said that the amount of food was barely enough to cover their household's food needs for a month, while only one respondent said the RTE rations was not sufficient to cover their household's food needs for a month. Beneficiaries also estimated that the RTE rations lasted in average 14 days, with a range from a minimum of 3 days to a maximum of 40 days. 30% (9) said that the food in the basket lasted them for more than a month.

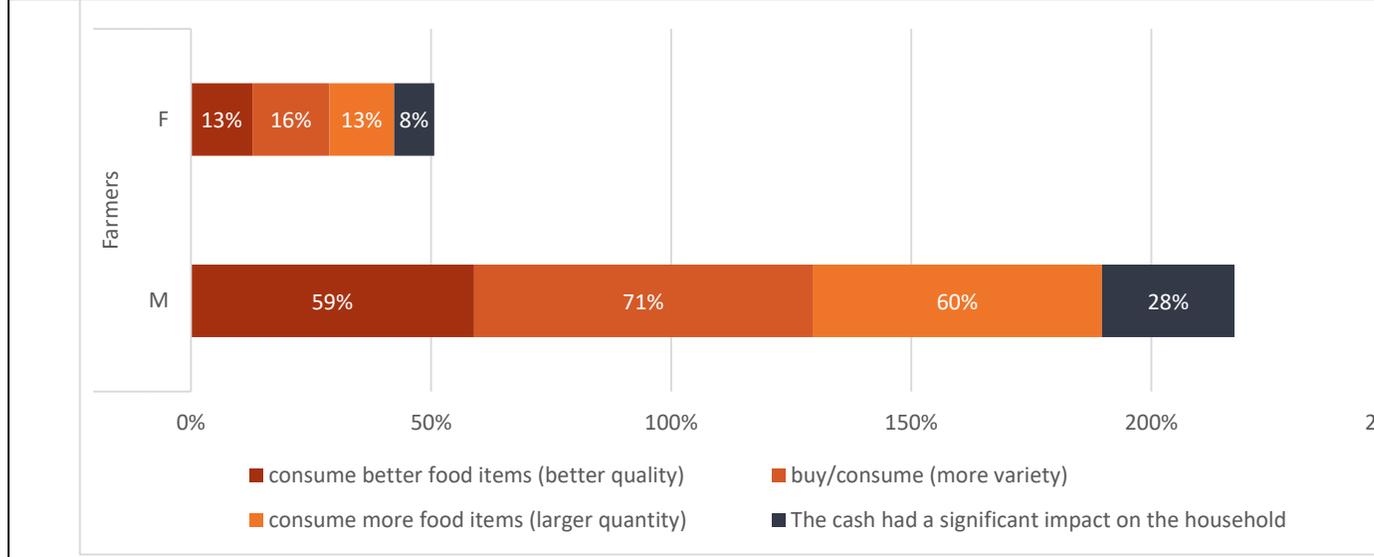


Of the 350 multi round respondents who claimed to have spent the cash assistance on food, regarding the impact on food security, 35% (124, 50 males and 74 females) said it allowed them to consume better quality food, 45% (156, 74 males and 82 females) said it allowed them to consume large quantity of food, 53% (187, 86 males and 101 females) said it allowed them to have more variety of food than before the assistance, and 68% (237, 136 males and 101 females) mentioned that the assistance impacted their lives significantly. Higher impact was recorded from the one cash off beneficiaries, 89% (32 out of 36 from which 18 males and 14 females) of them said that their households were able to afford/consume better food items (better quality), 86% (31, 17 males and 14 females) were able to buy/consume more variety of food, 81% (29, 16 males and 13 females) said

that they could afford/consume more food items (larger quantity), while, 69% (25, 13 males and 12 females) said that the cash had a significant impact on their household. Regarding the impact on food security on RTE beneficiaries, 24% (3 males and 3 females) said that their households were able to afford/consume better food items, 12% (1 male and 2 females) said that they were able to buy/consume more variety of food , 84% (21, 12 males and 9 females) said that their household were able to afford/consume more food items, while, 16% (4)said that the basket had a significant impact on the household.



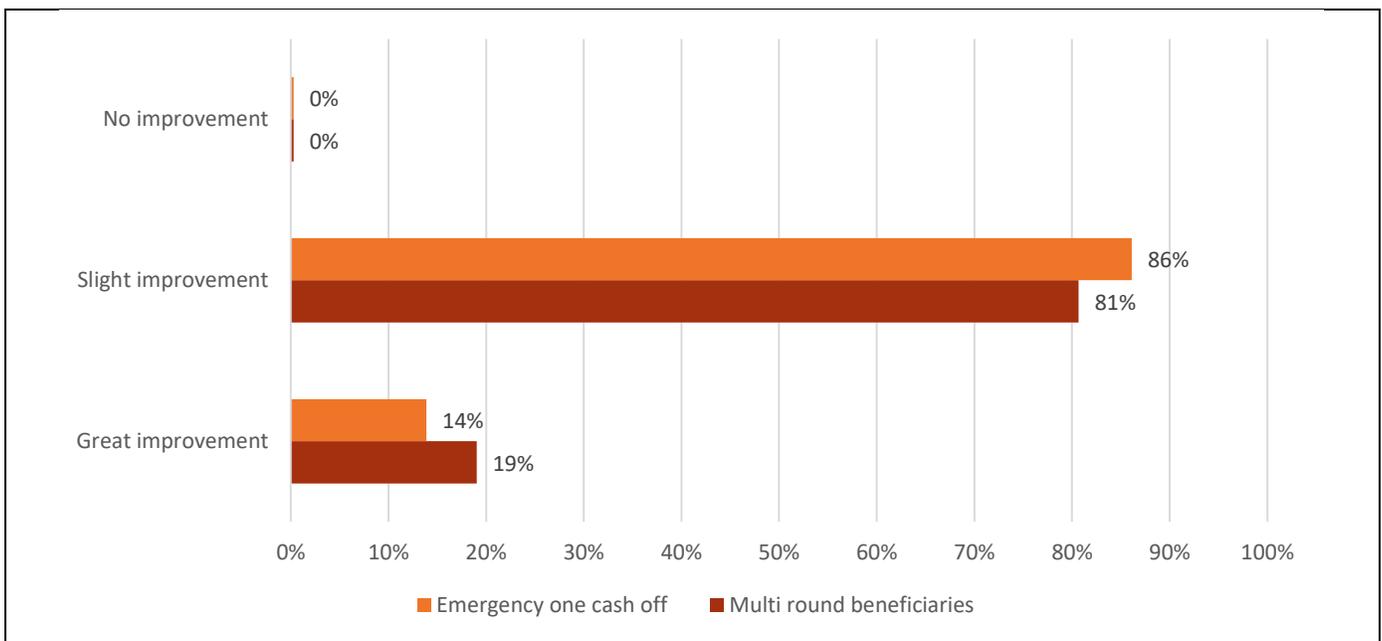
**Cash impact on food security-One cash Off and Multi round beneficiaries**



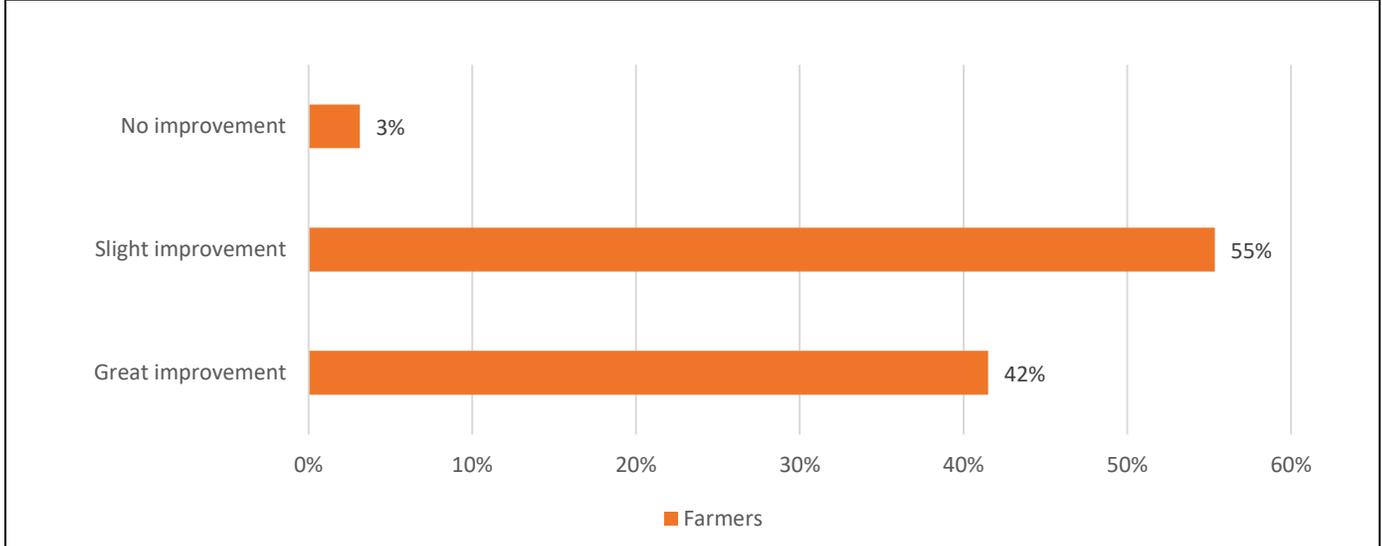
**Cash impact on food security-Farmers**

The impact on farmers was also high. 72% (112 out of 156 from which 92 are males and 20 are females) said that cash resulted in the possibility of affording and consuming better quality of food. 73% (115, 94 males and 21 females) said that their HHs were able to consume more food items (large quantity), 74% (135, 110 males and 25 females) said that their HHs were able to have/afford (more variety).

Beneficiaries were also asked to what extent the cash they received improved their living conditions, if at all. Very few perceived no improvements in living conditions, and the majority perceived at the very least a slight improvement, or in the case of farmers in particular, great improvements in living conditions. Full results are presented in the following graph.



**Improvement In Living conditions for One cash Off and Multi round beneficiaries**



**Improvement in Living conditions for Farmers**

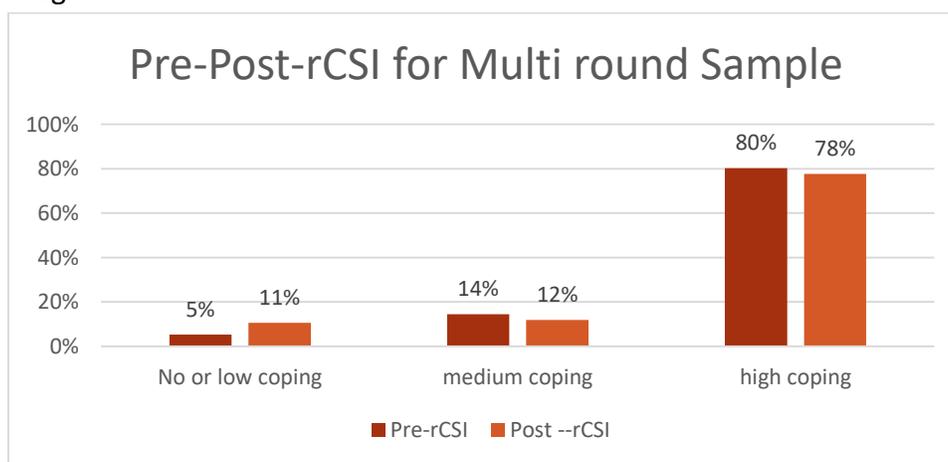
## Comparison between Baseline & End-line

As part of the evaluation, rCSI<sup>10</sup> and FCS<sup>11</sup> data was collected and compared with the same data most recently collected by the project in April 2020. The evaluation used the same questions used by CARE in their baseline survey to measure rCSI and FCS. The following table was used to place individuals under the three-thresholds presented in the FCS graphs.

Threshold	FC score	Description
Poor	1-28	An expected consumption of staple 7 days, vegetables 5-6 days, sugar 3-4 days, oil/fat 1 day a week, while animal proteins are totally absent
Borderline	28.1 -42	An expected consumption of staple 7 days, vegetables 6-7 days, sugar 3-4 days, oil/fat 3 days, meat/fish/egg/pulses 1-2 days a week, while dairy products are totally absent
Acceptable	> 42	As defined for the borderline group with a greater number of days a week eating meat, fish, egg, oil, and complemented by other foods such as pulses, fruits, milk

Based on the Syrian context, the total CSI score was the basis to determine and classify the level of coping: into three categories: No or low coping (CSI= 0-3), medium (CSI = 4-9, high coping (CSI ≥10). The higher the coping score the more negative the coping behaviour.

Overall, between April and September 2020, the average rCSI scores of multi-round cash beneficiaries changed from 20 to 18. The following graph shows that the proportion of beneficiaries in the medium and high threshold of negative coping behaviours reduced by 2% over the time period, and those in the no/low threshold increased by 6%. However, the proportion of households using highly negative coping strategies remained stubbornly high throughout.

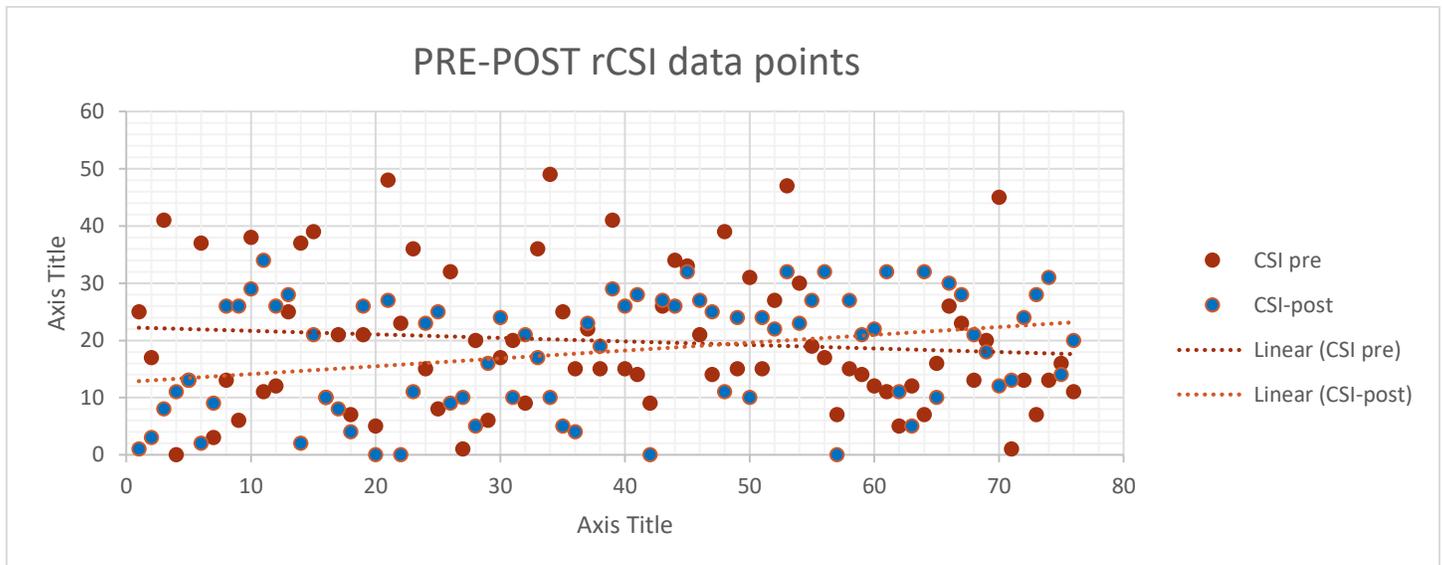


<sup>10</sup> Coping Strategy Index (CSI) is often used as a proxy indicator of household food insecurity. CSI is based on a list of behaviors (coping strategies). CSI combines: (i) the frequency of each strategy (how many times each strategy was adopted?); and (ii) their (severity) (how serious is each strategy?) for households reporting food consumption problems. Higher CSI indicates a worse food security situation and vice versa. CSI is a particularly powerful tool for monitoring the same households or population over time

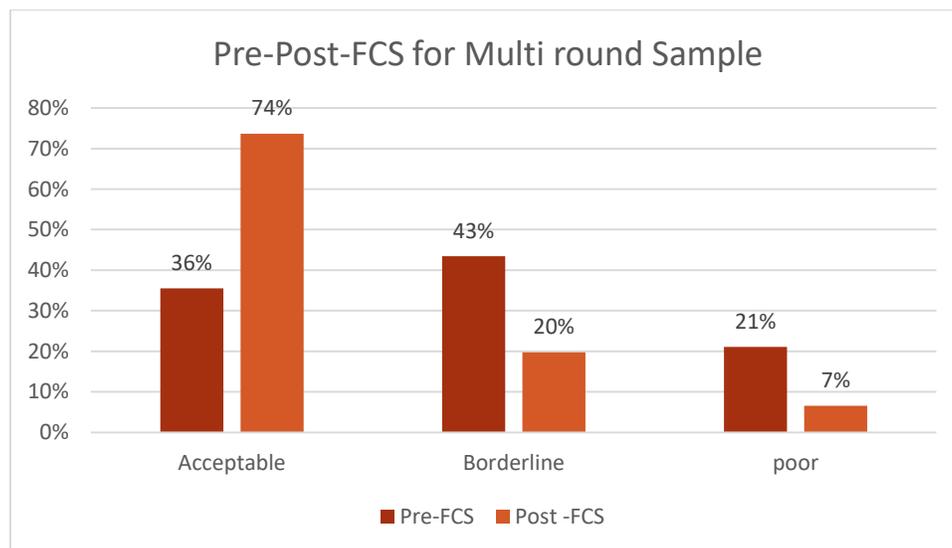
<sup>11</sup> The "Food consumption score" (FCS) is a score calculated using the frequency of consumption of different food groups consumed by a household during the 7 days before the survey. There are standard weights for each of the food groups that comprise the food consumption score.

<sup>12</sup> The same sample for multi round beneficiaries, for both rCSI and FCS. Was tracked from April till September 2020. The sample comprised of n=76 for

49 out of 76 of the multi-round sample stayed in the same threshold of high coping. 8 respondents went from high and medium coping to no or low coping. 7 respondents went from high coping to medium coping and vice versa (7 went from medium to high). 4 respondents went from no or low coping from the high coping to medium coping threshold. One respondent only stayed in the same threshold of medium coping.

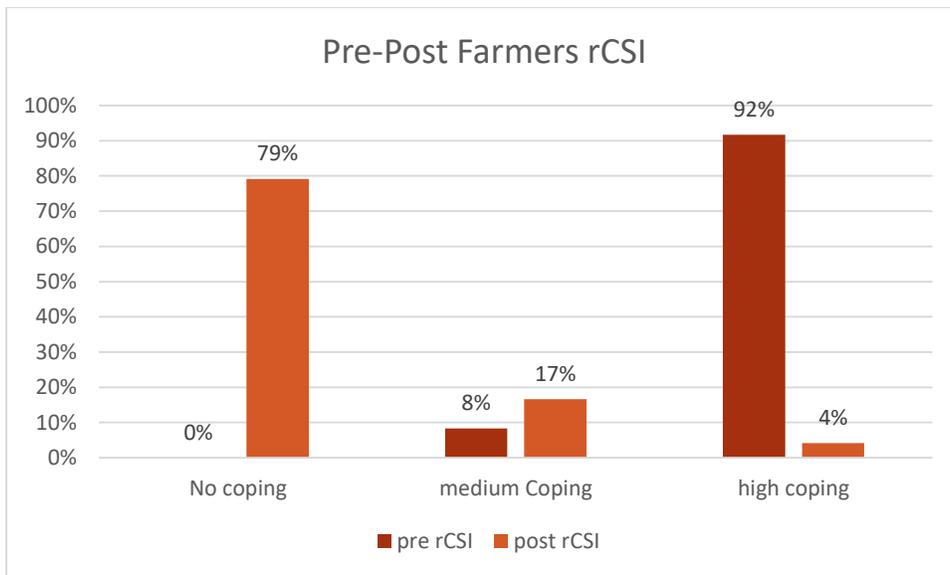


During the same period, there was a marked change in the Food Consumption Scores among multi-round cash beneficiaries, with the proportion of beneficiaries having an acceptable score more than doubling (a difference of 38%), and those with both borderline and poor scores decreasing by around half.

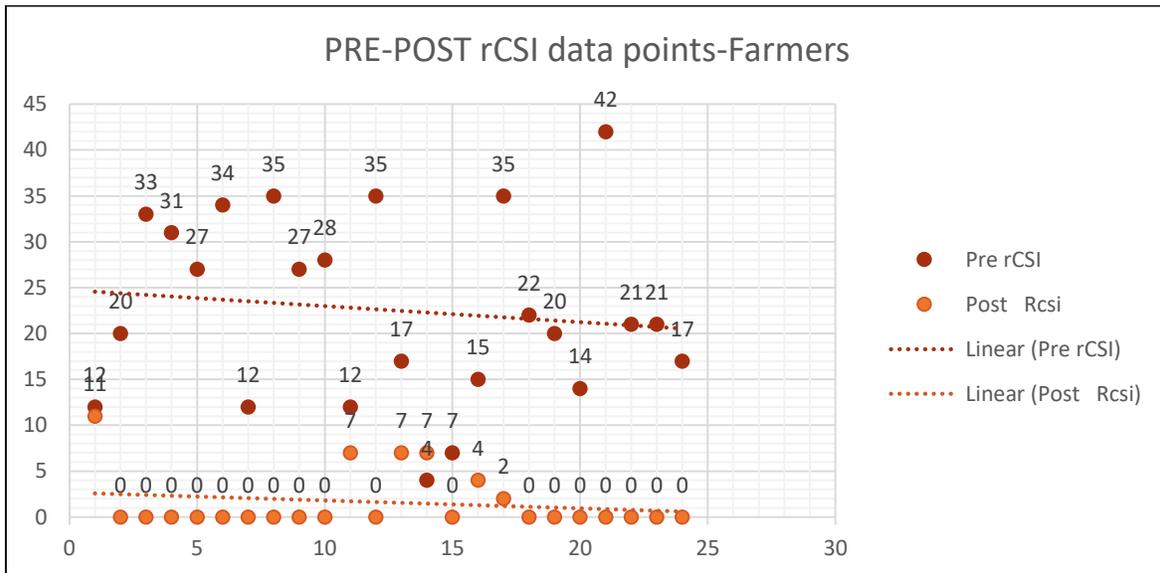


Among farmers, overall, between December 2019 and September 2020<sup>13</sup>, the average rCSI scores changed from 23 to 2. The following graph shows that the proportion of beneficiaries in the high threshold of negative coping behaviours reduced very significantly, with a corresponding increase in those using no/low negative coping behaviours.

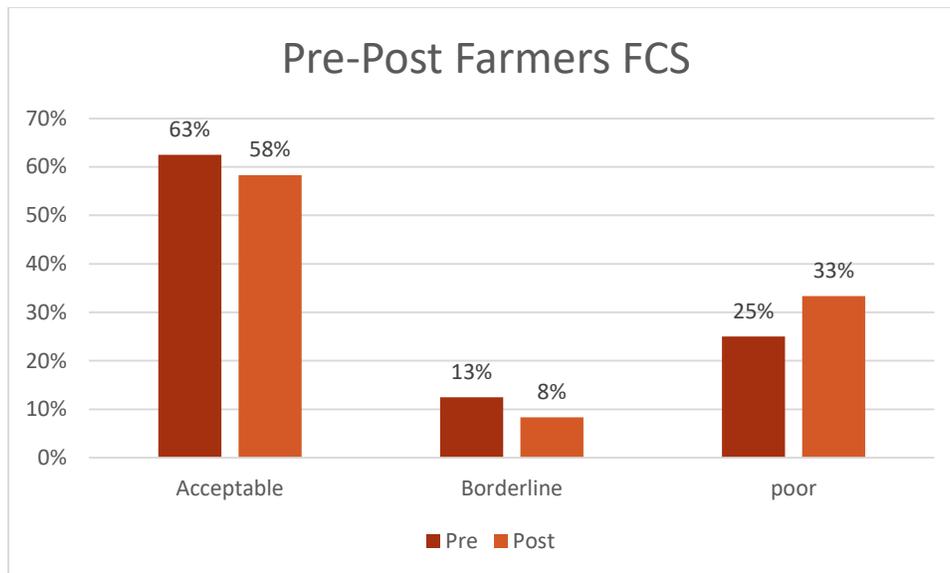
<sup>13</sup> Sample for this comparison is n=24 farmers



Only one out of 24 farmers stayed in the same threshold of High coping, 19 respondents went from high and medium coping to no or low coping, 3 respondents went from high coping to medium coping. One respondent only stayed in the same threshold of medium coping.



However, during the same period, the average Food Consumption Scores worsened slightly, with a lower proportion scoring acceptable or borderline, and corresponding higher proportion scoring poor.



#### 4.4.2. Impact on Local Market

Local councils, IP and CARE staff voiced their perception that the market was revitalized (or they saw “movement” in the market) after the cash was distributed to beneficiaries. This sentiment was evidenced by an increased demand in the shops and markets, especially with regards to food items. LCs therefore see a benefit to the wider society, not only for beneficiaries directly, whether it be from them spending in the market (benefiting vendors), renting a house (benefiting homeowners), or paying their debts (benefiting other community members).

Interviewed bread committees’ members also mentioned that the project had a positive impact on the local market. This was due to price stabilisation of what which made bread items more affordable. On the other hand, these positive effects could not be sustained when the BC could no longer support the subsidized bread (termination of the AFAD project providing noteworthy example).

*“The project had a significant impact on market movement when the organization purchased wheat. It also affected farmers positively by providing them prices for their wheat that were higher than the market, so the total price for profit for the farmers increased,” (VCC)*

Shafak staff who were interviewed mentioned that last year they monitored the price of “Hinta” (a type of wheat that was priced at 120SYP per kg). This year the price that Shafak paid for farmers’ wheat ranged between 160-165 SYP per kg and the price of “Hinta” increased to 140 SYP per kg. IP staff stated that using USD benefited the farmers because the USD is more stable than the Syrian pound. Notwithstanding the stability using the USD caused some increases in the prices of the different merchandise in the market.

Interviewed VCCs also supported this view about positive effects of the project on markets and wheat prices and added two other positive impacts on the market: encouraging farmers to keep growing wheat and in providing job opportunities in the mills and warehouses.

*“With regard to the mills, the mills in our region were not working because the flour came from outside, ready-mixed, so the project gave an advantage to the mills by making them work” (VCC)*

*“The project had a huge positive impact because it activated the mills in the region and created job opportunities, as 70 workers work in our mill, which means 70 families benefited from the project” (VCC)*

Surveyed farmers were asked about market-related challenges and whether or not the project allowed them to overcome those challenges. One third, or 65% (124), said the project helped them overcome market challenges because of the certainty that their harvest would be sold. 14% (27) pointed out the psychological benefits of knowing their crops would be sold for the right price. 6% (12) said that, because the price offered by Shafak is better than the market, it helped them to avoid greedy traders. Other beneficial aspects of the project which were mentioned by less than 5% of respondents included: increased the price of the wheat after being lower in the market (as explained above), the crop buying process by Shafak reduced transportation and storage costs, Shafak paid faster than the other traders, and it saved the farmer the hassle of selling on the open market.

A small number of farmers (3%, 6) stated that buying crop process did not allow them to overcome market-related challenges because they sold most of the crop in the market at the same price as Shafak or pointed out that Shafak only bought about half of their agricultural harvest.

The only negative market effects (but which were not within the project’s control) were raised by interviewed bakery owners. They observed an increase in the population density of the city due to the incoming waves of IDPs. This factor obliged the bakeries to raise their productivity of bread to meet the needs, which in turn jeopardized the supplies of flour and caused the bread to disappear quickly from the market, which in turn push the beneficiaries to buy the bread with high (touristic) prices.

#### **4.4.3. Psychosocial Impacts on Beneficiaries and Communities**

Regarding the psychological impact of the Interventions, approximately 41% (232, 171 males and 58 females ) of all beneficiaries of all project components mentioned that the assistance had positive psychological effects on their lives. This included a feeling of self-sufficiency, self-confidence, confidence, stability (including that project continuity for ten months allowed for food security) and feeling safe. Additionally, psychological benefits to children included reduced burden for children to not have to go out to work, happiness as they can have things like new clothes, and their self-confidence increased as they no longer had to feel ashamed of their poverty. LC representative and IP staff corroborated the psychological benefits, and added the feelings of being relieved from debt and negative coping mechanisms that they used to use in order to survive, such as begging, stealing or child labor (predicting these behaviors to increase after the project ends). Farmers most frequently mentioned psychological comfort (64% or 120, 102 males and 18 females), while the one-off beneficiaries

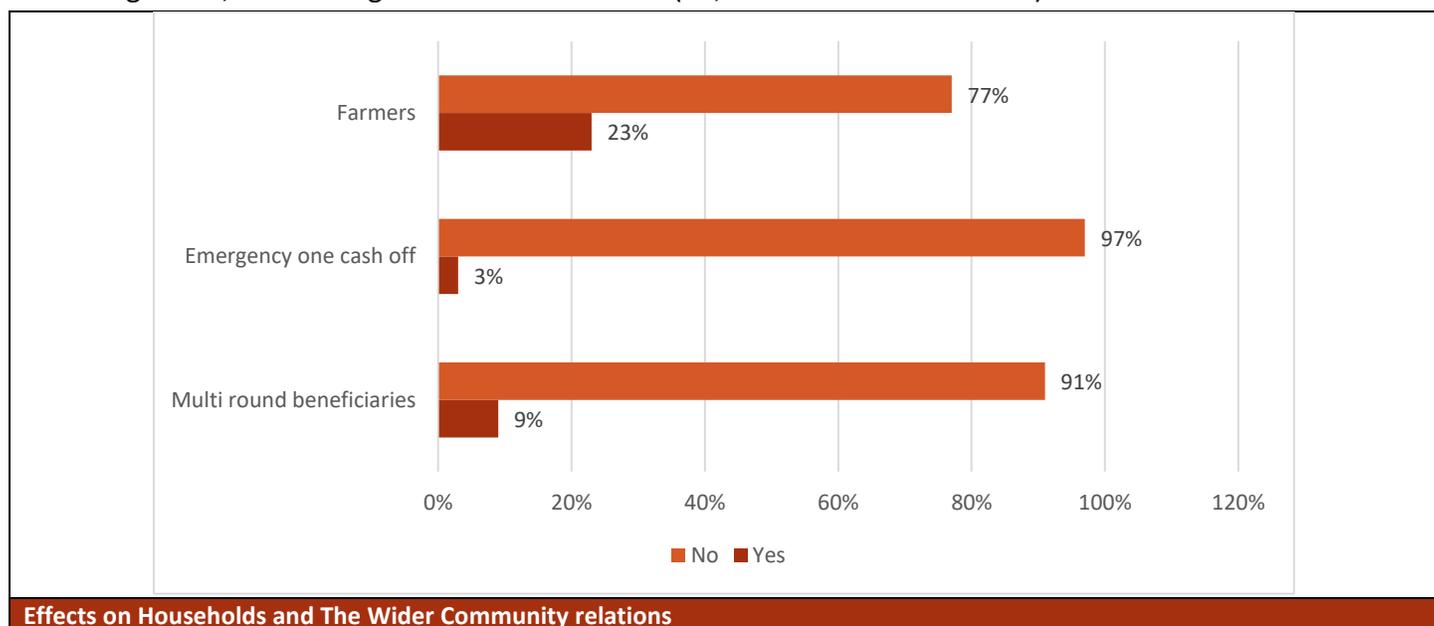
mentioned psychological benefits the least (9% or 4 males), with multi round cash beneficiaries in between the two at 30% (105, 65 males and 40 females).

A small number of farmers (1-3%) mentioned some negative psychological impacts of participating in the project. This encompassed feelings of dissatisfaction with the sales process, that Shafak did not purchase the full amount of their harvest, that the assistance was not enough, late payment or anxiety that the organization would not pay the amount after taking the wheat. Others simply stated that no actual impact occurred.

Farmer beneficiaries mentioned other ways, beyond the simple purchase of wheat, that the project impacted their life or the lives of others in their household. This ranged from allowing farmers to become more productive (44% or 62) mentioned that it allowed the creation of job opportunities for non-workers (24% or 46).

Shafak IP staff also mentioned some negative impacts that may occur in case the project stops supporting farmers, predicting that more farmers will switch to renting their lands in exchange of small amounts of money, or they will stop producing wheat because it costs a lot of money and effort.

When asked to reflect on the effects of the project on community dynamics, 9% (31, 13 males and 18 females) of surveyed multi round cash beneficiaries said that the project did have some effects on relationships between households or among the wider community. Among the surveyed beneficiaries of one-off emergency cash, only one thought this, and among farmers this was 23% (37, 35 males and 2 females).



The community level effects mentioned by beneficiaries answering in the affirmative, as well as some other stakeholders, included the following positive effects:

- Created solidarity between families (42% or 18)
- Farmers helped each other (a related fact is that 54% (65) of farmers named this as a factor in the success of the DFID/FFP project),
- Increased community support for needy families 12% (5)
- relationships improved due to less debt between relatives

- Relationships between family members became stronger, or less stressed, due to the availability of family food supplies or money to cover other needs such as health
- Increased harmony among children as they returned to school
- Encouraged the spread of some small business ideas, especially between the individuals and the family receiving the assistance
- Disputes and problems occurred between families that received assistance and those that did not
- Problems between local council members and community members who were not included by the local council
- In general, the “unfair choice” of beneficiaries
- “Sensitivities” between IDPs who received the assistance and the ones who did not
- Distributions created a gap between the IDPs and the host community members
- Feelings of anger among bakery owners who did not benefit from the infrastructure rehabilitations as they felt not included even though they needed that type of assistance.

#### 4.4.4. Success Stories

##### Value chain component Success Stories

In a house with two small rooms, where the marks of bombing and demolition are still evident, Nidal lives with his wife, six children, four girls and two boys, whose ages ranged from one year to 16 years; and two stepmothers, both of whom are ill; one of whom is paralyzed. In a sad morning of 2017, Nidal’s father was on his way home from the market, a bomb went off and killed him. His father’s death rocked the family and left Nidal as the only breadwinner. He was forced to leave his job as a mechanics and move back to his hometown to take care of the family. They live in a poor village near Azaz, where the only work is in agriculture and herding sheep. Nidal began to work in his father’s field. Their income reduced; the family’s essential needs surpassed their budget. Essential medicines and foods were hard to come by. Their only income was through field crops, and the money was spent on enough food for two light meals a day for 10 family members. Dramatic seasonal change from extreme heat to the freezing cold exacerbated the struggle. The worries were many. ‘How are we going to get through the hard winter without enough food and supplies for such a big family?’ Nidal recalled. ‘What will the heating situation be in the winter? What if somebody got sick? What if somebody needs surgery? How will we get the money for all of that?’ Due to their high fees, seeing specialized doctors was out of the question. Nidal’s family benefited from the farmers support project by Shafak Organization. The impact on the family was clear, both psychologically and financially. Nidal was lucky when Shafak representatives came to visit the area and registered him to receive farmers’ support including seeds, pesticides, and fuel for planting and harvesting. All this support saved Nidal a lot of money that he could use to put more food in his children’s plates and provide the adequate medical assistance for his stepmoms. Helping Nidal with harvesting the crops and buying them with prices higher than the market was the great support that he never dreamed of. What Shafak did was a life saver for him and his big family. The family were thrilled to be retelling the story of this assistance, and they expressed how thankful they are to all who worked on the project. They only wished that the project would last longer. *‘Before the project we really*

*needed help,' Nidal said, 'especially in the tough circumstances we were living in and lack of chances to get the basic needs to live, or to make larger crops in the field. The help we received was enough to solve many of our problems.'* These problems included getting his stepmother her medicine. *'The medicines she takes are very expensive and we didn't have enough money to provide all of it. But after receiving help, we were able to buy all medicines she needs, and lately I was able to get her to see several doctors and they all assured me that she is getting better. 'Before, it was very rare to have meat or fruits in the house, we used to buy only the cheap food, but after receiving the help we were able to buy chicken and fruits every week or every ten days. We were able to buy medicines, and we were ready to face the winter with some extra money without being afraid of the cold and the troubles of winter.'* Nidal stated that he now felt confident about the future. *'After all the support I have received, I felt like life will go on, and we are able to find new ways to live a better life. The help we received showed more productive ways in life, and new ways to increase our income.'* Nidal was asked what his advice was to those who face the same challenges. He responded, *'Depend on yourself to improve your situation and your life,'* he said. *'Help will not last forever. Try to live with less spending until you have a steady income enough to provide a better life.'*

Nidal's main focus is to raise and educate his children, enabling them to have a more prosperous life and become engineers and doctors. He also hopes to be able to buy more machines to help in the field. *'I want to thank you all, I want to thank all those who supported me and my family, and I hope they continue to provide help to all families in need until all families are living a better life.'*

### **Multi Round component success story**

Abdul Hamid and his family live in Termanin. Despite being debilitated by paralysis of his left lower left limb, he is nonetheless still responsible for looking after his wife, six sons as well as three nephews without a mother as he lost his brother's wife a year and a half ago and his brother is in Turkey. As their mother passed away and their father moved to Turkey for financial reasons, Abdul's three nephews, lost their safety net in life, and with the hope for a normal life began to deteriorate. Now in Abdul's custody, he is determined to try and secure a dignified life for them and the rest of his family. Their house is bereft of furniture, except mattresses to sleep on, and the costs of electricity are beyond their budget; their only hope for power comes from one solar panel. The cost of running water is one of the only fundamental humans needs they can afford. Abdul raises pigeons for a living; he previously sold cigarettes, but his van was raided by security forces from a military faction at his previous workplace. He was subsequently imprisoned and received a fine. He had to borrow the money to pay for this fine and worked for a long time to repay this debt, doing jobs unsuitable for a man in his physical condition. His family were forced to eat bread and olives for days due to their inability to save money. The pressures to provide for them all were great, and Abdul felt ashamed for being unable to do so. SR's assistance lasted for 10 months and was in the form of vouchers; they played a significant role in reducing his financial burden. Abdul was first introduced to the cash assistance through the page of local councils, as he followed all updates on assistance provided by the different organizations in his living area and published on the LCs page. With 10 members of his family depending on him, the vouchers covered 50% of his household costs. The assistance also helped Abdul to save some money that enabled him to buy and sell pigeons to make his living. Abdul recognize that the assistance was a life saver for him and his family in his

darkest times, he could afford food, medications, and other main supplies for his house. Abdul had previously been receiving assistance from the Red Crescent Organization, but when the project ended, he either received support from relatives, or increased his debt. He likened the assistance to an Ali Baba lamp, which fulfilled part of his family's wishes for life without hunger and poverty. During periods when he didn't have enough money, he often resorted to doing without medicine, unless charitable pharmacies, and even basic foodstuffs. It felt like a slow march towards an inevitable death. Education for his children was out of the question. Instead, two of his daughters, despite their academic achievements, were married at 15 and 16 out of circumstantial necessity. His 12-year-old son was unable to complete his education and went to work in electrical maintenance for cars. Abdul's advice to people who face similar circumstances was: To continue the struggle to pursue their dreams in educating their children, because that is the main thing that can pull them out of these circumstances. He recommended that they register their information in the local councils to receive help when it becomes available. This was a way to guarantee them their dignity without having to ask for help.

When he received the cash vouchers, he became more comfortable and confident, as those vouchers removed a large financial burden off of his shoulders and contributed to improving his life and the life of his family.

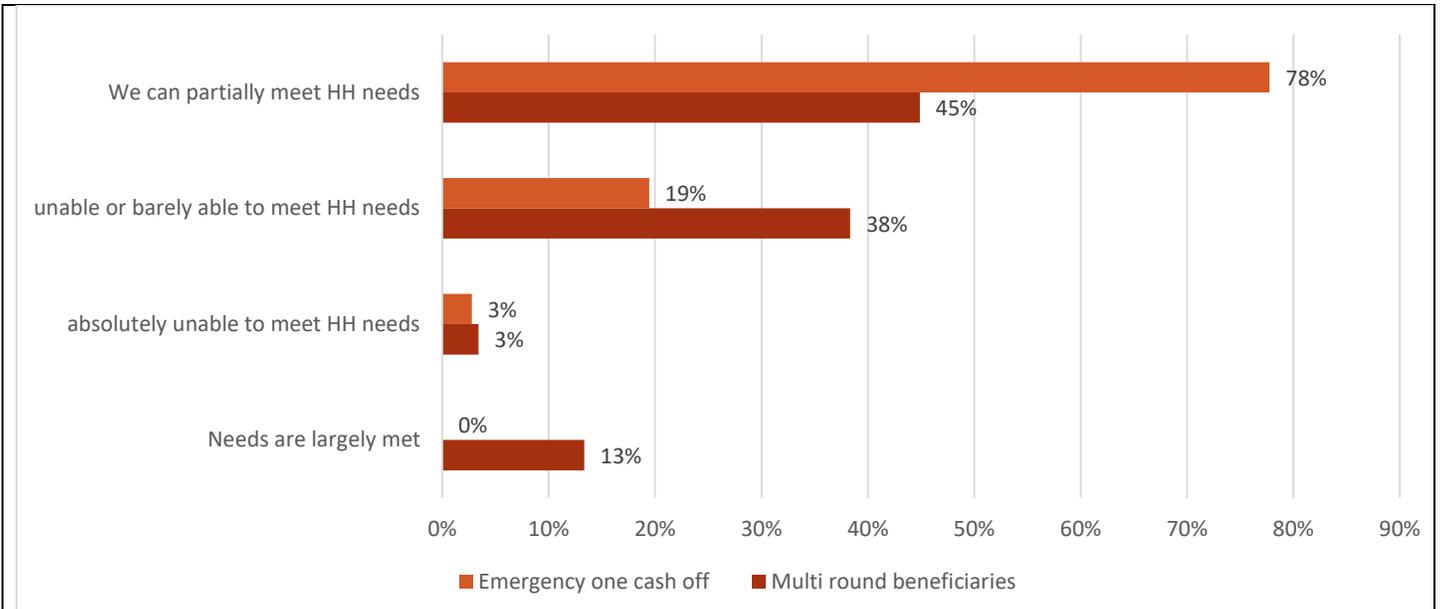
Shaimaa, Abdul's 16-year-old daughter, added that the impact was evident in their lives, as they did not hear their father talk about how the debts were weighing him down anymore. What's more, she is now able to pursue her studies again after a two-year break, and recently took her exams for the middle school diploma. Her dream to continue her education have been restored. As the condition of local schools is poor, it is only Shaimaa that receives education through private lessons. Abdul's 12-year-old son said that he no longer hears the sound of crying at night, and that he was no longer afraid of asking for certain types of food. His father was a different person, joking and playing his children. The circumstances that forced Abdul's two daughters to marry, and that forced his son to drop out of school, are a source of regret for him. He wishes for an improvement in the security situation so that life can begin to return to a sense of normality. In the meantime, he also wishes that aid assistance would be more thoughtful in order to match the number of family members in each household.

Abdul thanked the organization that provided assistance to him, for the sense of security and comfort it provided. Even if it was for a limited period, this prompted him to think more about continuing the education of one of his children.

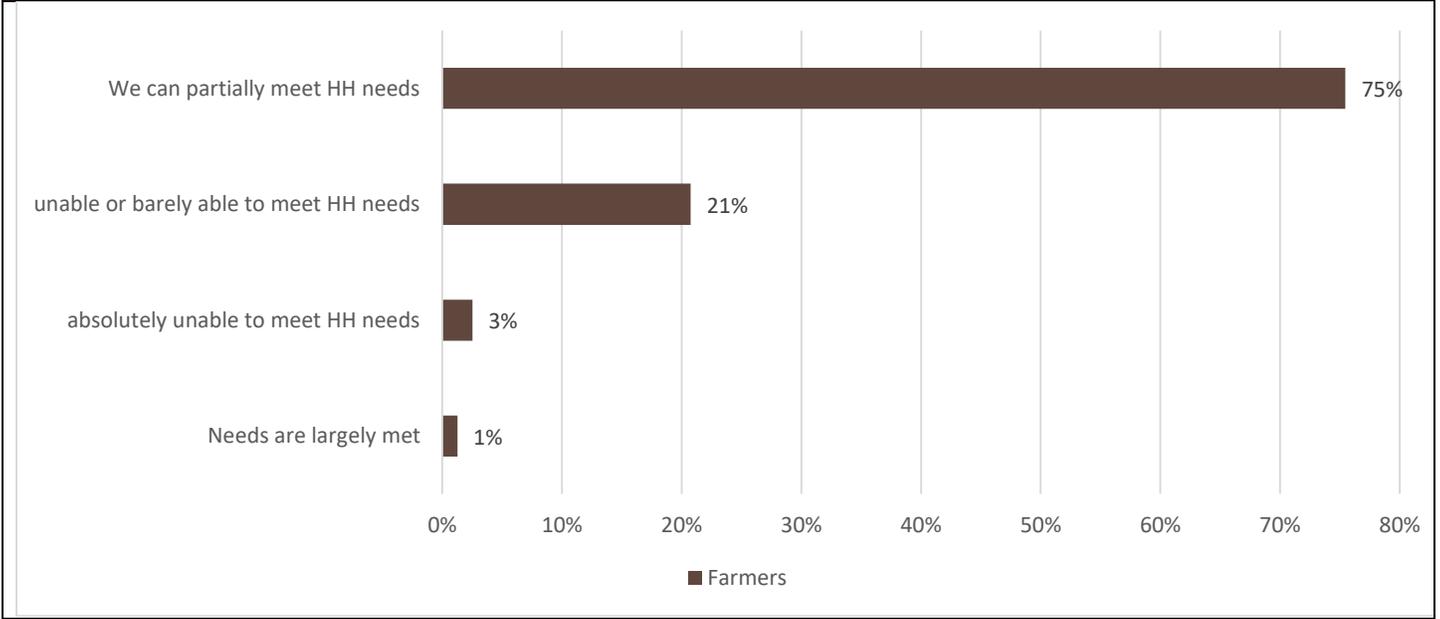
## 4.5. Sustainability

### 4.5.1. Enduring Benefits

When asked about their ability to meet their needs for the coming three months, surveyed beneficiaries of multi-round cash had diverging answers. Out of the 352 respondents, only 13% said their needs would be largely met, while the remaining 87% said they could not, or could not completely, meet their needs. Among the farmer and emergency cash beneficiaries (the latter were asked about the next one-month window), the proportion of those claiming to be able to largely meet their needs for the coming 3 months were just 1% and 3% respectively.



**Ability to meet needs for next 3 months for One cash Off and Multi round beneficiaries**



**Ability to meet needs for next 3 months for Farmers**

When beneficiaries of multi-round cash were asked what they would do when the assistance comes to an end and how they will support their needs, 30% (132) said that they did not know and a further 8% (36) simply stated that there is no other income. The strategies they will rely on included 19% (85) will rely on aid, 13% (56) will rely on work, 13% (56) will rely on relatives, 8% (35) will reduce spending, and smaller numbers of beneficiaries (1% - 4%) will go back into debt, borrow, send children or women to work, search for a job and sell home furniture.

Firstly, all interviewed stakeholders made clear that the project was not designed for long term sustainability except for the component which rehabilitated bakery infrastructure. LCs said that they have no other initiatives

in mind if the project ends and admitted that the councils do not have the budget to support such projects. Their only solution is to contact other organizations that work in the field and ask for assistance. Bakery committees also confirmed what the LCs said, but assured that the BC will do its best to keep supporting the bakeries if the flour supplies come to an end by contacting other humanitarian agencies. For their part, bakery owners were confident that the BC would find a quick solution for them and support the bread until another project comes. BC members also mentioned that the most sustainable component was the rehabilitation of the ovens and those bakeries will keep serving good quality bread, and IP staff added to that the enduring benefits of road reclamations.

IP staff interpret sustainability of the project with multi-round cash beneficiaries and farmers depends on how the beneficiaries spent the cash. In the cases where they saved any cash received or savings realised from lower bread prices, they can invest it in a small project but if they spent it for their daily needs, they will admittedly experience a big gap after the project ends. Similarly, for example, if they bought an electric heater, they would still benefit from it in the wintertime.

LCs and IPs staff think that the end of the project will have many consequences on the beneficiaries as they will have more pressure to find ways to survive the ongoing economic situation, and some of them might turn to illegal methods to obtain food and money.

#### **4.5.2. Exit strategy**

All key informants confirmed that no strategy exists to assure the sustainability of the project. However, they also stated that all beneficiaries were adequately informed of the project end date thus providing ample time to make adjustments and preparations.

*“I think it's important to be clear that we do assume that when the assistance stops most people will still be vulnerable, because at the moment the needs are going up there not going down, the situation is getting worse, the situation is not getting better, and so our intervention is helping it to get less worse” (CARE staff)*

*“Due to the population’s reliance on, aid due to continued armed conflict and lack of livelihood opportunities, there are no feasible exit strategies.” (FFP representative)*

Additionally, CARE currently plans to work in the same geographic areas with a new FFP grant, although the individual beneficiaries selected may change. Some IP staff also mentioned the possibility of receiving another grant to continue to help the IDPs and expressed their willingness to provide support to new applications. CARE, IP and the donor staff alike confirmed that the project does not have any synergies with other USG projects, as the Bureau for Humanitarian Assistance BHA is the only USG fund available for North West Syria.

## 5. Conclusions & Recommendations

### 6.1. Relevance

- 6.1.i. At the design stage, there appears to be room for improvement to better consult with beneficiaries about their needs and the type of support on offer, as indicated by the multi-round cash beneficiaries in particular. It is obviously impossible to consult with each and every potential beneficiary, but their knowledge about how their local representatives were involved could be increased to reduce the complaints received about non included individuals.
- 6.1.ii. Develop the selection criteria in direct relationship to the project's cash assistance budget, i.e. land at a particular place along a broad to narrow spectrum that matches with the funds available to disburse. When doing so, CARE could consider the IP staff suggestions that selection criteria should include the criterion of families who had been severely affected by COVID-19 which caused them permanent health conditions.
- 6.1.iii. Although the evaluation team did not have data about what proportion of requests from households to be included in beneficiary lists were upheld, the large number of complaints from households about not being included is more likely to indicate a need for more publicity about the eligibility criteria than it is to indicate flawed selection in the first place. Continue to raise the awareness of the entire communities with the selection criteria so that the number of complaints from non-beneficiaries decreases, and explore new ways in which this might be done by consulting local stakeholders and beneficiaries themselves, who have an interest in reducing any community conflicts which were reported to arise on occasion.
- 6.1.iv. On the positive side, the previous point does indicate people's willingness to use the CRM if they think they have a case to make, which was also shown to apply to beneficiaries willingness to complain if they felt they had reason to. Some additional detail about how complaints can be made could also help to reduce complaints and workloads, for example urging the complainant to double check they meet the eligibility criteria before they submit their complaint (or request).
- 6.1.v. Despite the high-volume use of the CRM concerning beneficiary selection in particular, the evaluation clearly reveals that more work is needed to fully inform beneficiaries of the opportunities to raise complaints or other feedback to the project. It was positive to see that other parts of the CRM were revealed to be well-functional, including (although a small sample size) the response back to beneficiaries. Again, consult with local stakeholders and beneficiaries themselves on the best way to do this.
- 6.1.vi. While at first glance it may be unsurprising that some bakeries not selected to benefit from infrastructure improvements were opposed to the selection criteria, it may indeed be worth considering whether the bakeries that are in particularly bad condition would actually need more improvements than that on offer by the project to be able to adequately fill the communities' bread needs, and whether investment in bakeries needing less of an overhaul may actually produce more return on the project's investment in terms of bread production and a more durable impact.
- 6.1.vii. Change the currency that the project use from USD to SYP or Turkish currency to avoid the challenges related to currency exchange and the lack of small cash denominations.

### 6.2. Efficiency

- 6.2.i. While the beneficiary selection processes took a lot of time and effort, the evaluation has revealed that it was beneficial in terms of beneficiary satisfaction and perceived fairness and transparency. It is recommended that similar locally led and participatory processes take place in the future, but that more staff and time be factored into the project plans and resources.
- 6.2.ii. Improve monthly and quarterly reports sent by CARE to USAID, to enhance the overall understanding of programmatic progress. The reports should have a clear comparison between planned vs actual targets achieved in addition to the accumulative progress. An overall progress by activity is highly recommended instead of focusing on small details, which is what FFP is more often looking for. Challenges and lessons learned sections should be also a major focus for CARE when reporting.
- 6.2.iii. Some of the procedural and logistical weaknesses with the value chain component raised in the evaluation were likely due to the inevitable teething problems for any new initiative, however they seem to boil down to clear and concise instructions and/or communications of those instructions to involved stakeholders. It is recommended that the instructions and communications be improved in future projects of this nature.
- 6.2.iv. A more precise planning and scheduling of payments to the financial service providers would help avoid circumstances in which cash distributions are temporarily stopped while awaiting a further transfer of funds from the project to the financial service providers.
- 6.2.v. Formally include the use of the bran (as a by-product of wheat milling) in the project design and planning, whether it be distribution to farmers for fodder or other alternatives. To that end, either the process of retrieving the residuals for other uses should be speeded up to avoid the damage of residuals, or the wheat residuals should be given to the mills and its price should be deducted from the price of grinding the wheat, because the residuals can get infected easily by insects and damaged if encountered a late storage.
- 6.2.vi. It is recommended that the project invests in other essential crops such as the different grains that HHs consume or in fruits and vegetables.

### **6.3. Effectiveness**

- 6.3.ii. CARE should devote some time to meet with IPs to reflect on the pros and cons, including the logistical feasibility, of providing standardised amounts of cash to beneficiary households or tailoring the amounts according to HH size. This will both help the project as a whole to make the right determination, on balance, and also to ensure that IPs are on board with this design aspect and therefore better able to respond to beneficiaries' concerns and suggestions in this regard.
- 6.3.iii. CARE should continue to use e-vouchers for multi-round cash distributions, as this evaluation provides clear evidence of it as a preferred option over paper vouchers.
- 6.3.iv. LC representatives could benefit for a deeper understanding of the project's rationale why cash assistance is not always deemed possible. That being said, the differentiation of when cash versus in-kind modalities were used for the emergency assistance was clear among staff. The extent of selling or trading the RTE rations could not be estimated through the evaluation (due to courtesy bias in beneficiary surveys) however it was clear that cash is preferable to in-kind, so future projects should continue to only use in-kind when cash is not feasible, for example when markets not accessible or properly functioning or where local leadership prohibits it.

- 6.3.v. Although the project inputs received by farmers of the value chain component of the project (together with the DFID-funded agricultural project) was in exchange for their goods produced, by securing wheat prices from the project higher than they would otherwise receive. It follows that their general household finances were positively affected, on top of which most of the evaluation's survey data and anecdotal evidence from other stakeholders supports the fact that this also translated into better food security. The evaluation also found that the value chain component had an additional effect on promoting more land to be cultivated with wheat rather than cash crops, which is in direct complementarity to the DFID-funded project. CARE should therefore consider a value-chain component to future agriculture or livelihood projects, or such complementary programming if the resources come from separate projects.
- 6.3.vi. During the design of such value chain projects, CARE should also give further consideration to the surveyed farmers' suggestions for expanding the value chain activities, namely purchasing a greater proportion (up to the whole of) farmers' wheat harvests at preferential prices, more bakery infrastructure improvements and extension into supporting value-added goods production (e.g. pasta, semolina).
- 6.3.vii. Attempts to increase the funding for the value chain component of the project should also be made, in order to achieve higher economies of scale (with regards to volume of wheat versus logistical costs such as pick up from farmers and transportation, and also volume of wheat versus prices subsidies for the bread produced). If it is decided that additional quantities of wheat should be bought from farmers (whether through more participating farmers or a greater share of individual farmers' wheat harvests), a market analysis should be conducted to ensure no unintended or negative effects on the wider markets.
- 6.3.viii. For further facilitating the selection for one-off cash beneficiaries CARE should consider having a partnership with organizations that support IDPs with shelter.
- 6.3.ix. Local stakeholders and project staff predominantly viewed gender considerations solely through the lens of targeting female beneficiaries and ensuring their safety and convenience in receiving the assistance. The same is true of other vulnerable groups, namely the elderly and disabled. If the project seeks to go towards gender and vulnerability mainstreaming, it is recommended that CARE work with IPs, and IPs in turn with LCs, to deepen the understanding, analysis and action to strengthen such mainstreaming into future food security projects.
- 6.3.x. IPs should consider hiring more female researchers when conducting the field survey for registration to avoid any delay in data collection.
- 6.3.xi. Include more gender and diversity questions in the Rapid Needs Assessments tool based on the suggestions from the gender specialist to be used in next projects to improve the gender responsive/transformational approach. The Rapid Needs Assessments tool for food programming should include questions related to intra household dynamics including the different roles and responsibilities of women, men, boys and girls related with food consumption, and the division of household tasks and control over resources. This will help the project to understand better the family dynamics and make better decisions on how to assist them. (i.e. If the head of the household is taking the money and not spending it on his family, it would be better to provide the family with food

baskets instead of cash that they will never benefit from due to the misuse from the father or the head of the HH)

## 6.4. Impact

- 6.4.i. It would appear that the amounts of cash and in-kind assistance provided by the project was suitable for beneficiaries' needs based on the feedback from the beneficiaries themselves, in that only a very small proportion (1-2%) of them reported that the amounts were not enough to meet their household's monthly needs and a slightly higher but still low proportion (0-13%) reported that it was more than enough. However, some IPs reported receiving complaints from some beneficiaries that the amount was not enough for large size families. Therefore, it is recommended that CARE look into the people who were unsatisfied to understand better how their experience can be improved.
- 6.4.ii. There were many unintended impacts of the project on people's lives, beyond the intended effects on food security, however it was difficult to conduct a comprehensive and significant analysis for the impact especially in the comparison between the baseline and end line values due to the significant weaknesses in available contact information about beneficiaries and consequent small and non-random sample sizes. The project should ensure more complete M&E data is kept during project implementation, to ensure reliable results about rCSI and FCS are obtainable by evaluation teams.

## 6.5. Sustainability

- 6.5.i. CARE should devote some time to meet with IPs to reflect on the pros and cons of providing cash as multi-round payments or as a single lump sum, within the auspices of a food security-oriented project versus other projects focusing on economic recovery. This option can be piloted by CARE on a small scale to experiment its effectiveness. In case this approach was effective in creating more sustainability for HHs income, CARE should take it in consideration when redesigning its future projects. This approach if successful will help in creating work opportunities for families can help in sustaining the benefits of the cash when the project ends.
- 6.5.ii. Invest in more infrastructure maintenance. Include warehouses and any other infrastructure that can benefit people even after the project ends to complement investments in bakeries and mills.

## Annexes 1 Evaluation Matrix

Final Evaluation Matrix for CARE Food for Peace Project in Idleb & Aleppo from July 2019-September 2020												
DAC Evaluation Criteria	Evaluation Question <sup>14</sup>	Informants & data collection tools										
		Beneficiaries			Local stakeholders			Staff				
		Cash (multi round)	Farmers	Emergency Cash & In- kind	Local Council/Leader	Bread Committee (LC)	Bakery owner	Value Chain Contractors	IP Field Staff	IP Country Staff	CARE Staff	FFP
		Survey*	Survey*	Survey	KII	KII	KII		KII	KII	KII	KII
<b>Relevance</b>	Were the project interventions deemed appropriate to the local context and beneficiary needs (including eligibility criteria, distributions and other processes)?	x	x	x	x	x	x		x			x
	Was beneficiary selection deemed to be fair (inclusion/exclusion bias) and transparent?	x	x	x	x							
	How were beneficiary feedback/complaint systems used to ensure relevance?	x	x		x	x			x	x	x	
<b>Efficiency</b>	Were the project's administrative, financial, logistical and M&E processes deemed adequate to ensure timely delivery of project interventions?		x				x	x	x	x	x	x
	How was the process of receiving the assistance viewed by the beneficiaries in terms of efficiency?	x	x	x	x			x				

<sup>14</sup> This set of evaluation questions is a re-organized and re-formulated version of the evaluation questions plus the key objectives stipulated in the evaluation TOR (p.2-3)

	What were the advantages and disadvantages between UCT/voucher and paper/electronic vouchers for cash distribution, according to the different stakeholders?	x			x				x	x	x	x
	To what extent were the assistance modalities used for their intended purposes?	x		x	x				x			
<b>Effectiveness</b>	To what extent did the project achieve its intended outcomes?	x	x		x	x	x	x	x	x	x	
	Did women and men participate and benefit equally or differently?	x	x	x					x	x	x	
	Did beneficiaries feel safe while participating in the project?	x	x	x		X	x					
	What was the added value of coordinating with other agencies?								x	x	x	x
	How did the project activities and partners complement each other?		x						x	x	x	x
	How did the project flex with changing circumstances?				x		x	x	x	x	x	x
	How were beneficiary feedback/complaints systems used to ensure effectiveness?	x	x	x	x		x		x	x	x	x
<b>Impact</b>	How did the project change the lives of the beneficiaries and other local stakeholders?	x	x	x	x	x	x					
	What factors, internal and external to the project, contributed to the changes, or detracted from more potential change?				x		x		x	x	x	
	What were the unintended and/or negative consequences of the project, if any?	x	x		x				X	x	x	

	What effects did the project have on local market conditions?	x	x		X	x	x	x	x	x	x	
	Did the project cause any changes to community dynamics (including between IPD-host communities, leaders-communities, interhousehold, intrahousehold)?	x	x		x	x			x			
<b>Sustainability</b>	To what extent are the benefits likely to be felt after assistance ends?	x	x	x	x	x	x					x
	To what extent will the project's exit strategy ensure sustainability?						x		x	x	x	x
* Multi-round cash and farmer beneficiary surveys will include the FCS and rCSI questions												

## Annexes 2 Desk Review Findings

DAC Evaluation Criteria	Evaluation Question	Findings from Desk Review
<b>Relevance</b>	Were the project interventions deemed appropriate to the local context and beneficiary needs (including eligibility criteria, distributions and other processes)?	<p>General:</p> <ul style="list-style-type: none"> <li>• The location of all project components was selected based on a pre-conducted market assessment and through coordination with active actors in the area and specific needs were considered in the project design</li> <li>• IV reports highlighted problems with following COVID-19 measures (hand washing, sanitization, social distance, explanation and ICEs distribution) in almost every location or in any process (registration, distribution or redemption).</li> </ul> <p>Sector 1:</p> <ul style="list-style-type: none"> <li>• <b>Location and Needs:</b> The market assessment revealed that the targeted locations were feasible for cash for food assistance. SR and IYD conducted a baseline and need assessment in order to tailor the response to people’s demand. However, the voucher amount did not take into consideration the family size</li> <li>• <b>Challenges: Multi Round:</b> Attendance of beneficiaries during the distribution was challenging. Several HHs who did not receive cash were not able to be reached, because they moved, departed the target are or the distribution team was not able to get in touch with them. Some HHs were duplicated. Some representatives of beneficiaries, who were not able to attend the distribution, had trouble to verify their relationship to the beneficiary. However, the HHs not able to attend the distribution were put on hold for the next round and received cash for two months in the next distribution round.</li> <li>• <b>Challenges RTE:</b> Some items were reported as being too heavy for beneficiaries to carry and there was a long waiting period, although the distribution location of Ihsan was especially considered as satisfying</li> <li>• <b>Gender sensitive needs:</b> CARE and SR ensured that a least one female staff was present during the distribution</li> <li>• The distribution of vouchers should take place in independent places to avoid pressure from local authorities and the status of the beneficiary should be considered while waiting (gender, disability or age)</li> </ul> <p>Sector 2:</p> <ul style="list-style-type: none"> <li>• The project was based on various rapid needs assessments and all IPs considered gender aspects during the project design</li> </ul>

	<p>Was beneficiary selection deemed to be fair (inclusion/exclusion bias) and transparent?</p>	<ul style="list-style-type: none"> <li>• <b>Sector 1/Subsector1: Cash one off (Ihsan, Shafak)</b> The eligible criteria focused on new arrived internally displaced persons (IDPs) (since August), HHs that should not have received regular assistance from another NGO and that HH did not receive any assistance in the past month. The beneficiaries were verified through an efficient two-steps process: a selection meeting by a committee and door-to-door verification. The data was triangulated through the local committees and the MEAL. The selection criteria were not shared with the beneficiaries during the RTE kits distribution under Shafak, but during the registration for RTE rations under Shafak well explained.</li> <li>• The multi cash assistance focused on beneficiaries from female/child/with disabilities or chronic illness headed households, elderly living alone or living with children under 18 years old. Based on the criteria, the LCs shared a list with the selection committee and analysed with the vulnerability scoring matrix. IYD and SR added new names to the list after complaints.</li> <li>• The vulnerability scoring system measures the household profile (type and conditions of head and member, size, physical and psycho-social impairment, the dependency ration, assistance and displacement status), the financial situation (income, expenditure, debts, assets), the living conditions (type of shelter), the food consumption in the last 7 days and coping strategies of the last 30 days</li> <li>• Challenges: There was no manipulation observed in the beneficiaries selection meetings of Ihsan and IYD, but there were a few discussion on the eligibility of beneficiaries in the SR meeting, which were in the end rejected.</li> <li>• <b>Sector 2: The farmers had to fulfil six eligible criteria to participate:</b> <ol style="list-style-type: none"> <li>1. Agriculture must be the main source of income for the HH</li> <li>2. The land area should be between 1-6 Hectares</li> <li>3. If IDP, HH should be settling in the area more than 3 Months before.</li> <li>4. Farmer is willing to plant the received seeds in separate piece of his/her land.</li> <li>5. Willing to give back one bag of produced seeds(one canvas bag)</li> <li>6.Willing to participate in all awareness sessions and all related activities as requested by Shafak</li> <li>7. HH should have previous basic experience in winter crops farming and planning to plant wheat in the coming season.</li> <li>8. H.H not receiving any other winter crop support from other NGOs for this year.</li> </ol> <p>Additionally, CAREs vulnerability scoring system was applied to the list of farmers. "</p> </li> </ul>
	<p>How were beneficiary feedback/complaint systems used to ensure relevance?</p>	<ul style="list-style-type: none"> <li>• During the project, various complaints channels (hotlines, complaint boxes and MEAL staff) channels were available for beneficiaries in accessible and safe places. However, PDMs suggested that many beneficiaries were not aware of these channels. In the second quarter of this project, most of the received complaints were requests for registration for inclusion in activities, which is why CARE requested a top-up from FFP.</li> <li>• <b>Sector 1: Cash one off (Ihsan, Shafak)</b> The information of the PDM and the meal analysis was used to adjust the distribution items in terms of quality and add hygiene kits in an upcoming project. Because food was the first need that the respondent spent the cash on, it shows that it is highly relevant to them and the MEAL team re-targeting the new IDPS for</li> </ul>

		<p>food assistance. Because one respondent was not satisfied with the voucher value, the MEAL team recommends to increase.</p> <ul style="list-style-type: none"> <li>• <b>Multi Round:</b> The PDM conducted in the targeted locations reported that the majority of the beneficiaries were either satisfied or strongly satisfied. However, it was noted in the Learning Review report that beneficiaries reported to sell their vouchers for less than they wear valuable, which suggests that the assistance and the items were not perceived as matching their needs and relevance.</li> <li>• <b>Sector 2: Farmers (Shafak)</b> Through monitoring mechanisms, e.g. PDM and interviews with bakeries, it was demonstrated that the beneficiaries shared positive feedback and the flour was of good quality. The PDM survey for 600 customers revealed that 98% of them were satisfied with the distribution time and place as well as with the attitude of the seller. One recommendation to include the relevance of the project is to prioritize female headed household farmers for this activity and to expand the support to the agricultural sector to include agricultural crops as well as to continue the project and increase the quantity to purchase from each farmer.</li> </ul>
<p><b>Efficiency</b></p>	<p>Were the project's administrative, financial, logistical and M&amp;E processes deemed adequate to ensure timely delivery of project interventions?</p>	<ul style="list-style-type: none"> <li>• The market assessment and the registration and verification process of beneficiaries were conducted in parallel to save time.</li> <li>• The first quarter of almost all the projects focused on planning, designing, and preparing the activities in coordination with local actors in the targeted areas. Only Ihsan was able to start activities in the first quarter of the project. IYD and SR started to implement activities in the second quarter after finalizing the verification for the beneficiaries. All activities were active in the third quarter.</li> <li>• <b>M&amp;E activities ensured the timely delivery of the project:</b> Sharing the information on the eligible criteria, the distribution date and time prior with the beneficiaries has proven to a smoother distribution process.</li> <li>• <b>Delays due to the communication process with other partners:</b> In Al-Bab, Ihsan started to registration together with GOAL under another FFP funded project without updating CARE, which led to the consequence of IYD shifting the final community from Al-Bab to Jarablus. There were also delays and changes of targeting HHs in Ar-Rae due to the LC denied signing an MoU with IYD. Because the Pre-Aware Letter budget was extended for five months, the partner had a paying gap for their staff salaries in the fifth months, because the SGA was supposed to be signed but there were delays reported.</li> <li>• The time delivery was difficult to the end of the project, as the activities were squeezed to the end of the project phase due to several suspensions and massive displacements of IDPs. The number of registered beneficiaries should be increased to 150 % to have an initial backu</li> <li>• <b>Subsector 1:</b> Delays in the distribution process were caused because beneficiaries were overcrowded in one redemption site. Ihsan had to pause a distribution in Azaz until October, because of miscommunication with AFAD.</li> <li>• <b>Subsector 2: Cash Multi Round:</b> A challenge in the administrative process of the project was the tracking of HH who have been multiple times displaced as well as the growing number of people who were in need.</li> </ul>

		<ul style="list-style-type: none"> <li>• <b>Sector 2:</b> Several control mechanisms ensured the correct implementation of the process, e.g. spot check visits on the warehouses and inventory check. The M&amp;E revealed that everything went as planned.</li> </ul>
	<p>How was the process of receiving the assistance viewed by the beneficiaries in terms of efficiency?</p>	<ul style="list-style-type: none"> <li>• The PDMs and monitoring reports revealed that the majority of the beneficiaries experienced the e-voucher system as easier than paper vouchers and that they did not face any difficulties with it.</li> <li>• The majority of the beneficiaries considered the access time as appropriate and relevant to their needs and were largely satisfied with the distribution process.</li> <li>• The beneficiaries of Shafak reported to receive support from the local staff. The majority of the sample beneficiaries observed the presence of a separated line for male and female beneficiaries (96-80%). The distribution monitoring of Shafak revealed that some beneficiaries were not informed of the distribution location, date and time at least 48 hours ahead and they also reported the distance between households and distribution location as a challenge. Although the groups with special needs were prioritized during the distribution, they did not have queues or chairs for elderly, women or risky patient. In Kafr Takharim the elderly did not have to take the stairs and received their cash downstairs</li> <li>• None of the beneficiaries reported the waiting time in terms of efficiency as a challenge.</li> </ul>
	<p>What were the advantages and disadvantages between UCT/voucher and paper/electronic vouchers for cash distribution, according to the different stakeholders?</p>	<ul style="list-style-type: none"> <li>• <b>Subsector 1: Cash one off:</b> A challenge for the whole Sector 1 was the lack of small bank notes (5 or 10 \$). <b>Subsector 2: Cash Multi Round:</b> The E-voucher system was successful in using smart cards and mobile phones and trained their partners on the implementation. The E-voucher system accelerated the activity progress and enhanced the information flow as well as the redemption process. IYD and SR stated to have better control over the project through E-vouchers.</li> <li>• Cash-based assistance is the preferred distribution modality for CARE because people are able to use it according to their needs, can make flexible decisions, support local markets and their economy. Cash is more suitable for villages with small supplier on the markets who would fall through the voucher system and for moving population. It is described as more useful for moving population.</li> <li>• Vouchers allow more control in ensuring the intended use of the assistance and reduce the security and protection concerns. The e-voucher was perceived as more efficient than paper vouchers and the beneficiaries were largely satisfied with it. Overall, both modalities ensure flexibility and can both stimulate the local economy and markets. CARE described vouchers as better suited for areas with functioning markets through using major suppliers.</li> </ul>
	<p>To what extent were the assistance modalities used for their intended purposes?</p>	<ul style="list-style-type: none"> <li>• <b>Sector 1:</b> The PDMs of IYD and SR revealed that in terms of money usage, 99 % percent of the beneficiaries declared to use it for food, while 1 % of the IYD beneficiaries used it for medication and 1% of the SR beneficiaries used it for paying debt. However, some beneficiaries sold their vouchers to a cheaper price than their value and many beneficiaries reported challenges in utilizing the cash because of the high exchange rate and the difficulty in dealing with the 1 to 5 \$ categories. <b>Sector 2: Farmers (Shafak)</b> Because some of the farmers needed immediate cash, they sold their harvest for a cheaper price and not to Shafak as planned.</li> </ul>

<b>Effectiveness</b>	To what extent did the project achieve its intended outcomes?	<ul style="list-style-type: none"> <li>Despite challenges, CARE reported in their Learning review report to have responded successfully to the need and achieving the objectives and the general food security situation was improved. The minimum of 70 % of the daily Kilocalorie intake was met per person per day in a monthly food ration. Another positive aspect to highlight was that CARE exceeded in the target set in beginning of the project and distributed a seventh round of emergency one-time cash. For the Multi-Round Cash component, SR and CARE took action to review the budget and increase the number of beneficiaries to around 2000 families more. These HH were selected from families who applied for aid through the feedback mechanisms.</li> </ul>
	Did women and men participate and benefit equally or differently?	<ul style="list-style-type: none"> <li>While the needs of female headed household were included in the vulnerability scoring matrix, it was highlighted that the assistance will be provided according to HHs with the highest vulnerability scores regardless of the gender</li> <li>Through the Gender Action Plan, a gender sensitive approach was included in the project design. In addition to capacity building and training, gender was mainstreamed in all project activities from registration, surveys, distribution and redemption. The activities of Shafak considered gender equality during the implementation of the activities, as women participated in the wheat selling activity and the access during the voucher distribution was ensured by mainstreaming specific protection elements. Around 9 % of the beneficiaries in wheat purchasing were around 9 %, which is low but stated as “good” for the agriculture field. Around 50 % of the subsidizing bread price activity were female beneficiaries.</li> </ul>
	Did beneficiaries feel safe while participating in the project?	<ul style="list-style-type: none"> <li>The distribution sites were described as safe and secure and they all took place in communities that were relatively safe without active and armed conflict, although possible airstrikes are a regular security risk in the context. CARE was able to monitor gender throughout all project activities and follows a culture of zero tolerance to GBV or SEA. The complaints and feedback mechanism were available throughout all activities. Conflict sensitive elements were integrated into the food security program design. The distribution and monitoring activities focused on a gender balanced team. Overall, beneficiaries were highly satisfied with the assistance modality, including with its distribution process, redemption process, and behavior of the staff</li> </ul>
	What was the added value of coordinating with other agencies?	<ul style="list-style-type: none"> <li>CARE was able to conduct multiple rapid needs assessment and identify the relevant location through its partners in Syria which help to further understand the lack of food security. The local partners add value through their in-depth field and context knowledge, acceptance in their communities. The partners were selected through a vetting process and were checked on following the minimum legal standards.</li> <li>The partners coordinated with active local actors to avoid any possible overlapping. This refers not only to the IPs, but also to other agencies as working groups, clusters and the IPs themselves coordinate with other actors on the field level. CARE used the feedback from the partners for implementing and developing the system for the e-vouchers. Especially the design of IYDs voucher system and distribution was very effective and successful and should be adapted in the next FPP projects as CARE reported.</li> </ul>

		<ul style="list-style-type: none"> <li>• Overall, the coordination between the program of CARE, the Meal and the partners were very effective. CARE supports the partners through a Capacity Development plan, e.g. during the beneficiaries selection committee meetings.</li> <li>• A few problems with registration and duplication occurred that were not prevented by coordination.</li> <li>• CARE helped to launch a coordination channel between their IP Shafak and IYD to manage the distribution of animal feed, as IYD is another DFID funded livestock IP. Especially Shafa (an active member of the FSL cluster, the Early Recovery cluster, Livestock WG, Agriculture WG, and CBR WG) was coordinating on the field level with other actors like ACTED, Global Communities, Qatar Charity and Ihsan. CARE received information through follow up meetings with LCs and the Office of Bread and Agriculture.</li> </ul>
	<p>How did the project activities and partners complement each other?</p>	<ul style="list-style-type: none"> <li>• The local partners have extensive local and community knowledge of the social and gender dynamics and can inform the design, approach and activities of projects. Next to the project activities, CARE focuses on capacity building of their IPs and carries out a detailed organizational capacity assessment, which findings are developed in a capacity development plan and coordinated with other INGOs to avoid duplication and a better utilization of the resources.</li> <li>• There were challenges in the coordination and duplication activities with other organizations, e.g. in one case around twenty beneficiaries had to return their RTE kits because they stated to have received a RTE rations from a second organization after having received a cash voucher.</li> </ul>
	<p>How did the project flex with changing circumstances?</p>	<ul style="list-style-type: none"> <li>• The need for adapting to the changing circumstances was highlighted in the project design and that the situation will be continuously monitored and adjusted accordingly. To deliver food through a variety of modalities allowed more flexibility. To respond fast and effective to emergencies, emergency relief items were prepositioned in Syria in a safe and accessible warehouses</li> <li>• The biggest challenge was the massive displacement. As the military escalation increased in 2019, CARE made use of its repaid response mechanisms to target the new arrival of the IDPS, e.g. distributing prepositioned stock in Syria and add activities as transportation, reception centre, providing cooked meals and protection activities within the period of displacement.</li> <li>• CARE successfully responded to the new IDPs during October and November 2019 through Ihsan, who registered beneficiaries who were displaced since September and not targeted by other agencies through door-to-door verification in 11 locations beneficiaries displaced since September. Because the market assessment indicated the market as functioning, Cash was the planned modality for these areas. The location Suran was removed from the distribution points due to security risks.</li> <li>• CARE added Shafak to the monthly food assistance component to react to the growing number of IDPS in need. With the new sub-grant agreement and the top-up for the project, CARE was able to add additional activities and targets, which included: <ul style="list-style-type: none"> <li>· Provision of cash for food for 10,000 households (HHs).</li> <li>· Provision of food kits for 6,500 HHs.</li> <li>· Provision of RTE kits for 10,000 HHs</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• CARE responded by distributing the monthly amount to specific and of high-risk HHs for two months instead of one to reduce the risk of the distribution during the COVID-19 outbreak and adjusted the distribution process accordingly</li> <li>• When AFAD, the flour distributor to the bakeries suspended the distributions in the first week of October, CARE and Shafak intervened together to cover the gap and prevent a sudden increase of the price of bread.</li> </ul>
	<p>How were beneficiary feedback/complaints systems used to ensure effectiveness?</p>	<ul style="list-style-type: none"> <li>• The TPM noted that the majority of the beneficiaries were satisfied and pleased with the distribution management, timing, process and values. The feedback and complaints were analysed after each distribution, specifically to identify any gender related issues.</li> <li>• There were detailed learning sections in all the reports based on the M&amp;E results: Key findings from the monitoring was to ensure to have always an alternative plan available, to ensure to inform beneficiaries at least 48 hours before the distribution for a smooth process, to ensure to include female distribution staff."</li> </ul>
<p><b>Impact</b></p>	<p>How did the project change the lives of the beneficiaries and other local stakeholders?</p>	<ul style="list-style-type: none"> <li>• The assistance provided by CARE and the value of the cash and vouchers focuses on covering the cost of food sufficient for 5 family members as well as people with need for support. A success story about Khalifa, who was displaced, has a disability, not enough income or food to cover his family, explains how Ihsan registered his family and gave him a voucher of 80 dollars which "reduced a huge burden of me to providing food for my large family. I needed this money because of our recent displacement and the need to provide food for my family".</li> <li>• Through the LER activity, especially women, elderly and disabled people were helped in receiving more benefits from their land and motivated to cultivate it and make use of their productive assets, as it was stated that sometimes sell products for a lower price to a collector because they face difficulties in transporting their yield to the local market. Another example mentioned was how the disaggregated data of the project helped to support elderly people during COVID-19 from their home in order to reduce their contact in public places.</li> </ul>
	<p>What factors, internal and external to the project, contributed to the changes, or detracted from more potential change?</p>	<ul style="list-style-type: none"> <li>• The biggest external factor influencing the project was the security context. The movement of the staff of IYD was restricted in around Jarablus due to the Turkish Armed Forces Spring Operation in NES in October 2019 for a few days as well as facing challenges with the LCs. Ihsan faced a challenge with the local administration in Idlib as well, and the case of an officer manager being at the risk of arrest had to be solved with OCHA. SR had to suspend the activity implementation in Hirzah after receiving complaints, however, it was not stated what kind of complaints they received. Due to the mass displacement it was difficult to track HH and verification had to be repeated in some locations.</li> <li>• The activities of the program in some locations could not begin for the initial 6 months, which was justified due to the US government regulatory requirement around prior approval for programming in HTS areas. The partner and CARE were able to use this period for preparations (activity plans, registration, verification).</li> <li>• The cash transfer for food activity was affected by the delayed SGA signing and started late, causing some beneficiaries to not benefit from assistance from other agencies or having to apply negative coping strategies. Other delays were caused by the lack of capacity of the Financial service provider agents on covering the expenses on time.</li> </ul>

		<ul style="list-style-type: none"> <li>• Economic influences were the high price of fuel and the unfair exchange rate. Beneficiaries reported the high exchange rate as another negative influence on utilizing the cash around the 1-5 Dollar category. Since early 2020, the emergency context and the program activities have been heavily affected by the COVID-19 outbreak. However, these external factors are out of the scope of CARE.</li> <li>• Internal were duplication of beneficiaries or beneficiaries who received services twice. One of the reasons stated was that the beneficiaries were verified and registered in different times and locations.</li> <li>• There was not enough field staff to cover all bakeries and selling points, in addition to a lack of vehicles and low quality fuel and it was challenging to reach the available amount of flour.</li> <li>• A positive internal factor that contributed to achieve a change was the push for increasing the response and requesting to top-up the budget in order to reach more people as well as including more partners in the emergency response. And how the female staff in the project team facilitated more inclusion and mainstreaming of gender in project activities.</li> </ul>
	<p>What were the unintended and/or negative consequences of the project, if any?</p>	<p>No evidence or examples are provided in the documents.</p>
	<p>What effects did the project have on local market conditions?</p>	<ul style="list-style-type: none"> <li>• CARE was careful and aware of the possibility of effecting the local market condition in a negative way In all targeted locations a market assessment was conducted regarding the functionality of the market and to identify the appropriate assistance modality. The assessment showed that most markets in the target locations were functioning and have an adequate supply of food with sufficient competition to prevent negative effects on the market through CAREs project. CARE also used secondary data produced by peer agencies, cluster and working groups. to assess the capacity of the market for the proposed activities.</li> <li>• Regular price monitoring was conducted, e.g. the market monitoring in February 2019 indicated a fall in prices for goods in Syria although the standard RTE rations costs are higher than the average price</li> <li>• The IPs carried out interviews with the LC, whole sellers and vendors to ensure a deep assessment of the market. They were trained on monitoring prices as well, e.g. IYD carried out around 30 questionnaires to monitor the prices of the goods prior to the distribution and SR conducted on in Idlib, which revealed an increase in prices between two distribution rounds. One of the strongest factors was the depreciation of the Syrian Pound as well as transportation costs of the goods. It has to be noted that many other external factors were not able to measured be the IPs, e.g. instability and security measures</li> <li>• . The post distribution market assessment, which revealed a decrease in the availability of goods, stemming from challenges in transporting the goods from Turkey and the COVID-19 travel restrictions. Regarding the effects of cash interventions on the market, 30 % of the total respondent mentioned a positive effect on the market due to an increased demand, while 60 % reported no impact and 10 % reported a negative impact due to the exchange rate and saving money. The post distribution assessment in Idlib conducted by SR reported no change in available goods on the market and it was stated that the last cash distribution had a positive effect because of the increased demand.</li> </ul>

	Did the project cause any changes to community dynamics (including between IPD-host communities, leaders-communities, interhousehold, intrahousehold)?	<ul style="list-style-type: none"> <li>• Tensions between IDPS and host community due to limited resources, e.g. the lack of adequate shelters, were noted prior to the project design and CARE has targeted both IDPs and host communities in their activities. However, it was also stated in the proposal to inform the local stakeholders and community about the limited scope and availability of food assistance, which can respond only to the needs of newly displaced or arrived ones. The selection criteria based on socio-economic and status-based criteria were announced to be explained through sensitization activities and beneficiaries were informed about them</li> </ul>
<b>Sustainability</b>	To what extent are the benefits likely to be felt after assistance ends?	<ul style="list-style-type: none"> <li>• As stated, all findings indicate that food security is unlikely to improve in the near future and the emergency response must be sustained.</li> <li>• The LER project gains sustainability as the Wheat VC activities support and rehabilitate local food production channels and infrastructure, which supports long-term food security. Building on the previous activities, CARE aims on targeting the after-harvest stage and the bread sector as well as supporting consumer accessibility and purchase power as the next pillar of the VC roadmap</li> </ul>
	To what extent will the project's exit strategy ensure sustainability?	<ul style="list-style-type: none"> <li>• The sustainability strategy of the LER is linking production to markets and to increase the capacity of HH to generate income for long-term food security, on supporting farmers to be more resilient through education on best practices and to improve the wheat infrastructure, which will reduce production cost and improve market functions. Additional funds and intervention on the value chain (e.g. seeds) are possible.</li> <li>• Another exit strategy includes to involve beneficiaries from food security in income generating activities, e.g. Cash for Work, to cover their needs without emergency support. Additionally, CARE aims on supporting beneficiaries in longer-term livelihood activities (e.g. vocational training) as well as supporting small business (e.g. micro-financing).</li> </ul>

## Annexes 3 Desk Review Documents

- 1- Q1 Report
- 2- Success Story: Ihsan RD
- 3- Q2 Report
- 4- Q3 Report
- 5- LER Project Summary
- 6- RRM Project Summary
- 7- Learning Review report
- 8- Scoring Matrix
- 9- Baseline Registration Tool
- 10- Monitoring consultant's report SR beneficiaries' selection community meeting
- 11- Beneficiaries community meeting IYD
- 12- Cash for food registration 55 USD SR
- 13- MPG voucher distribution and redemption Ihsan
- 14- beneficiaries selection community meeting Ihsan Aleppo
- 15- Beneficiaries selection community meeting Ihsan
- 16- NW Proposal
- 17- CARE Syria EFSP Technical Narrative
- 18- Technical Narrative
- 19- Care Gender Marker Shafak
- 20- Care Gender Marker Ihsan
- 21- Gender Marker IYD
- 22- Gender Marker SR
- 23- Shafak Al Ramo Bakery Pre-Visit
- 24- MM Care NW RTE Distribution Monitoring
- 25- IHSAN NW RTE distribution monitoring
- 26- PDM Report Ihsan RD
- 27 - Report PDM CFF
- 28- Report-PDM -CFF Shafak
- 29- Report PDM CFF SR June
- 30- Shafak NEW CFF Distribution Monitoring Report
- 31- FFP II PDM Report For Cash for Food December\_
- 32- FFP 11 PDM Report For Cash for Food Nov\_
- 33- FFP 11 PDM Report For Cash for Food Oct\_
- 34- FFP II-PDM Report-Cash for Food Activity-April
- 35- FFP 11 PDM Report For Food kits dec2019 -Jan2020
- 36- FFP II-PDM Report-CFF Activity-Jun-2020
- 37- FFP II-PDM Report-RTE Activity-Jun-2020
- 38- FFP II-PDM Report-Cash for Food Activity-May
- 39- FFP PDM Report-Shafak-CI-Wheat-Bread-1852020
- 40- C012E36-FFP-SR-Redemption of Cash E-Vouchers
- 41- C012E35-FFP-IYD-Cash Distribution & Redemption
- 42 - C012E34-FFP-Shafak-Registration for RTE rations
- 43 -C012E33-FFP-Syria Relief-Verification for Vouchers 55\$
- 44-C012E31-FFP-Shafak-Registration for RTE Kits

## Annexes 4 Evaluation Tools

### Surveys

#### Survey with Beneficiaries of Multi-Rounds Cash Distribution

**Instructions:**

- One survey per household.
- Interview the **adult** head of the household whose name match the code you have in your list.
- Whenever you see the acronym IP substitute with the name of **implementing partner (IYD, SR, Shafak)**

Survey Code		Date	--- / --- / 2020
Name of Field Researcher			
Governorate	<input type="checkbox"/> Aleppo	<input type="checkbox"/> Idlib	
District	<input type="checkbox"/> Jarablus <input type="checkbox"/> al-Bab <input type="checkbox"/> Azaz	<input type="checkbox"/> Harim <input type="checkbox"/> Jisr ash-Shugur <input type="checkbox"/> Salqin	
Community/ID Site		Partner	<input type="checkbox"/> IYR <input type="checkbox"/> SR <input type="checkbox"/> Shafak

**Introduction:** Hello, my name is \_\_\_\_ and I am working with Jouri. Jouri is a research and consultation organization. We are interviewing households that have received assistance from (**Name of implementing partner**). This Survey will help us better understand households' satisfaction over the assistance received to improve future projects. If you agree to participate, you can choose to stop the survey at any time or not answer any questions. However, we hope that you will participate as your opinion is important to us. Please note that your responses will be presented only as one of a sum of all responses and we will not collect any personal details. None of your responses will affect your eligibility to receive further assistance. This survey will take approximately 15-20 minutes to complete.

Do you have any questions?  Yes  No

Did you understand why we are collecting this information and how we plan to use it?  Yes  No

Do you agree to participate?  Yes  No

HOUSEHOLD AND RESPONDENT PROFILE	
1. Respondent Code	
2. Gender of respondent <b>ONE OPTION</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female
3. Age of respondent <b>WRITE IN NUMBER</b>	
4. Does the respondent have any kind of disability? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Is the respondent the head of his/her household? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No

ASSISTANCE RECEIVED	
6. Did you receive any cash from the (IP)? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No (end of interview)
7. Which currency did you receive? <b>ONE OPTION</b>	<input type="checkbox"/> USD <input type="checkbox"/> SYP <input type="checkbox"/> Both USD & SYP
8. How many times did you receive cash <b>WRITE IN NUMBER</b>	
9. On average how much did you receive each round? <b>WRITE IN NUMBER</b>	USD

DESIGN, SELECTION AND DISTRIBUTION PROCESS	
10. Do you know of anyone in your community having been consulted by IP on what your needs are? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
11. Do you know why your households was selected for assistance? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No

12. Do you think that the selection process was fair in your community? <b>ONE OPTION</b>		<input type="checkbox"/> Yes (Go Q 14) <input type="checkbox"/> No (Ask Q13)		
13. Why do you think that the selection process was unfair? <b>WRITE IN ANSWER</b>		_____		
14. Was the information about eligibility criteria clearly communicated to your household? <b>ONE OPTION</b>		<input type="checkbox"/> Yes <input type="checkbox"/> No		
15. Do you feel the following vulnerable groups were adequately served by the assistance? <b>READ EACH OPTION</b>	People with Disability	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	Elderly	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	Women-headed HHs	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	Child-headed HHs	<input type="checkbox"/> Yes <input type="checkbox"/> No		
16. Modality of the distribution of cash: (during the whole project) <b>MUL ANSWERS</b>		<input type="checkbox"/> Paper Voucher distribution		
		<input type="checkbox"/> Electronic Voucher distribution		
16.1. If the respondent chose both modalities, ask him/her, which of them they preferred more? And why?		_____		
17. Overall, how satisfied were you with the distribution? <b>ONE OPTION</b>		<input type="checkbox"/> Satisfied (go to Q.19)		
		<input type="checkbox"/> Partially satisfied/dissatisfied (go to Q.18)		
		<input type="checkbox"/> Dissatisfied (go to Q.18)		
18. Why were you dissatisfied with the distribution? <b>READ EACH OPTION</b>	18.1. I wasn't notified ahead of time about the distribution	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	18.2. I wasn't notified about accurate date of distribution	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	18.3. Distribution location is too far from home	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	18.4. It cost me a lot of money to get to the distribution site	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	18.5. I didn't feel safe during receiving the cash	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	18.6. The IP staff didn't treat me with respect	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	18.7. The distribution site was crowded or unorganized	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	18.8. Sufficient COVID-19 precautionary measures were not taken	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	18.9. Other (specify)_____			
19. Did you feel safe at all times while participating in the project?? Please explain		<input type="checkbox"/> No <input type="checkbox"/> Yes		
		(Explain):-..... .....		
<b>CASH</b>				
20. Were you satisfied with the amount of cash received? <b>ONE OPTION</b>		<input type="checkbox"/> Yes (go to Q.22) <input type="checkbox"/> No (go to Q.21)		
21. Please explain why you were dissatisfied with the amount of cash assistance received. <b>WRITE IN ANSWER</b>		_____		
22. How did you use the cash received? <b>READ EACH OPTION</b>	22.1. To repay debt	<input type="checkbox"/> Yes <input type="checkbox"/> No	22.6. To buy household assets	<input type="checkbox"/> Yes <input type="checkbox"/> No
	22.2. To pay for education cost	<input type="checkbox"/> Yes <input type="checkbox"/> No	22.7. To buy Non-Food Items	<input type="checkbox"/> Yes <input type="checkbox"/> No
	22.3. To pay for health cost	<input type="checkbox"/> Yes <input type="checkbox"/> No	22.8. To buy clothes	<input type="checkbox"/> Yes <input type="checkbox"/> No
	22.4. To save	<input type="checkbox"/> Yes <input type="checkbox"/> No	22.9. To buy productive assets	<input type="checkbox"/> Yes <input type="checkbox"/> No
	22.5. To buy food	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	22.10. Other (specify)_____			
<b>IMPACT OF ASSISTANCE</b>				
23. Would you say that the assistance came: <b>ONE OPTION</b>		<input type="checkbox"/> At the right time <input type="checkbox"/> Too late		
24. Was the amount of cash (each round) sufficient to cover your household's food needs for a month? <b>ONE OPTION</b>		<input type="checkbox"/> Yes, more than enough <input type="checkbox"/> No		
		<input type="checkbox"/> Yes, but barely enough <input type="checkbox"/> Do not know		
25.1. My household was able to afford/consume more food items (larger quantity)		<input type="checkbox"/> Yes <input type="checkbox"/> No		

25. How, would you say, the cash impacted the food security situation of your household? (Ask this question only if the respondent chose option 5 from question 21) <b>READ EACH OPTION</b>	25.2. The cash had no significant impact on the food situation of the household	<input type="checkbox"/> Yes <input type="checkbox"/> No
	25.3. My household was able to afford/consume better food items (better quality)	<input type="checkbox"/> Yes <input type="checkbox"/> No
	25.4. My household was able to buy/consume food items we were not able to afford previously (more variety)	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Other (specify) _____	
26. To what extent has the <b>cash</b> that your household received improved or not your living conditions? <b>ONE OPTION</b>	<input type="checkbox"/> No improvement <input type="checkbox"/> Slight improvement	<input type="checkbox"/> Great improvement <input type="checkbox"/> Don't know/no answer
27. Please give an example of how the <b>cash</b> impacted your life or the lives of others in your household positively or negatively. (if not mentioned by the respondent, probe if any psychological and social impacts) <b>WRITE IN ANSWER</b>	_____ _____ _____	
28. What factors, internal and external to the project, contributed to the changes? <b>WRITE IN ANSWER</b>	_____ _____	
29. Did the project create any effects on relationships between households or among the wider community? (whether positive or negative) <b>ONE OPTION</b>	<input type="checkbox"/> Yes, Explain _____ <input type="checkbox"/> No	
30. In your current situation, how would you rate your household's ability to meet its overall needs <b>for the next 3 months</b> ? <b>ONE OPTION</b>	<input type="checkbox"/> Our needs are largely met <input type="checkbox"/> We can only partially meet our needs <input type="checkbox"/> We are not able or barely able to meet our needs <input type="checkbox"/> We are absolutely unable to meet our needs	
31. When the assistance comes to an end what will you do to support your needs? <b>WRITE IN ANSWER</b>	_____ _____ _____	

### COPING STRATEGIES

32. In the past 7 days did your family used any of the following coping strategies to cope with a lack of food or money to buy it? <b>ONE OPTION PER QUESTION</b>		
32.1. Rely on less preferred and less expensive foods?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> How many times a week----- (Enter a number between 0-7)
32.2. Borrow food or rely on help from friends or relatives	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> How many times a week----- (Enter a number between 0-7)
32.3. Limit portion size at mealtime	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> How many times a week----- (Enter a number between 0-7)
32.4. Restrict consumption by adults in order for small children to eat	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> How many times a week----- (Enter a number between 0-7)
32.5. Reduce number of meals eaten in a day?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> How many times a week----- (Enter a number between 0-7)

### FOOD CONSUMPTION SCORE

33. How many days over the last 7 days, did members of your household eat the following food items? <b>WRITE IN NUMBER</b> (Enter the number of days between 0-7)		
33.1. Cereals (bread, rice, maize, barley) and tubers (potatoes, sweet potatoes)	_____	# days
33.2. Pulses and nuts (beans, lentils, peas, peanuts, etc.)	_____	# days
33.3. Vegetables	_____	# days

33.4.	Fruits	_____ # days
33.5.	Meat, chicken, eggs and fish (all types of fish)	_____ # days
33.6.	Dairy products (milk, yoghurt, cheese, other milk's products)	_____ # days
33.7.	Sugar, honey	_____ # days
33.8.	Oil, fat, butter	_____ # days

<b>CRM</b>	
34. If you wanted to raise a concern, would you know how to do so"? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q 35) <input type="checkbox"/> No (go to Q 36)
35. How would you raise a complaint (using which channel)? <b>MUL ANSWERS</b>	<input type="checkbox"/> WhatsApp <input type="checkbox"/> Complaints box in the community <input type="checkbox"/> Hotline <input type="checkbox"/> Viber <input type="checkbox"/> Face to face (during field visit) <input type="checkbox"/> Complaint desk in IP's offices <input type="checkbox"/> Do not know <input type="checkbox"/> Other (specify)_____
36. Would you feel comfortable to raise a concern if you faced any problem? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q 38) <input type="checkbox"/> No (go to Q 37)
37. Why wouldn't you feel comfortable to raise a complaint? <b>WRITE IN ANSWER</b>	_____ _____
38. Have you or anyone you know in your community ever raised any concerns on the assistance you received to the IP? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q.39) <input type="checkbox"/> No (end Survey)
39. How satisfied was the complainant with the process of dealing with the complaint ? <b>ONE OPTION</b>	<input type="checkbox"/> Satisfied (go to Q 41) <input type="checkbox"/> Dissatisfied (go to Q 40) <input type="checkbox"/> Partially satisfied/dissatisfied (go to Q 40) <input type="checkbox"/> Response never received (go to Q 41)
40. Why were you dissatisfied with the process of dealing with the complaint? <b>WRITE IN ANSWER</b>	_____
41. How did you hear about IP's Complaint Response Mechanism? <b>MUL ANSWERS</b>	<input type="checkbox"/> IP's staff <input type="checkbox"/> Flyer/ Poster <input type="checkbox"/> Local Council <input type="checkbox"/> Other households <input type="checkbox"/> Do not know about IP's CRM <input type="checkbox"/> Other (specify)_____

<b><i>This is the end of the interview. Do you have any question for us?</i></b>	
<b>Any other comments made by the Respondent:</b>	_____
<b>Observations from the field team member:</b>	_____

**Thank You!**  
**\*\*\* End of Interview \*\*\***

## Survey with Farmers

### **Instructions:**

- One survey per household.
- Interview the **Farmer who received the assistance**

Survey Code		Date	--- / --- / 2020
Name of Field Researcher			
Governorate	<input type="checkbox"/> Aleppo		
District	<input type="checkbox"/> Jarablus <input type="checkbox"/> al-Bab <input type="checkbox"/> Azaz <input type="checkbox"/> Other, Specify		
Community/ID Site		Partner	Shafak

**Introduction:** Hello, my name is \_\_\_\_\_ and I am working with Jouri. Jouri is a research and consultation organization. We are interviewing households that have received assistance from (Shafak). This Survey will help us better understand households' satisfaction over the assistance received to improve future projects. If you agree to participate, you can choose to stop the survey at any time or not answer any questions. However, we hope that you will participate as your opinion is important to us. Please note that your responses will be presented only as one of a sum of all responses and we will not collect any personal details. None of your responses will affect your eligibility to receive future assistance. This survey will take approximately 15-20 minutes to complete.

Do you have any questions?  Yes  No

Did you understand why we are collecting this information and how we plan to use it?  Yes  No

Do you agree to participate?  Yes  No

### **HOUSEHOLD AND RESPONDENT PROFILE**

1. Respondent Code	
2. Gender of respondent <b>CHOOSE ONE OPTION</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female
3. Age of respondent <b>WRITE IN NUMBER</b>	
4. Does the respondent have any kind of disability? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Is the respondent the farmer who received the assistance? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No (End the survey)

### **ASSISTANCE RECEIVED**

6. Did you sell any of your wheat crop to Shafak for cash/voucher? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. On average how much did you receive per metric ton? <b>WRITE IN NUMBER</b>	USD
8. Was the price that you received better than the market price? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't know
9. What percentage of your total harvest did Shafak purchase from you? <b>WRITE IN NUMBER</b>	

### **DESIGN, SELECTION AND DISTRIBUTION PROCESS**

10. Were you consulted by Shafak on what your needs are and how they can best help? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
11. Do you know why you were selected to sell your wheat crop? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
12. Do you think that the selection process was fair in your community? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (Go Q 13) <input type="checkbox"/> No (Ask Q14)
13. Why do you think that the selection process was unfair? <b>WRITE IN ANSWER</b>	_____
14. Was the information about eligibility criteria clearly communicated to you? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
15. Did you receive a paper cash voucher ? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
16. In overall, how satisfied were you with the process of Shafak purchasing your wheat crops? <b>ONE OPTION</b>	<input type="checkbox"/> Satisfied (go to Q.17) <input type="checkbox"/> Neutral (neither satisfied nor dissatisfied) (go to Q.18) <input type="checkbox"/> Dissatisfied (go to Q.18)

17. Please explain why you were satisfied with this activity. <b>WRITE IN ANSWER</b>	_____	
18. Why were you dissatisfied with the voucher distribution process? <b>READ EACH OPTION</b>	18.1. I wasn't notified ahead of time about the distribution	<input type="checkbox"/> Yes <input type="checkbox"/> No
	18.2. I wasn't notified about accurate date of distribution	<input type="checkbox"/> Yes <input type="checkbox"/> No
	18.3. Distribution location is too far from home	<input type="checkbox"/> Yes <input type="checkbox"/> No
	18.4. It cost me a lot of money to get to the distribution site	<input type="checkbox"/> Yes <input type="checkbox"/> No
	18.5. I didn't feel safe during receiving the cash	<input type="checkbox"/> Yes <input type="checkbox"/> No
	18.6. The IP staff didn't treat me with respect	<input type="checkbox"/> Yes <input type="checkbox"/> No
	18.7. The distribution site was crowded or unorganized	<input type="checkbox"/> Yes <input type="checkbox"/> No
	18.8. COVID-19 precautionary measures were not taken	<input type="checkbox"/> Yes <input type="checkbox"/> No
	18.9. Other (specify)_____	
19. Did you feel safe at all times while participating in the project? <b>WRITE IN ANSWER</b>	<input type="checkbox"/> No <input type="checkbox"/> Yes 19.1. (Explain):-..... .....	

<b>CASH</b>				
20. Were you satisfied with price received for your wheat? <b>ONE OPTION</b>		<input type="checkbox"/> Yes (go to Q.22) <input type="checkbox"/> No (go to Q.21)		
21. Please explain why you were dissatisfied with the amount of cash received. <b>WRITE IN ANSWER</b>	_____			
22. How did you use the cash received? <b>READ EACH OPTION</b>	22.1. To repay debt	<input type="checkbox"/> Yes <input type="checkbox"/> No	22.6. To buy household assets	<input type="checkbox"/> Yes <input type="checkbox"/> No
	22.2. To pay for education cost	<input type="checkbox"/> Yes <input type="checkbox"/> No	22.7. To buy Non-Food Items	<input type="checkbox"/> Yes <input type="checkbox"/> No
	22.3. To pay for health cost	<input type="checkbox"/> Yes <input type="checkbox"/> No	22.8. To buy clothes	<input type="checkbox"/> Yes <input type="checkbox"/> No
	22.4. To buy food	<input type="checkbox"/> Yes <input type="checkbox"/> No	22.9. To buy productive assets	<input type="checkbox"/> Yes <input type="checkbox"/> No
	22.5. To save			
	22.10 Other (specify)_____			

<b>IMPACT OF ASSISTANCE</b>			
23. Would you say that buying your wheat crop came: <b>ONE OPTION</b>		<input type="checkbox"/> At the right time <input type="checkbox"/> Too late	
24. How, would you say, the cash impacted the food security situation of your household? <b>READ EACH OPTION</b>	24.1. My household was able to afford/consume more food items (larger quantity)		<input type="checkbox"/> Yes <input type="checkbox"/> No
	24.2. The cash had no significant impact on the household		<input type="checkbox"/> Yes <input type="checkbox"/> No
	24.3. My household was able to afford/consume better food items (better quality)		<input type="checkbox"/> Yes <input type="checkbox"/> No
	24.4. My household was able to buy/consume food items we were not able to afford previously (more variety)		<input type="checkbox"/> Yes <input type="checkbox"/> No
	Other (specify)_____		
25. To what extent have the <b>cash</b> that your household has received improved your living conditions? <b>ONE OPTION</b>		<input type="checkbox"/> No improvement <input type="checkbox"/> Great improvement <input type="checkbox"/> Slight improvement <input type="checkbox"/> Don't know/no answer	
26. Please give an example of how the purchase of wheat impacted your life or the lives of others in your household positively or negatively. (if not mentioned by the respondent, probe if any psychological and social impacts) <b>WRITE IN ANSWER</b>		_____ _____ _____	
27. What factors, internal and external to the project, contributed to the changes? <b>WRITE IN ANSWER</b>		_____	

28. Did the project created any effects on relationships between households or among the wider community? (positive or negative) <b>ONE OPTION</b>	<input type="checkbox"/> Yes, Explain _____ <input type="checkbox"/> No
29. In your current situation, how would you rate your household's ability to meet its overall needs <b>for the next 3 months</b> ? <b>ONE OPTION</b>	<input type="checkbox"/> Our needs are largely met <input type="checkbox"/> We can just barely meet our needs <input type="checkbox"/> We are not able to meet our needs <input type="checkbox"/> We are absolutely unable to meet our needs
30. How do you assess the relationship between this activity and other activities received previously from Shafak (providing seeds and other agricultural inputs, cultivation/growing crops...)? Any suggestions for improvement? <b>ONE OPTION WRITE IN ANSWER</b>	Assess: _____  Suggestions: _____ _____
31. Thinking about the market-related challenges that you usually face, has the purchase of wheat by Shafak allowed you to overcome these market-related challenges? How? <b>WRITE IN ANSWER</b>	_____ _____

<b>COPING STRATEGIES</b>	
32. During the last 30 days, did your household have to employ one of the following strategies to cope with a lack of food or money to buy it? <b>ONE OPTION</b>	
32.1. Rely on less preferred and less expensive foods?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> No, Explain----- --
32.2. Borrow food or rely on help from friends or relatives	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> No, Explain----- --
32.3. Limit portion size at mealtime	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> No, Explain----- --
32.4. Restrict consumption by adults in order for small children to eat	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> No, Explain----- --
32.5. Reduce number of meals eaten in a day?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> No, Explain----- --

<b>FOOD CONSUMPTION SCORE</b>	
33. How many days over the last 7 days, did members of your household eat the following food items? <b>WRITE IN NUMBER</b> (Enter the number of days between 0-7)	
33.1. Cereals (bread, rice, maize, barley) and tubers (potatoes, sweet potatoes)	_____ # days
33.2. Pulses and nuts (beans, lentils, peas, peanuts, etc.)	_____ # days
33.3. Vegetables	_____ # days
33.4. Fruits	_____ # days
33.5. Meat, chicken, eggs and fish (all types of fish)	_____ # days
33.6. Dairy products (milk, yoghurt, cheese, other milk's products)	_____ # days
33.7. Sugar, honey	_____ # days
33.8. Oil, fat, butter	_____ # days

<b>CRM</b>	
34. If you wanted to raise a concern, would you know how to do so"? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q 35) <input type="checkbox"/> No (go to Q 36)
35. How would you raise a complaint (using which channel)? <b>MUL ANSWERS</b>	<input type="checkbox"/> WhatsApp <input type="checkbox"/> Complaints box in the community <input type="checkbox"/> Hotline <input type="checkbox"/> Viber <input type="checkbox"/> Face to face (during field visit) <input type="checkbox"/> Complaint desk in IP's offices <input type="checkbox"/> Do not know <input type="checkbox"/> Other (specify)_____
36. Would you feel comfortable to raise a concern if you faced any problem?	<input type="checkbox"/> Yes (go to Q 38) <input type="checkbox"/> No (go to Q 37)
37. Why wouldn't you feel comfortable to raise a complaint? <b>WRITE IN ANSWER</b>	_____
38. Have you or anyone you know in your community ever raised any concerns on the assistance you received to Shafak? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q.39) <input type="checkbox"/> No (end Survey)
39. How satisfied was the complainant with the process of dealing with the complaint ? <b>ONE OPTION</b>	<input type="checkbox"/> Satisfied (go to Q 41) <input type="checkbox"/> Dissatisfied (go to Q 40) <input type="checkbox"/> Partially satisfied/dissatisfied (go to Q 40) <input type="checkbox"/> Response never received (go to Q 41)
40. Why were you dissatisfied with the process of dealing with the complaint? <b>WRITE IN ANSWER</b>	_____
41. How did you hear about IP's Complaint Response Mechanism? <b>MUL ANSWERS</b>	<input type="checkbox"/> Shafak's staff <input type="checkbox"/> Flyer/ Poster <input type="checkbox"/> Local Council <input type="checkbox"/> Other households <input type="checkbox"/> Do not know about IP's CRM <input type="checkbox"/> Other (specify)_____

***This is the end of the interview. Do you have any question for us?***

**Any other comments made by the Respondent:**

**Observations from the field team member:**

**Thank You!**  
**\*\*\* End of Interview \*\*\***

### Survey with Beneficiaries of one-off Cash and In-kind Distribution

**Instructions:**

- One survey per household.
- Interview the **adult** head of the household whose name match the code you have in your list.
- Whenever you see the acronym IP substitute with the name of **implementing partner (Ihsan, Shafak)**

Survey Code		Date	--- / --- / 2020
Name of Field Researcher			
Governorate	<input type="checkbox"/> Aleppo	<input type="checkbox"/> Idlib	
District	<input type="checkbox"/> Jarablus <input type="checkbox"/> al-Bab <input type="checkbox"/> Azaz	<input type="checkbox"/> Harim <input type="checkbox"/> Jisr ash-Shugur <input type="checkbox"/> Salqin	
Community/ID Site		Partner	<input type="checkbox"/> Ihsan <input type="checkbox"/> Shafak

**Introduction:** Hello, my name is \_\_\_\_ and I am working with Jouri. Jouri is a research and consultation organization. We are interviewing households that have received assistance from (**Name of implementing partner**). This Survey will help us better understand households' satisfaction over the assistance received to improve future projects. If you agree to participate, you can choose to stop the survey at any time or not answer any questions. However, we hope that you will participate as your opinion is important to us. Please note that your responses will be presented only as one of a sum of all responses and we will not collect any personal details. None of your responses will affect your eligibility to receive further assistance. This survey will take approximately 15-20 minutes to complete.

Do you have any questions?  Yes  No

Did you understand why we are collecting this information and how we plan to use it?  Yes  No

Do you agree to participate?  Yes  No

**HOUSEHOLD AND RESPONDENT PROFILE**

<b>1. Respondent Code</b>	
<b>2. Gender of respondent ONE OPTION</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female
<b>3. Age of respondent WRITE IN NUMBER</b>	
<b>4. Does the respondent have any kind of disability? ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>5. Is the respondent the head of his/her household? ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>6. What kind of assistance did you receive from the (IP)? MUL ANSWERS</b>	<input type="checkbox"/> Cash <input type="checkbox"/> Ready to eat basket <input type="checkbox"/> RTE rations <input type="checkbox"/> None (End the survey)
<b>7. (If multiple answers to Q.6) Do you know why you received both types of assistance?</b>	<input type="checkbox"/> Don't Know <input type="checkbox"/> Because I hadn't got other assistance from anywhere else <input type="checkbox"/> Other (specify) _____

**DESIGN, SELECTION AND DISTRIBUTION PROCESS**

<b>8. Do you know why your households was selected for assistance? ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>9. Do you think that the selection process was fair in your community? ONE OPTION</b>	<input type="checkbox"/> Yes (Go Q 11) <input type="checkbox"/> No (Ask Q10)
<b>10. Why do you think that the selection process was unfair? WRITE IN ANSWER</b>	_____
<b>11. Was the information about eligibility criteria clearly communicated to your household? ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>12. Do you feel the following vulnerable groups were adequately served by the assistance? READ EACH OPTION</b>	People with Disability <input type="checkbox"/> Yes <input type="checkbox"/> No
	Elderly <input type="checkbox"/> Yes <input type="checkbox"/> No

	Women-headed HHs	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Child-headed HHs	<input type="checkbox"/> Yes <input type="checkbox"/> No
13. In overall, how satisfied were you with the distribution? <b>ONE OPTION</b>	<input type="checkbox"/> Satisfied (go to Q.15) <input type="checkbox"/> Partially satisfied/dissatisfied (go to Q.14) <input type="checkbox"/> Dissatisfied (go to Q.14)	
14. why were you dissatisfied with the distribution? <b>READ EACH OPTION</b>	a. I wasn't notified ahead of time about the distribution	<input type="checkbox"/> Yes <input type="checkbox"/> No
	b. I wasn't notified about accurate date of distribution	<input type="checkbox"/> Yes <input type="checkbox"/> No
	c. Distribution location is too far from home	<input type="checkbox"/> Yes <input type="checkbox"/> No
	d. It cost me a lot of money to get to the distribution site	<input type="checkbox"/> Yes <input type="checkbox"/> No
	e. I didn't feel safe during receiving the cash	<input type="checkbox"/> Yes <input type="checkbox"/> No
	f. The IP staff didn't treat me with respect	<input type="checkbox"/> Yes <input type="checkbox"/> No
	g. The distribution site was crowded or unorganized	<input type="checkbox"/> Yes <input type="checkbox"/> No
	h. COVID-19 precaution measures were not taken in consideration	<input type="checkbox"/> Yes <input type="checkbox"/> No
	i. RTE rations or rations were too difficult/heavy to carry	<input type="checkbox"/> Yes <input type="checkbox"/> No
	j. Other (specify) _____	

<b>FOR RTE RATIONS OR READY TO EAT BASKET BENEFICIARIES ONLY</b>	
15. How satisfied were you with the <u>content</u> of the RTE rations/rations received? <b>ONE OPTION</b>	<input type="checkbox"/> Satisfied (go to Q.17) <input type="checkbox"/> Partially satisfied/dissatisfied (go to Q.16) <input type="checkbox"/> Dissatisfied (go to Q.16)
16. Please explain why you were dissatisfied with the content of the kits received. <b>WRITE IN ANSWER</b>	_____
17. Did you share or donate any items from the food for RTE rations with other households? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q.18) <input type="checkbox"/> No (go to Q.19)
18. Why did you share/donate these items? <b>WRITE IN ANSWER</b>	_____
19. Do you know of any cases in your community where any of the food items were sold or traded rather than being consumed by the recipient HH?" <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q.20) <input type="checkbox"/> No (go to Q.21)
20. Why did those cases sell the items? <b>WRITE IN ANSWER</b>	_____
21. Were any items damaged? <b>ONE OPTION</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
22. How satisfied were you with the <u>quantity/number/size</u> of items received? <b>ONE OPTION</b>	<input type="checkbox"/> Satisfied (go to Q.24) <input type="checkbox"/> Partially satisfied/dissatisfied (go to Q.23) <input type="checkbox"/> Dissatisfied (go to Q.23)
23. Please explain why you were dissatisfied with the number of items received. <b>WRITE IN ANSWER</b>	_____
24. How satisfied were you with the <u>quality</u> of the items received? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q.36) <input type="checkbox"/> No (go to Q.35)
25. Please explain why you were dissatisfied with the quality of items received. <b>WRITE IN ANSWER</b>	_____
26. Please explain what are the most important <u>food items</u> that were missing in the basket or RTE rations. <b>WRITE IN ANSWER</b>	_____
27. Would you say that the assistance came: <b>ONE OPTION</b>	<input type="checkbox"/> At the right time <input type="checkbox"/> Too late
28. How long did the RTE rations last (approximately)? <b>WRITE IN NUMBER</b>	_____ days

<p>29. How, would you say, the RTE rations(s) or RTE rations impacted the food security situation of your household? <b>MUL ANSWERS</b></p>	<p><input type="checkbox"/> It had no significant impact on the household</p> <p><input type="checkbox"/> My household was able to afford/consume more food items (larger quantity)</p> <p><input type="checkbox"/> My household was able to afford/consume better food items (better quality)</p> <p><input type="checkbox"/> My household was able to buy/consume food items we were not able to afford previously (more variety)</p> <p><input type="checkbox"/> Other (specify) _____</p>
<p>30. In your current situation, how would you rate your household's ability to meet its overall needs <u>for the next month</u>? <b>ONE OPTION</b></p>	<p><input type="checkbox"/> In my household, this need is largely met</p> <p><input type="checkbox"/> We can just barely meet this need</p> <p><input type="checkbox"/> We are not able to meet this need</p> <p><input type="checkbox"/> We are absolutely unable to meet this need</p>
<p>31. Please give an example of how the <u>In kind assistance</u> impacted your life or the lives of others in your household positively or negatively. (ask about the different levels, psychological and social) <b>WRITE IN ANSWER</b></p>	<p>_____</p> <p>_____</p>

<b>FOR CASH BENEFICIARIES ONLY</b>				
<p>32. Which currency did you receive? <b>ONE OPTION</b></p>		<p><input type="checkbox"/> USD <input type="checkbox"/> SYP <input type="checkbox"/> Both USD &amp; SYP</p>		
<p>33. How much did you receive? <b>WRITE IN NUMBER</b></p>		<p>USD</p>		
<p>34. Were you satisfied with the amount of cash received? <b>ONE OPTION</b></p>		<p><input type="checkbox"/> Yes (go to Q.36) <input type="checkbox"/> No (go to Q.35)</p>		
<p>35. Please explain why you were dissatisfied with the amount of cash assistance received. <b>WRITE IN ANSWER</b></p>		<p>_____</p>		
<p>36. How did you use the cash received? <b>READ EACH OPTION</b></p>	<p><b>36.1 To repay debt</b></p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>36.6. To buy household assets</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p><b>36.2 To pay for education cost</b></p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>36.7. To buy Non-Food Items</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>36.3 To pay for health cost</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>36.8. To buy clothes</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>36.4 To save</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>36.9. To buy productive assets</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>36.5 To buy food</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>		
	<p>36.10. Other (specify) _____</p>			
<p>37. Would you say that the assistance came: <b>ONE OPTION</b></p>		<p><input type="checkbox"/> At the right time <input type="checkbox"/> Too late</p>		
<p>38. Was the amount of cash (each round) sufficient to cover your household's needs for a month? <b>ONE OPTION</b></p>		<p><input type="checkbox"/> Yes, more than enough <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes, but barely enough <input type="checkbox"/> Do not know</p>		
<p>39. How, would you say, the cash impacted the food security situation of your household? (Ask this question only if the respondent chose option 5 from question 36) <b>READ EACH OPTION</b></p>	<p>39.1 My household was able to afford/consume more food items (larger quantity)</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
	<p>39.2 The cash had no significant impact on the household</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
	<p>39.3 My household was able to afford/consume better food items (better quality)</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
	<p>39.4 My household was able to buy/consume food items we were not able to afford previously (more variety)</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
	<p>Other (specify) _____</p>			
<p>40. To what extent have the <u>cash</u> that your household has received improved or not your living conditions? <b>ONE OPTION</b></p>		<p><input type="checkbox"/> No improvement</p> <p><input type="checkbox"/> Slight improvement</p>	<p><input type="checkbox"/> Great improvement</p> <p><input type="checkbox"/> Don't know/no answer</p>	
<p>41. Please give an example of how the <u>cash</u> impacted your life or the lives of others in your household positively or negatively. (if not mentioned by the respondent, probe if any psychological and social impacts) <b>WRITE IN ANSWER</b></p>		<p>_____</p> <p>_____</p> <p>_____</p>		

42	Did the project create any effects on relationships between households or among the wider community? (whether positive or negative) <b>ONE OPTION</b>	<input type="checkbox"/> Yes, Explain _____ <input type="checkbox"/> No
43	In your current situation, how would you rate your household's ability to meet its overall needs <u>for the next month</u> ? <b>ONE OPTION</b>	<input type="checkbox"/> Our needs are largely met <input type="checkbox"/> We can only partially meet our needs <input type="checkbox"/> We are not able or barely able to meet our needs <input type="checkbox"/> We are absolutely unable to meet our needs

<b>CRM (FOR BOTH CASH AND IN-KIND)</b>		
44	If you wanted to raise a concern, would you know how to do so"? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q 45) <input type="checkbox"/> No (go to Q 46)
45	How would you raise a complaint (using which channel)? <b>MUL ANSWERS</b>	<input type="checkbox"/> WhatsApp <input type="checkbox"/> Complaints box in the community <input type="checkbox"/> Hotline <input type="checkbox"/> Viber <input type="checkbox"/> Face to face (during field visit) <input type="checkbox"/> Complaint desk in IP's offices <input type="checkbox"/> Do not know <input type="checkbox"/> Other (specify) _____
46	Would you feel comfortable to raise a concern if you faced any problem? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q 48) <input type="checkbox"/> No (go to Q 47)
47	Why wouldn't you feel comfortable to raise a complaint? <b>WRITE IN ANSWER</b>	_____
48	Have you or anyone you know in your community ever raised any concerns on the assistance you received to the IP? <b>ONE OPTION</b>	<input type="checkbox"/> Yes (go to Q.49) <input type="checkbox"/> No (end Survey)
49	How satisfied was the complainant with the process of dealing with the complaint ? <b>ONE OPTION</b>	<input type="checkbox"/> Satisfied (go to Q 51) <input type="checkbox"/> Dissatisfied (go to Q 50) <input type="checkbox"/> Partially satisfied/dissatisfied (go to Q 50) <input type="checkbox"/> Response never received (go to Q 51)
50	Why were you dissatisfied with the process of dealing with the complaint? <b>WRITE IN ANSWER</b>	_____
51	How did you hear about IP's Complaint Response Mechanism? <b>MUL ANSWERS</b>	<input type="checkbox"/> IP's staff <input type="checkbox"/> Flyer/ Poster <input type="checkbox"/> Local Council <input type="checkbox"/> Other households <input type="checkbox"/> Do not know about IP's CRM <input type="checkbox"/> Other (specify) _____

<i><b>This is the end of the interview. Do you have any question for us?</b></i>	
<b>Any other comments made by the Respondent:</b>	_____
<b>Observations from the field team member:</b>	_____

**Thank You!**  
**\*\*\* End of Interview \*\*\***

### CARE FFP – Inception Report – Data Collection Tools

#### KII Guiding Questions – for Bakery Owners

*Firstly, establish what the interviewee's role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage staff to simply state if the question is not relevant to them).*

*If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.*

*Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:*

*Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.*

*Ensure the interviewee that:*

- *The collected information is for evaluation purpose, and will be treated confidentially;*
- *Your participation in this interview is voluntary;*
- *You have the right to withdraw from the interview anytime during the interview;*
- *You have the right to refuse to answer any question;*
- *Would you like to proceed with the interview? (Yes/No)*

#### **Beneficiary selection**

3. Do you know why/how your bakery was selected to participate in the project?
4. Do you know why/how specific bakeries were selected to get infrastructure (e.g. oven) improvements done? Do you think the selection was fair and transparent?

#### **Type of assistance**

- 5. Was the type of assistance provided (wheat production, purchasing, milling, distribution to bakeries, value chain infrastructure improvements, subsidised bread) appropriate for the population in the areas of intervention? In other words, was this the right type of assistance to improve food security among the population?**

#### **Processes and Procedures**

6. Did you face any problems during your participation in the project?  
*Ask the above question as an open question. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*
7. Did you experience any problems in getting flour from the project under the agreed terms and conditions?
8. Thinking about all the project and organisational processes and procedures (e.g. administrative, financial, logistical, monitoring, etc.) – to what extent did they allow for a smooth and timely delivery of subsidised bread to the public, or did they unduly create difficulties or delays?

9. Do you think the beneficiaries experienced any practical difficulties while receiving subsidised bread? What could have been done to make it easier for them?
10. How flexible did you find the project to be in the face of changing circumstances on the ground? Give examples of flexibility or inflexibility.
11. Did project staff ever come to your business to monitor the agreed upon conditions (bread weight, price)? What was your experience of this monitoring?
12. Did the project ever communicate with you about complaints that came from beneficiaries? Please give examples and explain what was done about the complaints.

### **Coordination**

13. How was your bakery's coordination with the project? Could it have gone more smoothly?  
*Ask the above question as an open question. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*
14. Did you experience any issues in coordinating the distributions of the bread to the distribution points?

### **Beneficiary outcomes**

15. Do you think the assistance had any effects on the local markets (for wheat, for bread), in terms of availability or prices? Positive and/or negative? Did it create any scarcities?
16. Do you think this part of the project had any appreciable effect on the lives of people who bought the subsidised bread?
17. What do you think the project could have done differently to ensure households were helped even more?
18. Did your bakery business benefit in any way from participation in the project? Were there any disadvantages to your business's participation?

### **Exit**

19. To what extent do you think households will continue to feel the benefits of the project, after their assistance ends? Specifically, will the subsidised bread continue to be available to the population?
20. How will investments in individual bakeries (e.g. oven improvements) be guaranteed to continue to benefit community members needing subsidised bread after the project ends?

## **CARE FFP – Inception Report – Data Collection Tools**

### **KII Guiding Questions – for Bread Committees**

*Firstly, establish what the interviewee's role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage staff to simply state if the question is not relevant to them).*

*If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.*

*Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:*

*Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.*

*Ensure the interviewee that:*

- *The collected information is for evaluation purpose, and will be treated confidentially;*
- *Your participation in this interview is voluntary;*
- *You have the right to withdraw from the interview anytime during the interview;*
- *You have the right to refuse to answer any question;*
- *Would you like to proceed with the interview? (Yes/No)*

### **Beneficiary selection**

1. How were the bakeries selected?
2. How were the value chain infrastructure improvement projects selected?
3. What was you or your organisation's role in selection?

### **Processes and Procedures**

- 5. What was the weakest link(s) along the value chain that the project was involved in: purchasing wheat (cash vouchers) – transportation – storage - milling into flour - getting flour to bakeries – selling subsidised bread? How could it have been done better?**
6. Did the bakeries experience any problems in getting flour from the project under the agreed terms and conditions?
7. Do you think the beneficiaries experienced any practical difficulties while receiving subsidised bread? What could have been done to make it easier for them?

### **Coordination**

- 8. How was your (or your organisation's) coordination with the project? Could it have gone more smoothly?**

### **Beneficiary outcomes**

9. Do you think the assistance had any effects on the local markets (for wheat, for bread), in terms of availability or prices? Positive and/or negative? Did it create any scarcities?
10. Did the project have any effects on the wider community dynamics?

### **Exit**

- 11. To what extent do you think households will continue to feel the benefits of the project, after their assistance ends? Specifically, will the subsidised bread continue to be available to the population?**
12. Is there anything that your organisation can do to ensure that the food security of beneficiaries does not deteriorate after the project ends?
13. How will investments in value chain infrastructure improvements, including individual bakeries' ovens, be guaranteed to continue to benefit community members needing subsidised bread after the project ends?

---

## CARE FFP – Inception Report – Data Collection Tools

### KII Guiding Questions – for FFP Staff

*Firstly, establish what the interviewee’s role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage staff to simply state if the question is not relevant to them).*

*If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.*

*Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:*

*Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.*

*Ensure the interviewee that:*

- *The collected information is for evaluation purpose, and will be treated confidentially;*
- *Your participation in this interview is voluntary;*
- *You have the right to withdraw from the interview anytime during the interview;*
- *You have the right to refuse to answer any question;*
- *Would you like to proceed with the interview? (Yes/No)*

#### **Beneficiary selection**

1. How did the project respond to new waves of displaced people?
2. To what extent was the project successful in targeting vulnerable groups? In particular – women-headed households, child-headed households, elderly people and people living with a disability?

#### **Processes and Procedures**

3. Thinking about all the project and organisational processes and procedures (e.g. administrative, financial, logistical, monitoring, etc.) – what were the key pain points?
4. Please give substantive examples of how FFP flexed as circumstances changed. Were there any cases of desired changes not being approved because of donor restrictions?
5. Do you have any opinions about the project’s or IPs complaints response mechanism(s)?

#### **Coordination**

6. What *programmatic* benefits did working in partnership (IYD, SR, IRD, Shafak, Care) bring? Give specific examples.
7. How did this FFP food security project complement the DFID agricultural project? What were the advantages and disadvantages of linking the two projects to each other?

#### **Beneficiary outcomes**

8. What did the project do about gender and how successful was it at achieving gender equality?
9. What do you think the project could have done differently to ensure households were helped even more than they were?

## Exit

10. Has FFP thought about what will happen when assistance for households end?
  11. Are there any other FFP or other USG interventions that the project could link to or complement which might help the exit?
  12. What differences or improvements would you suggest to a future FFP-funded CARE-led project in the same/similar context?
- 

## CARE FFP – Inception Report – Data Collection Tools

### KII Guiding Questions – for Financial service provider / Money Exchanges

*Firstly, establish what the interviewee's role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage staff to simply state if the question is not relevant to them).*

*If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.*

*Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:*

*Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.*

*Ensure the interviewee that:*

- *The collected information is for evaluation purpose, and will be treated confidentially;*
- *Your participation in this interview is voluntary;*
- *You have the right to withdraw from the interview anytime during the interview;*
- *You have the right to refuse to answer any question;*
- *Would you like to proceed with the interview? (Yes/No)*

### Beneficiary selection

1. How did you ensure it was the rightful beneficiary who came to receive the cash? What did you do in the case of any fraudulent claims?

### Processes and Procedures

2. Thinking about all the project's processes and procedures (e.g. administrative, financial, logistical, monitoring, etc.) – to what extent did they allow for a smooth and timely delivery of the cash to beneficiaries, or did they unduly create difficulties or delays?
3. Do you think the beneficiaries experienced any practical difficulties while receiving their cash assistance? What could have been done to make it easier for them?
4. Did beneficiaries always seem to know the details of the cash assistance they were coming to your Financial service provider/Exchange to get (e.g. how much, from which agency)?
5. Were you satisfied with the project's cash transfers to your Financial service provider/Exchange?
6. Did you always have enough cash available in a timely way for beneficiaries? In cases where not, what happened and how could the problem have been avoided? (Probe for the cases they did not

7. What practices were put in place to ensure beneficiaries were safe at all times while accessing their cash assistance? Do you think anyone experienced harm because of getting the assistance? If yes, please give details
8. How flexible did you find the project to be in the face of changing circumstances on the ground? Give examples of flexibility or inflexibility.
9. Did project staff ever come to the distribution locations to monitor the cash process? What was your experience of this monitoring?
10. Did the project ever communicate with you about complaints that came from beneficiaries? Please give examples and explain what was done about the complaints.
11. What were the main challenges that you have faced during the implementation of the project? how would those challenges be faced in the next project?

### **Coordination**

12. How was your business's coordination with the project? Could it have gone more smoothly?

### **Beneficiary outcomes**

13. Do you think the assistance had any effects on the local markets, particularly in terms of exchange rates? Positive and/or negative? Please give an example.
14. What do you think the project could have done differently to ensure households were helped even more?
15. Did your business benefit in any way from participation in the project? Were there any disadvantages to your business's participation?
16. If you were to be selected for the next projects what conditions would you ask for to be different?

## **CARE FFP – Inception Report – Data Collection Tools**

### **KII Guiding Questions – for IP & CARE Country Management Staff**

*Firstly, establish what the interviewee's role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage staff to simply state if the question is not relevant to them).*

*If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.*

*Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:*

*Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.*

*Ensure the interviewee that:*

- *The collected information is for evaluation purpose, and will be treated confidentially;*
- *Your participation in this interview is voluntary;*
- *You have the right to withdraw from the interview anytime during the interview;*
- *You have the right to refuse to answer any question;*
- *Would you like to proceed with the interview? (Yes/No)*

### **Beneficiary selection**

1. To what extent do you think the right people received the assistance?
2. How were Review Committees used in selecting the beneficiaries of the Food Security interventions?
3. How did the project respond to new waves of displaced people?

*Ask the above question as an open question. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*

4. [Shafak & CARE only] How were the farmers, bakeries and infrastructure improvements selected for participation in the project?
5. How reliable were the registration and verification processes?
6. Was there any interference or wrong-doings from local stakeholders?
7. What was done about any possible fraudulent claims for assistance by beneficiaries?
8. To what extent was the project successful in targeting vulnerable groups? In particular – women-headed households, child-headed households, elderly people and people living with a disability?

### **Type of assistance**

9. [Shafak & CARE only] Thinking about the livelihoods part of the project, what was the weakest link(s) along the value chain that the project was involved in: purchasing wheat (cash vouchers) – transportation – milling into flour – getting flour to bakeries – selling subsidised bread? How could it have been done better?
10. Please give some examples of how the project changed the modality of assistance between cash and in-kind, based on on-the-ground circumstances changing?
11. Is it a clear choice as to whether paper vs electronic vouchers are in the best interest of beneficiaries?

### **Processes and Procedures**

12. Thinking about all the project and organisational processes and procedures (e.g. administrative, financial, logistical, monitoring, etc.) – what were the key pain points?
13. Why do you think more beneficiaries did not use the complaints response mechanism?
14. Why do you think your organisation did not use the complaints more to guide the project?
15. Please give substantive examples of how the project flexed as circumstances changed.
16. How did you use M&E data in your decision-making? Please give examples of programmatic improvements that were made based on M&E findings.
17. How did vulnerability mainstreaming and ensuring beneficiary protection/safety relate to each other?

### **Coordination**

18. Were the added effort and costs of working in partnership (IYD, SR, IRD, Shafak, Care) worth it?
19. What did your organisation learn from the other project partners? Give specific examples of significant improvements made to the project that would not have been made if only one organisation/your organisation was in it alone.
20. How were differences between partners' methodologies justified? Why didn't all partners implement in the same way?
21. [Shafak & CARE only] How did this FFP food security project complement the DFID agricultural project? What were the advantages and disadvantages of linking the two projects to each other?

### **Beneficiary outcomes**

22. Did you track any unintended and/or negative effects that the project may have had? What were they?

*Ask the above question as an open question. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*

23. Did the project have any effects on the local markets that were *not* included in the market assessments?

24. What did the project do about gender and how successful was it at achieving gender equality?

25. Ditto - what about age and disability - how successful was the project at achieving equality in these regards?

26. What do you think the project could have done differently to ensure households were helped even more than they were?

### **Exit**

27. What is the project's exit strategy? In other words, has the project thought about when assistance for households will end, and how that will be done and communicated?

28. Does the project have any links or complementarity with other interventions which might help the exit? Are any of them FFP or other USG interventions?

29. [*Shafak & CARE only*] How will investments in value chain infrastructure improvements be guaranteed to continue to benefit those needing subsidised bread after the project ends?

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## **CARE FFP – Inception Report – Data Collection Tools**

### **KII Guiding Questions – for Field Staff (IYD, SR, IRD)**

*Firstly, establish what the interviewee's role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage staff to simply state if the question is not relevant to them).*

*If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.*

*Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:*

*Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.*

*Ensure the interviewee that:*

- *The collected information is for evaluation purpose, and will be treated confidentially;*
- *Your participation in this interview is voluntary;*
- *You have the right to withdraw from the interview anytime during the interview;*
- *You have the right to refuse to answer any question;*
- *Would you like to proceed with the interview? (Yes/No)*

### **Beneficiary selection**

1. To what extent do you think the right people received the assistance?

*Ask the above question as an open question. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*

2. How good were the processes for selecting the right beneficiaries, including the registration and verification processes?
3. Was beneficiary selection fair and impartial? Was there any interference or wrong-doings from local stakeholders?
4. Were there any fraudulent claims by households who did not qualify for the assistance? What was done about this?
5. Which types of disadvantaged households were given preferential status in the beneficiary selection process?
6. What could you do more to improve the beneficiaries' selection process?

### **Type of assistance**

7. Was the type of assistance provided (i.e. multi-round cash, one-off cash, emergency RTE rations, ready to eat rations) appropriate for the beneficiaries? In other words, were these the right types of assistance?

*Ask the above question as an open question. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*

8. Which inputs (information) were given to ensure the project is adapted to the circumstances on the ground? What indicators and tools were you using to ensure proper updates on the ground are shared with CARE?
9. Should all households have received the same amount of cash, or should the amount have been tailored to individual households? If yes, how could that be applicable? Will it be easy to verify the family size with no official family's documentations? How would you deal with this?
10. What are the advantages and disadvantages of using paper vouchers vs. electronic vouchers? [*only ask this question if the interviewee had experience with both modalities during this project*], What is your recommendation for the next projects in terms of E vouchers versus paper vouchers and why?

### **Processes and Procedures**

11. Thinking about the distribution processes (whether cash or in-kind) are there any ways you would do it differently next time?
12. Was there a complaints system in place? Did beneficiaries use it (if not, why not)? What did the project do in response to information from the CRM?
13. Have you noticed any preferences of the families to use the partners' hotline versus CARE's hotline, if yes why? How different are the complaints raised to your hotline from the ones raised to CARE's hotlines?
14. Thinking about all the project and organisational processes and procedures (e.g. administrative, financial, logistical, monitoring, etc.) – to what extent did they allow for a smooth and timely delivery of the assistance, or did they unduly create difficulties or delays in implementation?
15. How flexible did you find the project to be in the face of changing circumstances on the ground? Give examples of flexibility or inflexibility.

### **Coordination**

16. How did you (or the project more broadly) coordinate with:
  - a) the other project partner organisations?
  - b) other non-project agencies on the ground (locally)?

*Ask the above questions as open questions. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*

17. What were the added advantages of collaborating with other agencies? In other words, how was working in partnerships better than a single organisation working alone? Give specific examples.
18. What did the project partners learn from each other?
19. How was it possible for some beneficiaries (even if only a few cases) to receive assistance from more than one location/partner?

### **Beneficiary outcomes**

20. Do you think the assistance had any effects on the local markets, in terms of availability, prices or exchange rates? Positive and/or negative? And why?
21. To what extent do you think beneficiaries sold or traded their in-kind items?
22. What do you think would have happened to the beneficiary households without the assistance?  
[here we are interested to know how the project changed the beneficiaries' lives ask both about the different beneficiaries and farmers]
23. Do you think the project benefited women and men in the same way, or differently? How so? What did the project do about gender?
24. Did the project have any effects on the wider community dynamics? If yes how? if no what could be done to have a wider effect?
25. What do you think the project could have done differently to ensure households were helped even more?

### **Exit**

26. What is the project's exit strategy? In other words, has the project thought about when assistance for households will end, and how that will be done and communicated?
27. Does the project have any links or complementarity with other interventions which might help the exit? Are any of them FFP or other USG interventions?
28. To what extent do you think households will continue to feel the benefits of the project, after their assistance ends?

## **KII Guiding Questions – for Field Staff (Shafak)**

*Firstly, establish what the interviewee's role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage staff to simply state if the question is not relevant to them).*

*If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.*

*Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:*

*Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.*

*Ensure the interviewee that:*

- The collected information is for evaluation purpose, and will be treated confidentially;
- Your participation in this interview is voluntary;
- You have the right to withdraw from the interview anytime during the interview;
- You have the right to refuse to answer any question;
- Would you like to proceed with the interview? (Yes/No)

### **Beneficiary selection**

1. To what extent do you think the right farmers and the right bakeries received the assistance?  
*Ask the above question as an open question. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*
2. How good were the processes for selecting the right farmers?
3. How were the bakeries selected? Did any issues arise, or how could selection have been better?
4. How was it decided which value chain infrastructure improvements to fund? Did any issues arise, or how could selection have been better?
5. Was farmer and bakery selection fair and impartial? Was there any interference or wrong-doings from local stakeholders?
6. Which types of disadvantaged farmer households were given preferential status in the beneficiary selection process?

### **Type of assistance**

7. Was the type of assistance provided (wheat production, purchasing, milling, distribution to bakeries, value chain infrastructure improvements, subsidised bread) appropriate for the population in the areas of intervention? In other words, was this the right type of assistance to improve food security among the population?

### **Processes and Procedures**

8. What was the weakest link(s) along the value chain that the project was involved in: purchasing wheat (cash vouchers) – transportation – milling into flour – getting flour to bakeries – selling subsidised bread? How could it have been done better?
9. Was the number of staff and the transportation sufficient to get to all the bakeries and bread selling points? If not, what were the repercussions?
10. Thinking about all the project and organisational processes and procedures (e.g. administrative, financial, logistical, monitoring, etc.) – to what extent did they allow for a smooth and timely delivery of subsidised bread to the public, or did they unduly create difficulties or delays in implementation?
11. How flexible did you find the project to be in the face of changing circumstances on the ground? Give examples of flexibility or inflexibility.
12. Was there a complaints system in place? Did beneficiaries such as farmers and bakery owners use it (if not, why not)? What did the project do in response to information from the CRM?

### **Coordination**

13. How did this FFP food security project relate to the DFID agricultural project? What were the advantages and disadvantages of linking the two projects to each other?
14. How did you (or the project more broadly) coordinate with:
  - a) CARE or the other project partner organisations?
  - b) other non-project agencies on the ground (locally)?*Ask the above questions as open questions. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*
15. What were the added advantages of collaborating with other agencies? In other words, how was working in partnerships better than a single organisation working alone? Give specific examples.
16. What did the project partners learn from each other?

### **Beneficiary outcomes**

17. Do you think the assistance had any effects on the local markets (for wheat, for bread), in terms of availability or prices? Positive and/or negative?
18. What do you think would have happened to the beneficiary farmer households without the assistance? [*here we are interested to know how the project changed the beneficiaries' lives*]
19. Do you think this part of the project had any appreciable effect on the lives of people who bought the subsidised bread?
20. Do you think the project benefited women and men in the same way, or differently? How so? What did the project do about gender?
21. Did the project have any effects on the wider community dynamics?
22. What do you think the project could have done differently to ensure households were helped even more?

### **Exit**

23. What is the project's exit strategy? In other words, has the project thought about when assistance for households will end, and how that will be done and communicated?
24. Does the project have any links or complementarity with other FFP/USG interventions which might help the exit?
25. To what extent do you think households will continue to feel the benefits of the project, after their assistance ends?
26. Will the subsidised bread continue to be available to the population?
27. How will investments in value chain infrastructure improvements be guaranteed to continue to benefit those needing subsidised bread after the project ends?

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## **CARE FFP – Inception Report – Data Collection Tools**

### **KII Guiding Questions – for Local Councils or Other Community Leaders**

*Firstly, establish what the interviewee's role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage staff to simply state if the question is not relevant to them).*

*If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.*

*Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:*

*Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.*

*Ensure the interviewee that:*

- *The collected information is for evaluation purpose, and will be treated confidentially;*
- *Your participation in this interview is voluntary;*
- *You have the right to withdraw from the interview anytime during the interview;*
- *You have the right to refuse to answer any question;*
- *Would you like to proceed with the interview? (Yes/No)*

### **Beneficiary selection**

1. To what extent do you think the right people received the assistance?
2. What checks were in place to make sure the right people received the assistance?
3. What was you or your organisation's role in beneficiary selection?
4. What could you do more to improve the beneficiaries' selection process?

### **Type of assistance**

5. Was the type of assistance provided (i.e. multi-round cash, one-off cash, emergency RTE rations, ready to eat rations, wheat value chain) appropriate for the beneficiaries? In other words, were these the right types of assistance that people needed?

*Ask the above question as an open question. Depending on the interviewee's response, probe around the following issues that the evaluation is trying to find out:*

6. What are the advantages and disadvantages of using paper vouchers vs. electronic vouchers?

### **Processes and Procedures**

7. Do you think the beneficiaries experienced any practical difficulties while receiving their assistance or otherwise participating in the project? What could have been done better for them?
8. Did the project respond adequately to new influxes of displaced people to your area? What about to other changes in circumstances on the ground?
9. Was there a complaints system in place? Did beneficiaries use it (if not, why not)?
10. Have you been receiving complaints from the communities, what type of complaints? how did you manage to follow these complaints, what was the partners' team's role in these complaints?

### **Coordination**

11. How was your (or your organisation's) coordination with the project? Could it have gone more smoothly?

### **Beneficiary outcomes**

12. What do you think would have happened to the beneficiaries without the assistance? [*here we are interested to know how the project changed the beneficiaries' lives*]
13. Do you think the project benefited women and men in the same way, or differently? How so?
14. Did the project have any effects on the wider community dynamics? If yes how? if no what could be done to have a wider effect?
15. What do you think the project could have done differently to ensure people were helped even more?
16. Do you think the assistance had any effects on the local markets, in terms of availability, prices or exchange rates? Positive and/or negative? And why?

### **Exit**

17. Is there anything that your organisation can do to ensure that the food security of beneficiaries does not deteriorate after the project ends?

**KII Guiding Questions – for Value Chain Service Contractors**

Firstly, establish what the interviewee’s role is. Not all guiding questions will be relevant for all staff. If in doubt, the interviewer can ask the question and move on quickly if it seems they are not familiar with the topic or do not have many substantive inputs (you can encourage respondents to simply state if the question is not relevant to them).

If the interviewee says things that you yourself as interviewer does not fully understand, you must ask them to be more clear what they mean. Also, if the interviewee says something critical/negative or particularly novel/interesting, you must follow up and ask them WHY and get any additional details you can. This is very important for the evaluation.

Ask the interviewees for their approval to participate and to record before starting the interview, if they refuse to record, take notes only. Explain the following for interviewee:

Answers will be treated confidentially and will be used for evaluation purposes. Your identity will be kept confidential. This interview will take approximately 30 – 40 minutes.

Ensure the interviewee that:

- The collected information is for evaluation purpose, and will be treated confidentially;
- Your participation in this interview is voluntary;
- You have the right to withdraw from the interview anytime during the interview;
- You have the right to refuse to answer any question;
- Would you like to proceed with the interview? (Yes/No)

Wheat Processing Contractors	Wheat/Flour Transportation Contractors
1. How was your company selected to provide the service for the project?	
2. Did you experience any problems in getting the wheat for processing under the agreed terms and conditions?	Did you experience any problems in transporting the wheat or flour to/from farmers, mills or bakeries under the agreed terms and conditions?
3. Thinking about all the project and organisational processes and procedures (e.g. administrative, financial, logistical, monitoring, etc.) – to what extent did they allow for a smooth and timely processing of the wheat into flour, or did they unduly create difficulties or delays?	Thinking about all the project and organisational processes and procedures (e.g. administrative, financial, logistical, monitoring, etc.) – to what extent did they allow for smooth and timely transportation of wheat and flour, or did they unduly create difficulties or delays?
4. How flexible did you find the project to be in the face of changing circumstances on the ground? Give examples of flexibility or inflexibility.	
5. Did project staff ever come to your business to monitor the service you were providing? What was your experience of this monitoring?	
6. How was your business’s coordination with the project? Could it have gone more smoothly?	
7. Do you think the project had any effects on the local milling market? Positive and/or negative?	Do you think the project had any effects on the wheat or flour commodity markets? Positive and/or negative?
8. Were there any wheat or flour quality issues that you were concerned with?	n/a
9. Do you think the project successfully achieved its aim of providing better prices for farmers’ wheat harvests and lower bread prices for the community?	
10. What do you think the project could have done differently to ensure farmers or other people were helped even more?	