



Emergency Assistance and Safe Spaces for Crisis Affected People in Jordan

July 2016 – July 2018



Project Evaluation Report

Evaluation Period: July 2016 – July 2018

Report Production Team

Firas Izzat	Programs Quality Director
Irina Karic	M&E and Research Consultant
Hiba Sarhan	Quality and Accountability Coordinator
Maher Qubbaj	Program Director – Urban Protection Response Program
Adel Al-Dahien	DIBP Project Manager
Esraa Yousef	Information Management System Specialist
Taghreed Dabban	Program Coordinator – Vocational and Small Business Trainings' focal person
Maram E'leimat	Governance Coordinator – Community Committees' focal person

Cover photos:

Top Left: CARE DIBP Thank You sign

Top Right: beneficiaries who benefited from work permits

Bottom Left: Information sessions at CARE community centre

Bottom Right: Loosely-Structured psychosocial activities for women and children at CARE's community centers

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1. LIST OF ACRONYMS

CARE	Cooperative for Assistance and Relief Everywhere
DIBP	Department of Immigration and Border Protection
ECA	Emergency Cash Assistance
ECFM	Early, Child, and Forced Marriage
FHH	Female Headed Households
FGD	Focus Group Discussion
GBV	Gender-Based Violence
HH	Household
IASC	Inter-Agency Standing Committee
INGO	International Non-Governmental Organization
JRP	Jordan Response Plan
JRPSC	Jordan Response Platform for the Syria Crisis
JD/JOD	Jordanian Dinar
ISP	Individual Service Plan
MHH	Male Headed Households
MWBG	Men, Women, Boys and Girls
MSMEs	Micro, Small and Medium Enterprises
MOI	Ministry of Interior
MoPIC	Ministry of Planning and International Cooperation
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
NRP	National Resilience Plan
NGO	Non-Governmental Organization
PQU	Programs Quality Unit
3RP	Regional Refugee Response Plan
SGBV	Sexual and Gender-Based Violence
SRH	Sexual Reproductive Health
SMS	Short Message Service
SBD	Small Business Development
MOSD	The Ministry of Social Development of the Kingdom
VTC	Vocational Technical Center
WDR	World Development Report



2. EXECUTIVE SUMMARY

Introduction

After the outbreak of the Syrian conflict in 2011, millions of Syrians fled to neighboring countries in search of refuge. Over 668,123 fled to Jordan, of which 8 in 10 are living outside of refugee camps. Since 2011, CARE Jordan has taken a leading role in responding to the needs of this population, conducting annual assessments of the Syrian urban refugee population in Jordan to tailor programming to refugees' most pressing needs. Building upon these findings, CARE Jordan launched the Emergency Assistance and Safe Spaces for Crisis Affected People in Jordan project with funding from the Australian Government's Department of Immigration and Border protection (DIBP) between July 2016 and July 2018. CARE Jordan partnered with local CBOs to implement the project, which has an overall goal of enhancing socio-economic well-being and quality of life for the refugee and host population in Jordan. Specifically, the project aimed to: (1) increase access to sustainability livelihoods for Syrian refugee and host community women; (2) improve the psycho-social coping mechanisms of vulnerable individuals; (3) increase the access of Syrian refugees and vulnerable Jordanian host populations to emergency cash assistance; and (4) increase the access of Syrian refugees and vulnerable host populations to information, case management and protection support.

Evaluation Scope and Objectives

This summative evaluation covers the project's entire two-year implementation period, and aims to evaluate the project's relevance, effectiveness, efficiency, impact, sustainability, and partnerships. The evaluation's findings are intended to be used by CARE Jordan and its CBO partners, CARE Australia, DIBP, international NGOs operating in Jordan, and the relevant ministries of the Jordanian government. In addition to assessing the project across the primary six evaluation criteria, the evaluation specifically aims to measure the gendered effects of the project, ensure financial accountability to the donor, identify the project's unintended consequences, document the project's enabling factors and challenges, and provide evidence-based recommendations to stakeholders for future programming.

Evaluation Approach and Methodology

CARE's Programs Quality Unit led the evaluation, under the management of an Evaluation Reference Group consisting of CARE representatives. The evaluation utilized a mixed-methodology approach, including both quantitative and qualitative data sources to evaluate the project. The Programs Quality Unit conducted 1,071 quantitative phone questionnaires and 14 qualitative focus groups with Syrian refugee and host community project beneficiaries, in addition to three stakeholder interviews. The research team maintained professional ethical considerations, including utilizing an all-female team for gendered considerations. Further, CARE conducted a baseline assessment which was used to triangulate all findings.

Evaluation Findings

Relevance

The evaluation found that the project's design showed high relevance to beneficiaries' most pressing needs, based on its evidence-based design utilizing Jordanian government plans, regional plans for the Syrian refugee crisis, and CARE's annual urban

assessments. Further, project partners were chosen based on CARE Jordan's qualitative criteria for selecting implementing CBO partners and guided by CARE's detailed partnership framework. Interviews with CBO staff confirmed that the training CARE Jordan provided was relevant to their institutional capacity needs, with many requesting further training. Further, CARE Jordan involved project stakeholders throughout the project's duration by conducting regular focus groups and interviews with beneficiaries and building the capacities of project partners, demonstrating an interlinking approach to stakeholder engagement.

Activities implemented under the first objective, including vocational training to increase beneficiaries' vocational skills, small business development grants and training to start or continue small or home-based businesses, the provision of work permits to formalize refugees' work status, and psychosocial activities aiming to reduce stress through loosely-structured and well-structured psychosocial activities, showed relevance to beneficiary needs based on both qualitative and quantitative data. Further, each of the livelihood activities showed high relevance to beneficiaries' psychosocial needs, as participants repeatedly reported feeling more secure, confident, and self-sufficient as a result of the project's livelihood activities. However, structural obstacles in the Jordanian labor market hindered some activities' relevance to labor market needs. For example, some beneficiaries of work permits noted that legalizing their work did not change their access to the labor market, as they had previously secured income-generating opportunities in the informal sectors.

Further, beneficiaries reported that children's play activities, community events, and community committees were relevant both to individual and community needs. Notably, the Emergency Cash Assistance (ECA) was directly relevant to beneficiaries, particularly because of its flexibility. Recipients noted their preference for cash assistance over in-kind, as the ECA allowed them to meet various urgent needs as they arise. Beneficiaries who received information reported unanimous satisfaction with the activity, particularly noting that the information was sufficient for their needs. 85% of Syrians who received the vulnerability assessment reported that the activity was comprehensive enough to assess all their needs. Finally, all participants who received in-depth case management reported their urgent needs had been met as a result of the activity.

Effectiveness

The evaluation found that the project surpassed its planned targets for every activity, indicating that the project successfully achieved its results. Further, the evaluation found that the project directly caused the unintended, positive result of increasing beneficiaries' psychosocial wellbeing. For example, beneficiaries of the livelihood training reported an increase in their self-confidence, self-esteem, and communication between family members. In terms of unintended negative consequences, some beneficiaries noted that the Emergency Cash Assistance modality was open to manipulation, as some beneficiaries attempted to gain a higher payment by portraying greater financial need. However, many beneficiaries mitigated this risk by not telling family and friends about their expected cash assistance.

In terms of improving beneficiaries' lives, the evaluation findings show that multiple activities were effective in contributing to the project's overall objective. Beneficiaries of the livelihood vocational training reported satisfaction with the training content and the toolkits used in training, though suggested a longer training duration to master skills. Further, some beneficiaries noted that the kits provided after trainings were of lower quality than those used in trainings, limiting the activity's continued effectiveness. Participants in the small business development training reported particularly high levels

of satisfaction with the activity and its increase in their psychosocial wellbeing. However, structural issues in the Jordanian economy—including the lack of demand for products created from small businesses—were identified as long-term barriers to sustainable livelihoods. While beneficiaries of work permits cited similar structural obstacles to long-term integration in the labor market, the activity was effective in increasing Syrians' access to income-generating opportunities and increasing their protection from risks relating to informal work. All beneficiaries reported feeling more secure as a result of receiving a work permit. Further, psychosocial activities had demonstrable effectiveness in decreasing beneficiaries' stress, with respondents reporting that the activities were fun. Female adolescent participants in loosely-structured activities reported wanting more gender-segregated activities, while both male and female youth reported wanting activities to be implemented at times that complement their school schedules. All participants in the well-structured psychosocial activities reported they were satisfied, reporting that not only was their own psychosocial wellbeing improved, but relationships with family members had also improved.

Participants in the children's play activities, community events, and the community committees similarly improved individual psychosocial wellbeing while increasing community resilience, connection, and social networks. In terms of improving the activities' effectiveness, beneficiaries in each activity suggested increasing activity duration to increase long-term positive benefits.

The Emergency Cash Assistance had a demonstrable improvement on beneficiaries' lives, as recipients could use the cash assistance to meet their family's most pressing needs. Notably, all recipients noted that women participated in the financial decision-making after receiving cash assistance, indicating an unintended positive result of increasing women's economic participation. However, some noted barriers to the activity's effectiveness included needing to pay transportation fees to reach the distribution site, and that the ECA was received late. Recipients of information provision reported high levels of satisfaction with the activity, receiving information on all the topics they wanted. Further, recipient feedback showed that the vulnerability assessment had a positive benefit on beneficiaries' lives, while in-depth case management led to internal service referrals in more than 9 out of 10 cases.

Efficiency

The project showed financial efficiency. Particularly, the project used human capital efficiently to create a “multiplier effect,” achieving results on the individual level that then multiplied to the family and community levels. Beneficiaries routinely noted the care and personal connection they felt with CARE staff and partners, signifying an efficient use of funds to increase project results. In terms of achieving results, the project efficiently met all of its immediate targets. As mentioned above, the project's near-universal increase in psychosocial wellbeing across all activities, including those not intended to improve wellbeing, shows a particularly notable example of efficiency in increasing long-term resilience for the Syrian refugee population. However, the evaluation also found that the some of the project's long-term effects were hindered due to structural factors in the Jordanian labor market.

Impact

This evaluation has found that the project directly contributed to each of its four outcomes. Particularly, activities under the first outcome directly increased beneficiaries' access to sustainable livelihoods, however that structural barriers within the Jordanian labor market hindered long-term impact. Each activity—notably not just the ones under outcome two—improved beneficiaries' psychosocial wellbeing and coping mechanisms, as

demonstrated through both quantitative and qualitative feedback collected as a part of this evaluation. Further, the project directly increased Syrian and Jordanians' access to emergency cash assistance, enabling them to meet their most pressing needs through the modality's flexibility. Lastly, activities under the fourth objective directly increased Syrian and Jordanians' access to information, case management, and protection support.

In terms of the project's impact on women's views on gender roles, the evaluation found that livelihood activities directly contributed to women's empowerment, increased respect for women within the family, positively changing women's roles within families. Further, both male and female beneficiaries of work permits rejected social norms that hinder women's participation in the labor force. Impressively, all of the small business development training participants reported their decision-making roles within the family increased after the project activities. The evaluation found that the project directly increased beneficiaries' agency, stemming from their increased skills, self-esteem, and security. However, the evaluation did not indicate that women continued any activities past the project lifetimes. The project showed sustainable impact on indirect beneficiaries, as many direct beneficiaries shared the skills they learned in vocational training with their family and neighbors. Further, small business development training participants all noted an increase in friends and decision-making roles within their families, indicating that the project's impact extends from the individual to the family and societal levels.

Notably, the project directly increased some beneficiaries' incomes. All participants in the small business trainings reported increased income resulting from the projects they started with their small grants; recipients reported an average increase of 73.85 JOD to their monthly income. Only three recipients of work permits reported an increase in income, suggesting that formalized work does not necessarily generate higher income-generating opportunities.

Sustainability

As has been mentioned above, multiple structural obstacles hindered some of the project activities' long-term sustainability. For example, participants in the small business grants consistently noted a lack of demand for their products, indicating structural issues that hinder beneficiaries' sustained ability to use their small or home-based businesses to generate income. Because of this, the new phase of the project will include more specific activities for marketing training. Further, sustained legal work depends on the larger political context within Jordan, as only four sectors are open to Syrian refugees for legal work. However, the evaluation found that multiple project activities have the potential for continued impact, particularly the psychosocial impact on individual beneficiaries shows a high likelihood for continuing to have positive impact on these individuals, their families, and their communities based on qualitative and quantitative data. Lastly, the project's capacity development activities for partner CBOs directly met beneficiary needs, resulting in requests for trainings on further topics.

Partnerships

Guided by its Partnership Framework and Country Strategy 2017 – 2020, CARE Jordan holistically integrated capacity development and empowerment for partner CBOs into project implementation. CARE partnered with 20 CBOs, providing them with training on gender issues, interpersonal communication, collaborative problem solving, and partnership skills. Further, feedback shows that the project created links between beneficiaries and partner CBOs to create long-term relationships for vulnerable individuals to continue to access local services and support.

Conclusions

The evaluation's conclusions have been organized according the following three themes:

Socio-Economic Empowerment

- Intermediate Outcome Level
 - Syrian refugees and Jordanian host community women reported increased access to livelihood opportunities, however with limits to their sustainability due to a need for linking skills with job opportunities; increasing the quality of start-up kits; and better formal work opportunities that match refugees' skillsets in more sectors.
 - Refugees' coping mechanisms were shown to be substantially increased both through formal psychosocial support activities and as an unintended benefit of economic empowerment activities.
 - Syrian refugees and Jordanian women, men, boys, and girls reported increased access to emergency cash assistance, citing that not only was it a highly relevant modality to meet household needs, but also a mechanism to increase women's decision-making within the family.
 - Both Syrian refugee and vulnerable Jordanian populations reported an increase in their access to information, case management, and protection support that was particularly relevant to their individual and collective needs
- Final Outcome Level
 - Work permit recipients were able to legitimize negotiations with employers and increase job and financial security.
 - Individual and household assets, including women's individual ownership and control of assets have increased/been created through the home-based businesses.
 - Household income/expenditure has increased, and women had a share in control over it.
 - Most of the ECA recipients were able to attend to their urgent basic needs.
 - Women's well-being, self-esteem, satisfaction with work and life, were alleviated and economic stress was reduced.
 - Participants (women in particular) actively shared information and skills learned with household members and the broader community.

Improvement of Psychosocial Coping Mechanisms

- Psychosocial activities proved relevant to refugee needs by providing safe spaces for self-reflection and safe discussion, while positive psychosocial benefits from economic empowerment activities contributed to increased communication between family members and strengthened social networks.
- Individuals across all demographic profiles realized capacity for self-determination, self-help, and improvement stemming from a new sense of purpose through activities that helped them meet individual and community needs.
- Changes in perception of future prospects and displacement were evident.
- In-depth case management, in addition to well- and loose-structured psychosocial activities proved to be a comprehensive method to improve community cohesion.
- Information about coping mechanisms were particularly beneficial for populations that were illiterate or uneducated.

Community Development

- Participants, in particular children and women, were able to meet friends and others with shared experiences and similar backgrounds as a result of meetings and activities.
- Gender considerations, as well as other crosscutting issues, such as culture, norms, and beliefs, are good contexts for community organization practice.
- A combination of community events and committees attended to needs and built trust in the community in both a micro and macrocosmic sense.
- Interventions that engaged Jordanians and Syrians alike has promoted creativity and social coherence.
- Across all activities, Syrian beneficiaries reported better integration with the host community and increased feelings of safety throughout their neighborhoods
- Community bonds were strengthened due to more interaction between individuals from varied demographic profiles

Summary: Lessons Learned and Recommendations

- Programming should target domestic stability, housing and food payments, and family problem solving as these are oftentimes the underlying factors contributing to beneficiaries' sense of empowerment, self-worth, and emotional stability within an individual and communal level.
- Programming should continue to increase female beneficiaries' and people with disability access to public spaces and facilitate interaction with new social circles, as these were shown increase self-empowerment within marginalized populations like women and children.
- While the interventions of this project targeted vulnerable populations like women, teens, and young children, it's also important to target men and dedicate specific programming and spaces for males to cover GBV, family problem solving, and community awareness.
- Emergency Cash Assistance should continue to be linked with long-term economic stability programming, as cash assistance continues to be used to meet urgent needs as they arise.
- Future programming in information provision and general methods of advertising CARE's services should target marginalized communities disabled or illiterate populations.



3. INTRODUCTION

Since the outbreak of the Syrian conflict in 2011, more than 5.6 million Syrians have fled to neighboring countries in search of refuge, while another six million are internally displaced within Syria.¹ According to UNHCR, 668,123 Syrian refugees are now registered in Jordan, 81.1% of which are urban refugees residing outside of camps.² 2018 Annual Urban Assessment Report found that cash (used for covering costs of living in Jordan) and cash for rent have continued to be the two priority needs for Syrian urban refugees. In addition, food continues to be of primary concern for Syrian refugees, with reports of refugee households relying on multiple coping mechanisms to meet their family's food needs. Syrian refugees' reported shelter needs primarily include furniture and household items, and protection gaps due to threat of eviction disproportionately affecting Syrian refugee women. Finally, the majority of working Syrian urban refugees are not paid regularly through their work and do not have an employment contract. Sustainable livelihood opportunities, such as setting up a business, producing something for sale, or employment could enable refugees to be more self-reliant in the immediate and longer term. Notably, in the DIBP Livelihoods Baseline Assessment conducted at the initial phase of project implementation, 78% of the sampled beneficiaries reported needing training to attain the skills that would allow them to find employment or set up and market a home-based business.

- The *Emergency Assistance and Safe Spaces for Crisis Affected People in Jordan* project, funded by the Australian Government's Department of Immigration and Border Protection (DIBP), aims to meet the most pressing needs of the most vulnerable Syrian urban refugees and host community members in urban neighborhoods in Irbid, Mafraq and Zarqa, while building self-reliance and resilience. The project ran from July 2016 – July 2018 with a total funding of USD 1,587,172 received from DIBP and was implemented by CARE International in Jordan and local Community-Based Organizations (CBOs).
- This project evaluation has been conducted to assess the two-year project, which aimed to assist Syrians and Jordanians in host communities by: (1) increasing access to sustainability livelihoods for Syrian refugee and host community women; (2) improving the psycho-social coping mechanisms of vulnerable individuals; (3) increasing the access of Syrian refugees and vulnerable Jordanian host populations to emergency cash assistance; and (4) increasing the access of Syrian refugees and vulnerable host populations to information, case management and protection support.

3.1 Project Description and Rationale

The project provided access to existing support networks and services, protection from immediate threats and increased capacity for self-reliant survival strategies for the most vulnerable households in the urban areas of Zarqa, Mafraq, and Irbid. In addition, households were able to meet urgent needs and access humanitarian and social services after receiving essential information, targeted case management, and targeted emergency cash assistance. The project also placed greater emphasis on home-based

¹ Connor, P. (2010) Most displaced Syrians are in the Middle East, and about a million are in Europe, *Pew Research Center*. 29 January 2018, available at www.pewresearch.org/fact-tank/2018/01/29/where-displaced-syrians-have-resettled/ (accessed 24 August 2018).

UNHCR. (2018) *Total Persons of Concern*, available at <https://data2.unhcr.org/en/situations/syria> (accessed 24 August 2018).

² UNHCR (2018) *Total Persons of Concern*, available at <https://data2.unhcr.org/en.situations/syria/location/36> (accessed 24 August 2018).

livelihoods and skills development, and to particularly target the psychosocial and socioeconomic needs of women and children, as identified through CARE assessments. Livelihood activities such as skills development and vocational training for women were delivered in two modalities to increase impact: through private sector training centers and through CBOs. Psychosocial activities such as discussion sessions and awareness sessions for women were implemented with the aim of developing accurate monitoring tools for pre- and post-activity wellbeing and functioning.

3.2 Project Objectives

1. Increase access to sustainable livelihoods for vulnerable Syrian refugee and Jordanian host community women, whilst building the capacity of community-based organization partners; resulting in:
 - 600 vulnerable Syrian refugee (50%) and Jordanian women (50%) will participate in vocational training and receive a start-up kit.
2. Improve the coping mechanisms of vulnerable individuals and their access to community safety nets through targeted community support activities and community safe spaces; resulting in:
 - 9,000 individuals from vulnerable households will participate in at least one of the daily psychosocial loose-structured and recreational activities. Refugees (70%) will be referred through the case management process, while Jordanians (30%) will be referred by the National Aid Fund.
 - 450 individuals will participate in well-structured psychosocial activities.
 - 2,000 children under age 12 will participate in unstructured play activities.
 - 450 individuals will participate in different community events.
 - 48 Syrian refugees and Jordanians will be identified to serve on community committees that help set the agenda for various CARE activities.
3. Increase the access of Syrian refugees and vulnerable Jordanian women, men, boys and girls to emergency cash assistance so they could be able to meet their urgent basic needs; resulting in:
 - 1,110 household beneficiaries able to address an urgent need (such as rent, food, clothing, medical services and legal services) within one month and satisfied with the quality/convenience of delivery.
4. Increase the access of Syrian refugees and vulnerable Jordanian women, men, boys and girls to information, case management and protection support, resulting in:
 - 20,000 vulnerable refugee households (110,000 individuals) receive information, of which 2,000 households receive a needs assessment, and 1,000 of the most vulnerable of these will receive in-depth case management.



4. EVALUATION SCOPE AND OBJECTIVES

- This evaluation assesses the project implementation period from July 2016 to July 2018. The performance information in this report has been drawn from data collected throughout the project implementation period and augmented by data specifically obtained by the evaluation team from informant interviews, focus group discussions, and evidence from site visits that, collectively, provides sufficient data to report on the project's relevance and performance.

The intended primary users of this evaluation include CARE International in Jordan, local community-based organizations (CBOs), CARE Australia, the Department of Home Affairs (previously Department of Border and Immigration Protection of the Government of Australia (DIBP)), international non-governmental organizations (INGOs) working in

livelihoods, recovery, and capacity building, and finally Jordanian government entities, including the Ministry of Social Development, the Ministry of Labor, and the Ministry of Planning and International Cooperation.

- As mentioned earlier, the evaluation process analyzed and assessed the program in detail based on the evaluation criteria: relevance, effectiveness, efficiency, impact, sustainability, and partnerships. These criteria were applied to the project through the lenses of appropriateness of project design, effectiveness in achieving its objectives while promoting gender equality, and impact in supporting social and economic empowerment.
- Specific objectives of this impact evaluation are to:
 1. Assess the performance of CARE's *Emergency Assistance and Safe Spaces for Crisis Affected People in Jordan* project under all the objectives according to the ODEC/DAC evaluation criteria: relevance, effectiveness, efficiency, impact, and sustainability, in addition to partnerships;
 2. Specifically consider how the project has generated positive changes in the lives of targeted women, girls, boys and men;
 3. Ensure accountability for the funds provided by DIBP;
 4. Identify unintended consequences of the project, both positive and negative; for target groups and others impacted;
 5. Document the enabling factors and challenges that influence project implementation;
 6. Provide evidence-based recommendations for all stakeholders for the future programming in light with the assessment findings, including specific recommendations in relation to gender equality/women's empowerment issues including power dynamics.



5. EVALUATION APPROACH & METHODOLOGY

- The evaluation covers all the project's objectives and was based on the ultimate goal of the program, which is to enhance socio-economic well-being and quality of life for the refugee and host population in Jordan. The design of the evaluation was also guided by the expected results in the Performance Measurement Framework (PMF). The evaluation employed a mixed-method approach using multiple data sources, including data from key informant interviews and focus group discussions with partners, beneficiaries, and other stakeholders, data collection, site visit observations, and CARE's internal document reviews. These sources were triangulated to formulate findings, conclusions and recommendations regarding the Program.
- The evaluation was participatory in nature and fully considered gender and other categories of marginalization at all stages of the process, while maintaining ethical research principles and ensuring that lessons learned were disseminated to relevant stakeholders within the project and to DIBP. The evaluation also referred to the findings of the DIBP Livelihoods Baseline Assessment to inspect, analyze and report on positive or negative changes and impacts observed.
- The evaluation was led by CARE's Programs Quality Unit (PQU) under the management and oversight of a Reference Group consisting of representatives from CARE, under the coordination of the Programs Quality Director. CARE's programs quality team collected the quantitative and qualitative data. The quantitative data was collected through telephone interviews conducted by trained CARE volunteers and overseen by the PQU. The data was analyzed according to gender, age and location. CARE also complemented the evaluation by developing case studies to demonstrate the project's impact at the individual and household levels. CARE's programs quality team was responsible for conducting focus group discussions and key informant interviews with CBO staff, project staff. CARE hired Riyada Consulting and Training to review and validate the data collected, conduct in-depth data analysis, and develop the draft and final reports. In addition, the consultants conducted key informant interviews with CARE staff to deepen the analysis and findings of the evaluation.
- The sampling of beneficiary respondents was a combination of random, snowball and convenience, depending on location. The sample size for the quantitative data collection (phone questionnaire) was 1,071 participants, while the qualitative data collection sample size was 106 participants in 14 focus groups. The entire assessment, from design to data collection, analysis and feedback, aimed at reaching into qualitative and quantitative findings, and used input from CARE monitoring and evaluation officers. All interviewers were trained on ethical codes of conduct for research activity, and in parallel, on referring any individuals found to have serious mental health or protection needs, to the case managers for follow up. The interview teams were entirely comprised of female interviewers, and the baseline data was used as a source of comparison to the final evaluation data.

5.1 Desk Review

A comprehensive literature review of pertinent program documents was conducted, and covered project proposal, narrative reports, program action plans, and CARE's annual urban assessments to capture refugee pressing needs and trends on protection, livelihood, cash, shelter, food, psychosocial well-being, gender, and other areas. During this phase, the programs quality unit prepared and agreed on the evaluation work plan,

including research methodology, research questions, and timeframe. In addition, the research team identified any limitations/mitigations for addressing key evaluation questions and analyzed how the evaluation aligned to key ethical research principles such as sustainability and balanced gender.

5.2 Interviews, FGDs, and Field Visits

The Programs Quality team held 14 focus group discussions, approximately 1,071 phone interviews (63.1% female, 36.9% male) with host community members and Syrian refugees in Zarqa, Mafraq and Irbid Governorates, and 3 key informant interviews. Those targeted in this exercise were internal and external stakeholders representing informants who were either knowledgeable about the project or were directly involved in its activities, either as implementers or as beneficiaries.

A comprehensive evaluation assessment was designed and administered. The questions were designed as open-structured questionnaire that could be quantitatively analyzed.

5.3 Data Collection

Data collection began on the May 31, 2018 and was completed on June 14, 2018. The evaluation team conducted a review of the raw data provided after it was entered into KoBo Toolbox. Kobo Toolbox is an open source platform, developed by the Harvard Humanitarian Initiative, and comprises of a suite of tools prepared for field data collection and analysis in humanitarian emergencies and other challenging environments.

The data was triangulated with data from interviews and FGDs with different stakeholders to assess the results achieved and the ongoing implementation challenges.

5.4 Evaluation Sampling / Demographic Profile

The following tables provides the sample size for both the quantitative and qualitative data collection for the evaluation.

Table 1: Evaluation sample size for quantitative data collection

Activity	Total	Gender		Nationality	
		F	M	JOR	SYR
Livelihood Training	132	100%	0%	30.3%	69.7%
Small Business Development	13	100%	0%	62%	38%
Work Permits	29	7%	93%	0%	100%
Loosely-Structured Psychosocial Activities	143	56%	44%	26%	74%
Well-Structured Psychosocial Activities	122	56%	44%	43%	57%
Children's Play Activities	45	62%	38%	0%	100%
Community Events	125	91%	9%	30%	70%
Community Committees	33	70%	30%	21%	79%
Information Provision	159	51%	49%	4%	96%
Vulnerability Assessment	128	51%	49%	0%	100%

Case Management		142	49%	51%	0%	100%
Total		1,071				

Table 2: Evaluation sample size for qualitative data collection

Gender	Total
Male	37
Female	69
Total	106



6. EVALUATION FINDINGS

6.1 Relevance

6.1.1 Relevance of Project Design:

Since 2013, the Government of Jordan has taken a proactive role in seeking to respond to the impact of the Syria crisis within a resilience framework, by conducting the National Resilience Plan (NRP) from 2014-2016, which focused mainly on host communities. As of September 2014, the Jordan Response Platform for the Syria Crisis (JRPSC) was established to coordinate, guide and provide oversight to the preparation, implementation and monitoring of the JRP up until the present plan (2017-2019), which represented a paradigm shift by bridging the divide between short-term refugee and longer-term developmental response within a resilience-based comprehensive framework. According to some researchers, the JRP is the most sophisticated response to the Syrian refugee crisis among all the major neighboring host countries.

The *Emergency Assistance and Safe Spaces for Crisis Affected People in Jordan (2016 – 2018)* was well aligned with the objectives of the Government of Jordan, and in particular the JRP, as well as with CARE's strategic objectives. Close analysis of project documentation and interviews with CARE Jordan staff highlight that the organization leverages its close working relationship with Jordanian government officials and its robust response and resilience programming to ensure that this project utilized evidence-based design, filled service gaps, and harmonized with national and regional plans. The project directly aligns with the Regional Refugee and Resilience Plan (3RP), the regional coordination and planning tool which is used on the national level as the blueprint for the JRP³ mechanism that seeks to create a joint response to detrimental effects of the Syria crisis between all relevant stakeholders in Jordan. In particular, the project addressed the following national development goals and priorities:

- (a) community-based capacity building, responding to the needs of target population through referral systems, targeted assistance and outreach
- (b) supporting access to learning support activities for all children and youth
- (c) increasing the capacity of government / non-government actors to prevent and respond to SGBV
- (d) strengthening community-based protection mechanism through outreach and community mobilization
- (e) reducing social tension in host communities for Jordanians and Syrians
- (f) expanding cash assistance program to cover more vulnerable Syrians
- (g) demand-driven and inclusive vocational training and employability programs for decent employment opportunities
- (h) enhance access to sustainable formal self-employment opportunities through entrepreneurship development promoting innovative ideas and social enterprises

In addition to its relevance on the national and organizational levels, analysis of the program documentation shows that the project design applies a robust evidence-based logic to its overall project design. Each of the higher-level objectives and outcomes logically flow from the overall problem statement, which builds on CARE's own national-level survey of Syrian refugees and Jordanian host community members, market assessment, and on data collected by other sector stakeholders. Finally, activity design cites both sector-wide best practices and scaling up activities with proven impact.

³ Jordan Response Platform for the Syria Crisis. (2018) *Jordan Response Platform for the Syria Crisis*, available at <http://www.jrpssc.org> (accessed 25 August 2018).

Finally, the project has shown a high degree of relevance the target populations' needs, as evidenced by the project's response to findings from CARE's annual Urban Needs Assessment. Notably, the sixth annual urban assessment (conducted in March 2016) found that refugees' primary need continued to be cash for rent and to cover basic needs, while income had decreased from the previous year. Further, only a little more than a third of surveyed refugees reporting planning to legalize their work, with female Syrian refugees most likely to report working in the informal sectors in order to meet their family's expenditure needs.

6.1.2 Relevance of Project Partners:

The project's target groups were chosen based on the populations with the highest demonstrable need. Under the umbrella of this project, CARE International in Jordan has conducted a comprehensive Needs Assessment, including a gender analysis, for refugees and host community. Assessment results were released in June 2015 and updated in August 2016. Findings of the assessment were used as guidance towards fine-tuning the selection process of beneficiaries and maximizing a long-lasting impact, in addition to a baseline assessment conducted as part of the DIBP project. Further, CARE Jordan has established strong relationships with Jordanian government actors (as evidenced by CARE's involvement in developing the JSCR 2016 – 2018), which have been leveraged during the design phase to increase the project's relevance to national priorities and to engage the Jordanian government in new programming modalities for Syrian refugees, and thereby increase the project's long-term sustainability. Lastly, CBOs were chosen based on their specialties' relevance to the vocation skills training needs.

CARE maintains a robust process for evaluating potential partners, based on 26 qualitative criteria that measure an organization's financial capacity, clear management structure, demonstrable commitment to gender equality in both programming and project administration, and whose programming demonstrates synergies with the work of CARE Jordan. Further, CARE Jordan's Partnership strategy utilizes a joint ownership, joint responsibility approach to create sustainable partnerships that contribute to CARE's transformation goals, particularly those focusing on gendered empowerment.

6.1.3 Stakeholder Participation:

To ensure targeted assistance, community participation and a sense of ownership of the project, CARE involved men, women, boys, and girls (MWBG) in planning, implementation, monitoring and evaluation of the project through conducting regular FGDs and interviews with the beneficiaries and relevant stakeholders, including local CBOs, the VTC and MoSD. Different project activities were well interlinked, and have complemented each other; for example, the move from strengthening the institutional partnership with MoSD to utilizing their experience in creating partnerships with CBOs and moving through representatives from both sides to select beneficiaries from the community, while building the capacity of all stakeholders along the way, is a good illustration of the interlinkage and complementary approach rather than the parallel one.

6.1.4 Relevance of Project Activities:

Livelihoods and Skills-Building

A total of 300 Jordanian and 300 Syrian women (in particular from female-headed households, with a specific identified need to enhance and protect their livelihoods), were invited to participate in community-based skills building training. The training provided included vocational training, life skills, budgeting and negotiating techniques, and how to

start a home business. The trainings spanned 80 hours across 20 training days. A certificate of completion as well as transportation allowance were distributed to the participants at the end of each month. Table 3 below details the breakdown of the demographic profile of the surveyed respondents who received training:

Table 3: Demographic profile of surveyed livelihoods trainee beneficiaries

DEMOGRAPHIC PROFILE		
GENDER	NUMBER	PERCENTAGE
Female	132	100.0%
Male	0	0.0%
AGE GROUP		
20 – 29	26	19.7%
30 – 39	52	39.4%
40 – 49	45	34.1%
50 – 59	9	6.8%
60+	0	0.0%
NATIONALITY		
Syrian	92	69.7%
Jordanian	40	30.3%

To ensure that the livelihood trainings were appropriate for beneficiaries and their skills were meeting market demand, a market needs assessment was conducted to examine the market, its demand and supply, beneficiaries’ skills, expectations, needs, and challenges, as well as to determine the suitability of trainings in a range of market sectors. While the training did respond to beneficiaries’ skill needs, the activity’s relevance to labor market needs could be improved. 53.0% of trainees suggested linking the training with job opportunities, indicating that skills-building is not the only obstacle to Syrian and Jordanian women’s participation in the labor force, but rather the lack of—or lack of awareness about the available income-generating opportunities.

Small Business Development (SBD) Training



Photo 1: Nemah’s soap business, made possible through small business loans

In addition to monetary grants ranging from 1,000 – 1,400 JOD (1,924.28 – 2,694.00 AUD)⁴ to start their small businesses, 14 Syrian women also received training in business planning, theory and practice, business principles, proposal writing, budgeting, and basics of project management. Additionally, beneficiaries developed business plans and conducted feasibility studies for their projects, each of which was approved prior to receiving the business grant. Beneficiaries given grants and trainings pursued projects such as private classes teaching, perfume manufacturing, food production, and dry cleaning/tailoring. The majority of the 13

⁴ Conversion to Australian Dollar relies on the period average rate between August 1, 2018 and August 31, 2018, received from www.oanda.com.

sampled projects were at home (92%), but some were undertaken in shops and factories outside the home (8%). Grants were used for new projects (54%) but also expanding and developing existing projects (46%). Seven of the thirteen sampled beneficiaries owned their home-based projects before participating in CARE's small business development training. When asked about the effects of the SBD training, both women who had previously had home-based businesses and those who began new ones noted the same positive benefits—that out of the grants' income and after starting up a small project; they were able to buy more materials, meet their expenditure needs or pay off some debts, and increased income—in addition to the same challenge in managing their project, namely the lack of customers.

CARE also followed up with two psychosocial support and motivation sessions in addition to second payments for the respective businesses. The comprehensive trainings allowed beneficiaries to identify potential target markets and the type of clients who would access their products, and to develop strategies for product differentiation and sales. Quantitative data found that the small business training was directly relevant to beneficiaries needs, as 92% of trainees reported that the project activities met the needs of people in their community and responded to the needs of the most vulnerable. Similar to the vocation training, this activity allowed women to begin economically productive projects independently.

Providing Work Permits to Refugees

The Jordanian government has issued 106,000 total work permits to Syrian refugees as of July 2018, according to the Ministry of Labor.⁵ As a result, CARE Jordan's Sustainable Development Department developed a unit to support Syrian refugees on workplace issues such as in recruitment, facilitation of linking employees to employers for internships and job placements and supporting Syrian refugees with applying for work permits. Linking Syrian refugees to local organizations to be employed significantly improves the resilience of refugees to shocks and to become less reliant on humanitarian support. During the project period, a total of 35 work permits were issued to project beneficiaries; 3 of which were issued to women in the agricultural sector, and 32 of which were issued to men in the construction sector. 29 beneficiaries (27 men, and 2 women) were surveyed for this evaluation. 59% of respondents were between the ages 18-35 and 41% between ages 36-59. Quantitative data collected from beneficiaries elucidated that the provision of work permits has surprisingly little relevance to Syrian refugees' participation in the labor market: 55% of all respondents noted that their current job was not match their previous experience, with 62% reported that they are looking for new better job. It must be noted that because the Jordanian government closes multiple work sectors (including education, medicine, and business) to non-Jordanians, many Syrians' skillsets are ill matched to jobs in the sectors that are open to them.⁶ Further, formalizing work has the added benefit of increasing protection; the Syrians caught working illegally face fines, potential arrest, or forced relocation back to the refugee camps.⁷ After receiving work permits, 100% of surveyed beneficiaries reported they increasingly felt safe, reassured, and secure.

34% of the respondents reported that they were not working before getting the work permits through CARE so that have made significant change on their lives and income. The other 66% reported they were working illegally before getting the work permits through CARE but having a work permits let them get have legal rights as worker such as

⁵ Ibáñez Prieto, A.V. (2018) Jordan issues more than 100,000 work permits for Syrians, *The Jordan Times*. 18 July 2018, available at <http://www.jordantimes.com/news/local/jordan-issues-more-100000-work-permits-syrians> (accessed 23 August 2018).

⁶ International Rescue Committee (2018) *Still in Search of Work*. London: International Rescue Committee, available at <https://reliefweb.int/report/jordan/still-search-work-creating-jobs-syrian-refugees-update-jordan-compact> (accessed 11 September 2018).

⁷ International Rescue Committee 2018: 11.

the right to a minimum wage, the number of maximum working hours, which are up to 48 hours per week; if an employee works for more than eight hours per day and 48 hours per week, he/she is entitled to overtime compensation, the right to an employment contract, the right to be enrolled into Social Security, the right to be medically treated and receive compensation (if applicable) in the case of any work-related injury, the wage shall be paid within a maximum of seven days from the date it is due, the right to receive overtime compensation if working on weekends or national/religious holidays and the right to annual leave for 14 days per annum.

100% of participants rated the process and CARE's service in linking them with job opportunities and helping them to get work permits as "good," and found no challenges in CARE's implementation, assistance, and issuance of the program intervention.

Psychosocial Activities

13,268 refugee and Jordanian individuals from vulnerable households participated in daily psychosocial loose-structured and recreational activities at community safe spaces. Beneficiaries participated in psychosocial activities such as storytelling, drawing and handicraft activities, to release their stress through artwork. Sessions on improving the psychological wellbeing of adults were facilitated on topics such as in communication, parenting, and managing stress. Quantitative data found that all participants felt that the psychosocial activities had been designed based on community needs, showing a high degree of relevance to project beneficiaries.

Loosely Structured Psychosocial Activities

A total of 9,532 beneficiaries participated in the loosely-structured psychosocial activities. Prior to the implementation of CARE's DIBP project, most of the children who participated in the FGDs conducted at the beginning to assess the situation at the baseline stage of the intervention, they reported that they are struggling to deal with the emotional, psychological and physical damage inflicted during the war. They are also dealing with loss and bereavement, as well as uncertainty and fear. The participants reported that they are extremely worried about family members who remain in Syria as some of them expressed sadness and grief over loss of relatives, while others expressed being sad because of separation from family members. Many also expressed a desire to return to Syria. When asked why they participated in the psychosocial support activities, women in focus groups reported that they were experiencing psychosocial distress due to financial burden, family illness, and repressive routines. Further, participants reported wanting to gain new social networks and friends, resilience techniques, and to share their concerns with others, indicating that the planned activities were highly relevant to refugees' reported needs.

When asked if the activities responded to the needs of the most vulnerable in their communities, 100% of respondents reported it did. Further, 98% of respondents reported that the loosely-structured activities had, in their opinion, been designed based on community needs.

Well-Structured Psychosocial Activities

Through the psychosocial support program, 478 beneficiaries (28.7% Jordanians, 71.3% Syrians) participated in well-structured psychosocial activities through in-depth peer

support group after being recommended and referred by the Case Management Department which assessed them on a case by case basis according to their needs. Of the surveyed beneficiaries, 98% believed that the well-structured psychosocial activities responded to the needs of the most vulnerable in society, while 96% reported that they believed the project had been designed based on community needs, indicating high levels of relevance.

Well-structured Psychosocial activities supported those who were in need for more in-depth psychosocial assistance through peer support groups in the safe spaces. The group counselling sessions tackled different issues related to coping with trauma and coexisting with members of local communities in an in-depth and detailed manner. For example, in the writing therapy activity “Life Story”, participants were able to express their feelings and struggles faced in life. The safe space also offered activities for families like the activity “Mommy and Me”, where mothers could learn how to raise and interact with their children. Participants in the well-structured psychosocial activities consistently reported wanting to continue the activity, demonstrating the activity’s relevance to beneficiaries’ psychosocial needs.

Children’s Play Activities

2,504 children (21% Jordanians, 79% Syrians) were invited to attend children’s play activities. The activities were conducted by CARE’s volunteers who are trained to work with children and read specific stories to them to enhance children’s imagination; and develop new and positive attitudes. CARE collaborated with other organisation such as GOTHE Institute and German Jordanian University to implement these activities, which aim to let children have fun, play, give them the space to express their feelings and build social networks and new friendships.

Activities were provided for vulnerable children under the age of 12 and included unstructured, supervised play. CARE’s existing community centres had outdoor safe spaces where children were given the opportunity to engage in play activities with other peers. Children play activities included art, craft, story-telling time, group games and outdoor activities. Children were stimulated to read, express themselves through art, freely play with peers and learn from each other through learning activities and play in outdoor areas. The activities are carried out by CARE’s trained volunteers with a supervision of the Psychosocial Support team. Every single participant reported they believed the activity had been designed in response to the needs of the most vulnerable members of the community.

Community Events

Another 979 individuals (63.0% Syrians, 37.0% Jordanian) from vulnerable households participated in various community events. The aim of community event participation was to engage refugees and Jordanian beneficiaries and strengthen mutual understanding and acceptance between refugees and locals through cultural, sport and art activities. Survey data revealed that 99% of beneficiaries were satisfied with the community event, 98% of beneficiaries thought the event was designed based on community needs, 94% learned new information at the community event, and 88% of beneficiaries thought CARE responds to the needs of the vulnerable in the community.

CARE International in Jordan celebrated international events such as the 16 Days of Activism Against Gender-Based Violence to raise community awareness on sexual reproductive health, and International Women’s Day, which called for all to help forge a better, more gender inclusive working world. The event displayed CARE’s local communication committees and the youth committees who work on promoting gender

equality and combating gender-based violence in their communities. The following tables show the topic of community event attended by the surveyed beneficiaries as well as their method of finding out about the events. According to respondents' feedback, the most popular topic of community event was gender-based violence (70%). In addition, the most common method of hearing about the event was through friends and relatives (42%).

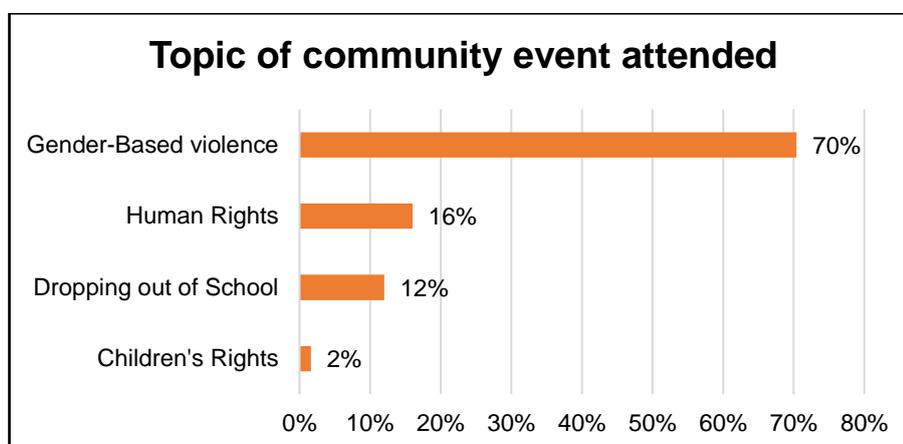


Figure 2: Topic of community event attended

CARE Jordan's eighth annual urban assessment found that Syrian refugees were five times as likely to want information about gender-based violence than they were to have it, the largest reported gap between the information that Syrian refugees had and wanted in regard to the Syrian crisis, demonstrating the activity's relevance to beneficiaries' needs.

Community Committees

CARE's Case Managers and Community Development Officers identified Syrian refugees and Jordanians to join community committees aiming to build enhanced social cohesion through community mobilisation and peer group support programs. Community committees sought to raise awareness, provide information, build capacity and enhance social cohesion among community members. CARE consulted refugee community committees on all program work plans and psychosocial work plans, making sure to incorporate their advice along the way. The committee members had a vital role in informing other refugees and community members about the psychosocial programs and CARE's assistance and programs in general. Committees members also supported by identifying the most vulnerable households and assist in outreach activities. The committees were trained on topics such as protection and rights, child protection, gender-based violence, and facilitation skills.

Focus group feedback from participants shows that the purpose of the community committees—to serve as a link between Syrian refugees and service providers—was reported as an essential need to be met within the community. However, participants noted that there still existed key barriers to the activity's effectiveness, such as the brevity of training and the committee members' lack of follow-up with referrals (covered more in the section below).

Emergency Cash Assistance (ECA)

The Programs Quality team interviewed 144 respondents (21% Jordanian, 79% Syrian) and conducted two focus groups. 76% of surveyed beneficiaries reported that the ECA is relevant to their needs. ECA payments were used for mainly urgent needs such as food (52%), health-related expenses (41%), housing payments (41%), utilities (25%), and debts

(20%). Individuals in focus groups echoed quantitative survey results, but also mentioned Eid and Ramadan expenses as ways to spend the cash assistance. Focus group respondents prioritized food, electricity, and then water bills above all other expenses mainly because these were the cheapest and most urgent. Figure 3 details the usages of the ECAs across survey participants:

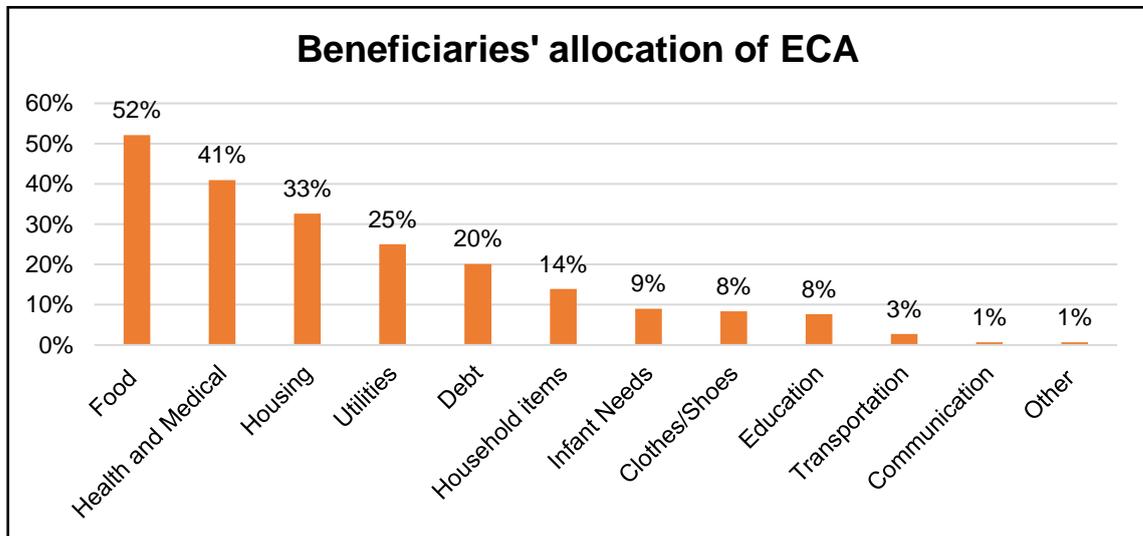


Figure 3: Beneficiaries' allocation of ECA

Furthermore, 94% of the respondents preferred cash assistance compared to in-kind assistance, as cash assistance allowed beneficiaries to make choices and prioritize spending on meeting their specific household needs and prevented beneficiaries from alternative, more risky forms of payment such as borrowing from neighbors and relatives and buying goods in debt. Further survey results revealed that the majority (65%) of beneficiaries said the ECA was enough to cover their urgent needs. As participants were used to receiving coupons and vouchers as other forms of cash assistance, many also expressed satisfaction with being able to choose where the ECAs were allocated. One participant, however, did mention that vouchers or other assistance for more expensive services such as urgent surgeries would be particularly helpful.

Focus group feedback consistently noted that the ECA was the most preferred mechanism for closing the income-expenditure gap facing many Syrian families, as it provided the necessary flexibility to cover the most pressing daily needs. However, the participants noted that the assistance received was not enough to cover health costs, particular the high costs associated with giving birth. CARE's eighth annual Urban Assessment recently found that the cost of giving birth is a primary health concern for Syrian refugee families, as the Government of Jordan's recent change to its refugee-related healthcare policy now requires that Syrian refugees pay the same amount for healthcare as foreigners. According to Syrian refugee families surveyed under the Urban Assessment, the cost of giving birth has now doubled (from 80 JOD to 160 JOD), with the costs of a Caesarean section potentially costing up to 700 JOD. Beneficiaries of the ECA also noted the high cost of surgeries as a primary health-related need that the ECA cannot cover. As such, the ECA is most relevant for daily needs, partially covering rent and utilities costs, transportation, and food needs.

Information Provision

During the reporting period, CARE provided information to 22,010 Syrians. Participants reported receiving information on a variety of topics, with the most common being cash assistance (45%) and referral services (34%). According to respondent feedback,

participants also received information about common social issues within vulnerable communities such as early marriage (23%), child labor (18%), as well as information about helpful resources such as relevant social service organizations (13%), and work permits (10%).

The dedicated and gender-balanced team of volunteers at CARE community centers and gender CBOs registered the details of participant walk-ins and provided them with basic relevant information such as the referral pathways, laws and policies that affect refugees, stress management, awareness on education and health practices. CARE’s team directly followed up on their cases and responded to all inquiries. CARE has standard operating procedures for case management and information provision, including maintaining confidentiality within public settings such as social media.

The following charts detail information received from CARE.

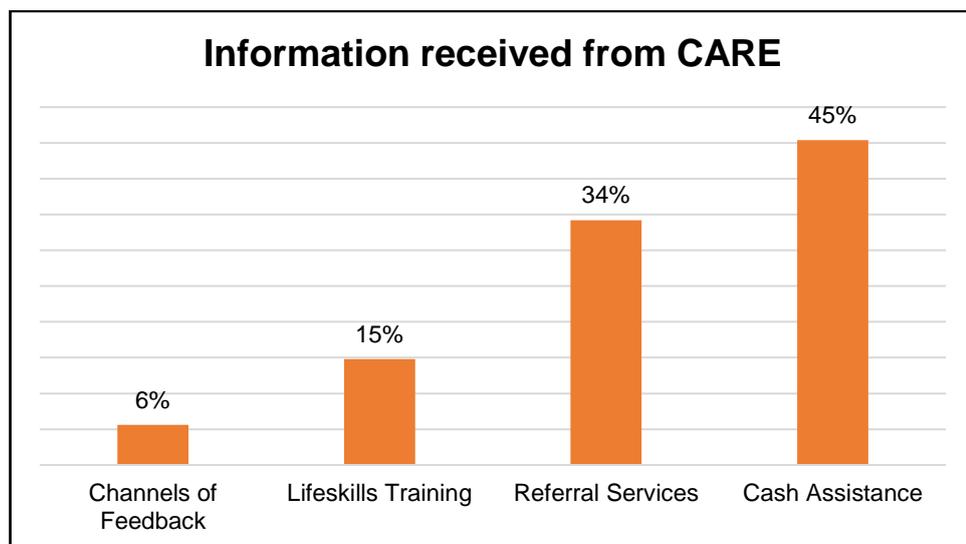


Figure 4: Information received from CARE

CARE’s eighth annual Urban Assessment recently found that 94.2% of Syrian refugees report wanting more information about cash assistance and were four times as likely to report wanting information from direct, personal interaction with organizations. This activity shows demonstrable relevance to beneficiaries’ needs as measured by CARE Jordan.

Beneficiaries showed unanimous satisfaction with the information provision services of CARE. 100% of respondents felt more aware of their rights, knew how to get access to their services after the information received from CARE, 100% of respondents rated the clarity and comprehensiveness of the information provided by CARE as “good,” and 100% of respondents said that all information provided to them was sufficient for their needs. Beneficiaries also felt that CARE was particularly empathetic toward the Syrian cause. Focus group participants emphasized their appreciation of CARE’s commitment toward the refugee population in Jordan.

Vulnerability Assessment

During this reporting period, CARE’s Case Managers assessed the urgent needs of 2,105 Syrian individuals. Vulnerability Assessment is one of the essential steps of the protection process where an assessment is conducted to identify the beneficiary’s status. The assessment includes an interview with the Case Managers to determine the beneficiaries’ needs and, urgent priorities, and eventually refer them to service providers (either

internally to CARE's services or to external services). In addition to targeting the most vulnerable areas and refugee households by conducting comprehensive vulnerability assessments, the needs assessment was designed to identify and track the multi-sectorial vulnerabilities of refugees registered with UNHCR.

The tool is considered as a base from which assessment and referral mechanisms which focus on the protection needs and vulnerabilities of individual refugees can move forward. The interviews between the case managers and the beneficiaries were designed to allow them to express their needs and concerns so the case managers could inquire about their current situation, such as health conditions, disabilities, family size, household characteristics, housing conditions, protection concerns and legal status. 85% of participants in the needs assessment activities reported that the case managers asked all the necessary questions to assess their needs.

In-Depth Case Management

The CARE team interviewed 142 respondents to assess their satisfaction and how the case management sessions effected their lives. 100% of the respondents reported that their urgent needs have been covered as a result of the referrals decided during the case management session. In particular, beneficiaries were unanimously interested in learning how to cover housing payments, followed by expenses related to child care such as clothes and school supplies. When asked if the case management session was relevant to their needs, 86% of respondents replied it was.

6.1.5 Relevance to CBOs' Needs

According to interviews with CBO staff, the training provided to CBO staff members was relevant to their institutional capacity needs, to the extent that CBO staff members have requested further training in new topics, including community-based protection, psychological first aid, advocacy, and working with people with disabilities.

6.2 Effectiveness

6.2.1 Analysis of Planned Results:

According to project documentation, the project successfully achieved all its planned results, surpassing its planned targets for every activity. Table 4 shows both the planned results and their corresponding target values, and the progress made against each target value:

Table 4: Project planned vs. actual results

PLANNED VS. ACTUAL RESULTS		
RESULT	TARGET	ACTUAL
Vulnerable Syrian refugee and host community women will benefit from increased access to sustainable livelihoods to empower them economically.	600	649 Vocational Training: 600 SBD: 14 Work Permits: 35 (3 women)
Individuals benefit from recreational, educational and well-structured psychosocial activities, in addition to the activities of the joint refugee and host community committees.	11,948	13,493 Loosely-Structured: 9,532 Well-Structured: 478 Community Events: 979 Children's Play Activities: 2,504
Households will benefit from access to emergency cash to meet urgent protection needs of vulnerable Jordanian and Syrian refugee women, men, boys and girls.	1,110	1,117
Households (11,000 people) will have their vulnerability assessed and will be provided with essential information to assist them in accessing services to meet their needs.	2,000	2,105
Households (5,500 people) of those whose needs have been assessed will be provided with in-depth case management, including a comprehensive care plan for the most highly vulnerable, by trained case management staff at CARE Centres and through outreach interventions.	1,000	1,008
Households (110,000 people) will be provided with essential information to assist them in accessing services to meet their needs.	20,000	22,010

6.2.2 Analysis of Unintended Results:

This evaluation has found that multiple activities had the unintended, though related, positive benefit of increasing beneficiaries' psychosocial wellbeing. One of the unintended positive effects of the livelihoods and skills building training was a reported increase in participants' psychosocial well-being; however not because of their increased income-generating skills, but rather because of the interpersonal relationships formed with other participants, increasing their self-confidence, and growing the opportunity to find purpose outside of the house. Additionally, participants in the community committees noted that the activity had a high impact on their self-esteem, and that the impact was multiplied as members began to apply the lessons learned in their personal lives through serving as counsellors to friends and family, increasing communication between family members, and increasing their and their children's role in family decision-making. These unintended positive effects point to a larger psychosocial need facing Syrian refugee populations, particularly women, in terms of connecting with other peers in productive activities. Future projects can capitalize on these findings by engaging target beneficiaries in need of psychosocial support in productive activities that increase their sense of purpose, independence, and positive connections with others. These unintended results could have been foreseen and further capitalized upon by CARE, either through selecting these individuals for further psychosocial support under other project activities or including these elements into the project's overall theory of change.

6.2.3 Improving Beneficiaries Lives:

Livelihoods and Skills-Building

This evaluation has shown that though beneficiaries reported high levels of satisfaction with the quality of services provided by CARE, beneficiaries' lives improved only slightly as a result of the training, as only some beneficiaries could start up income generating activity right after the training. While 91% of surveyed beneficiaries reported satisfaction with the toolkits used in the trainings, modifications such as increasing the total training time and improving the quality of kits could have improved overall impact.

"Every woman can change her circumstances around, at least to some extent - she just needs to get up, stop complaining and start doing. We need to take a second look at social norms and gender roles, and we must adjust and react to changes in life." – Hiba, Syrian woman, Mafraq

Overall, the majority of beneficiaries were satisfied with the quality of services provided by CARE. 100% of participants noted that the trainer communicated clearly, explained relevant benefits of the trainings, was inclusive of all participants in the training, and had a clear training plan in advance of each session. Majority of participants also noted that the trainer ensured enough materials and equipment for all participants, allocated adequate time to practice.

Focus group reports show that the training was effective in increasing participants' psychosocial well-being. Participants reported that they felt more productive, that they have more self-confidence and are more likely to participate in decision-making, and that they are sharing training activities with their children. Particularly, respondents highlighted that leaving the house and meeting new people, particularly those of another community, has positively impacted their mood and psychological wellbeing.

Female vocational skills trainees reported during focus groups indicated that some trainees who were already engaged in home-based income generating projects increased their income due to the project (discussed in-depth in section 6.3), while some of those who weren't previously could not. As one woman who participated in the training said: "We were a group of seven women and we had the ambition to cooperate and open a production kitchen, but we need funds not just training to start this business."

Beneficiaries preferred longer training duration, reporting that 20 days is good to build the fundamental skills a longer course would assist them to master the advanced skills, some participants indicated that skills-based trainings should usually last about six months in order to practice the skills introduced during training. In addition, while focus group participants did not note any barriers related to obtaining permission from other household members, 7.6% noted that their husbands or sons have not supported participation in training, while the majority of participants (62.1%) noted that participation depended on their approval. Some participants of the vocational training noted that male family members encouraged their participation hoping that it could increase family income. Another important shortcoming affecting women's participation in the vocational training courses and psychosocial activities was the lack of childcare offered, some women pointed out that men in their families "sent us to the training reluctantly" because of the impact on childcare, some of the women suggested having a daycare service at the training center. Figure 5 below details further barriers to participation:



Figure 5: Barriers to participation for skills training

Case Study: Amal, 44, Zarqa

Amal, 44, and her husband, 55, are parents to nine-year-old twin girls that came to them late in life. It is clear that the children are the most important thing in Amal's life, but their family situation causes some problems when it comes to getting assistance from organizations: "Just because we're older, they think our children are older, and must be working." Amal also feels that it's harder for them to get help as a smaller family, and that more assistance is provided to bigger families. "But we're just as much in need," she says. "How can I pay the phone bills, the electricity, and all the expenses for the home and for the children?"

The family's rent comes to 150 JOD per month, in addition to water, electricity and household expenses. They receive 15 JOD per person as vouchers from UNHCR but were rejected from the eyeprint scheme. "We waited and waited, but in the end the answer came back no." Amal's husband pays for the house, however can only get sporadic work in Jordan. "It is difficult for him to take work with young Jordanian shop owners, and he's been rejected in the past for being too old." In Syria, Amal's husband worked in a shop for men's clothing, employing twenty workers, before they lost everything - the shop, the car, their house - because of the war. For Amal as well, life in Jordan falls very short of the lifestyle she used to know as a well-off housewife. "I only rarely had to leave the house, and I wasn't in need of anything." Amal wears a niqab, and so working outside the house is difficult because she does not mix with men.

Amal first heard about CARE's training opportunities from some friends who enrolled in a cooking training course, run by the Working Women's Association in Mahatta. She started following them on Facebook, and heard about the sewing training course, which interested her because she was keen to learn how to use sewing machines. Amal felt encouraged by attending the sessions with friends and found a much-needed outlet for her worries and stress over debt and her husband's illness. "The sessions were really excellent, and very useful. I was delighted with the machine and the fabric which they gave me, and I used them to make a suit. But the course was too short. I'd like to know more about sewing - there's so much to learn!" She also wishes that courses were offered for men, so that her husband could attend. "His work keeps him sitting down all day, so some movement would do him good."

Following the course, Amal has sadly not been able to use her new skills as she would like. "When I told my neighbors and relatives, they asked me to make them things, like a skirt and a suit. I only got a couple of dinars for them, though they cost me much more to make. But I need the income." Ideally, Amal would like to find work in a tailoring workshop, sewing orders for clients and not just relying on her neighbors, which doesn't bring in enough money. However, with her small children and sick husband, she feels unable to leave the house. If the training were done again, Amal thinks she would prefer a cooking course. 'It's a bigger field, and besides, Syrian women are known for making delicious food and sweets, so people trust us, more than they do as tailors.' She sometimes earns some money through cooking orders for people at home - warak ayneb and kubbah and so on - and would benefit from the tools and equipment: at the moment she has to use her neighbor's.

Many of her husband's friends have migrated abroad, helped by UNHCR to travel to America, the UK or Canada, and Amal is waiting for a similar offer. "Maybe it would be better than here. We're suffocating here." But she's determined to retain her dignity and independence and is unwilling to accept help from anyone she knows, because this would make her feel broken and defeated. "I just want my husband to get better, and to ensure a better future for my children. We just need to get some income, and to be free from debts."

Small Business Development (SBD) Training

Overall, the SBD trainings had a mixed impact on beneficiaries' lives; though all participants noted that the SBD trainings increased their income (discussed further in Section 6.3), 100% of participants rated the quality of instruction (including curriculum, convenience, and coachability) as "strong." Unanimously, participants reported that the SBD training increased their income, in addition to high reported benefits in psychosocial

wellbeing, including feeling more productive, better able to regulate their emotions, and improved mood, demonstrably improving beneficiaries' lives.

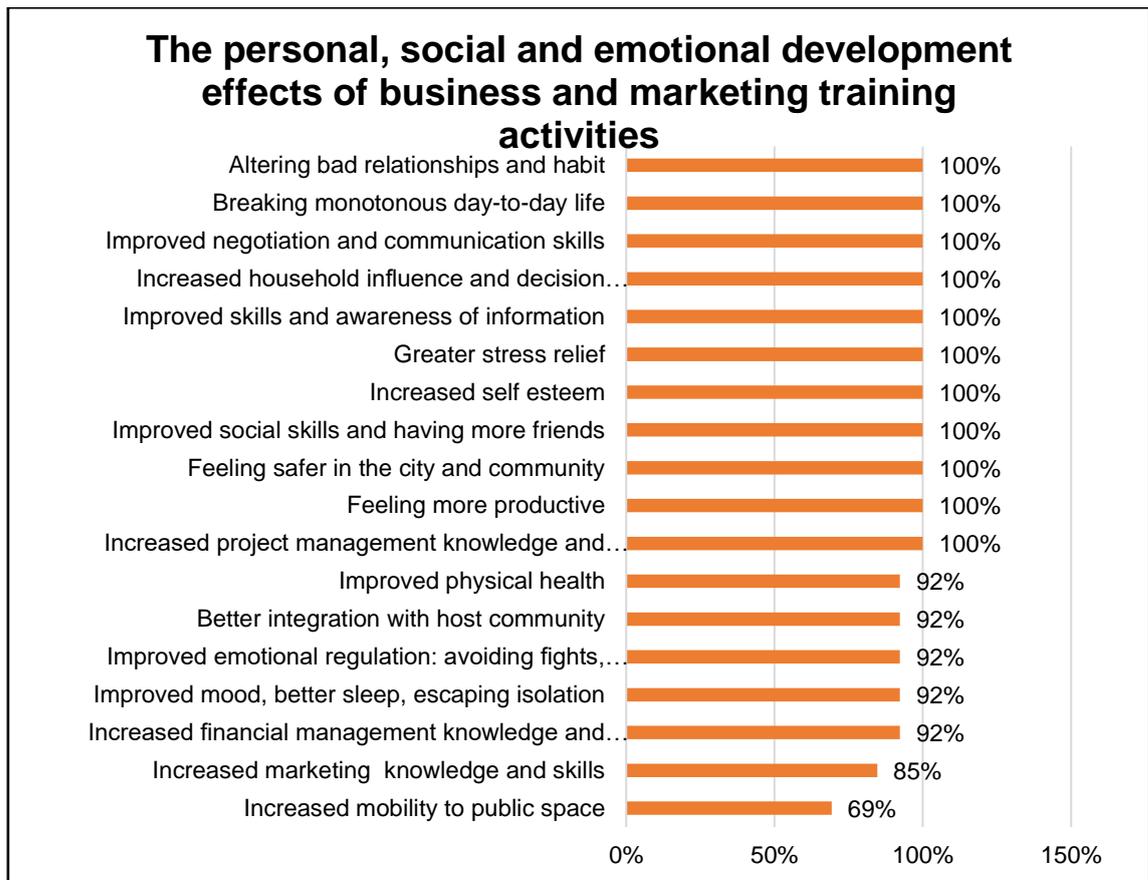


Figure 6: The personal, social, and emotional development effects of business and marketing training activities

The most common challenge was sustainability in business, which echoes the suggestions for future training ideas: participants reported difficulties in establishing a continuous client base or widening their marketing network. These findings suggest that though an initial business grant is an essential part of increasing women's economic participation, deeper structural issues within the Jordanian labor market—such as the persistent income-expenditure gap amongst both Jordanian and Syrian populations, cultural barriers to women's work, potentially the lack of demand for products and services created through the small business grants—all limit the effectiveness of small business grants in the long-term.

Providing Work Permits to Refugees

The project successfully facilitated 35 work permits for Syrians, meeting its target value and increasing the income of Syrian refugee beneficiaries (discussed further in section 6.3).

One overwhelmingly effective aspect of the intervention was the increase in refugees' feelings of safety, reassurance, and tranquility for themselves and their families as a result of formalized work. As mentioned above, informal work increases refugees' risk of exploitation, forced resettlement to the camps, or legal repercussions from the Jordanian authorities. Not only does the provision of work permits increase access to employment

opportunities, it also decreases the psychosocial stress associated with informal work. When asked how the work permits affected their abilities to cope with stress, every single surveyed respondent reported they feel more secure as a result of obtaining a work permit, indicating that though a work permit is not necessary for economic empowerment, it does lead to personal empowerment that improves beneficiaries' lives.

Female recipients of the work permit reported an average monthly income of 92.5 JOD, while male recipients reported an average of 192.04 JOD per month. Though this data is calculated from unequal sample sizes (27 male recipients and only 2 female recipients).

One of the limitations that is related to providing work permits can be attributed to the competitive Jordanian job market, which only opens four sectors to formalized Syrian workers.

Psychosocial Activities

Loosely Structured Psychosocial Activities Effectiveness

Quantitative data confirms that the loosely-structured psychosocial activities directly improved beneficiaries' lives by increasing their psychosocial wellbeing, with particular effectiveness amongst female beneficiaries. 99% of beneficiaries reported satisfaction with the activities provided, with focus group participants emphasizing that activities were fun. The intervention also revealed differences in effect across gender: young girls in particular reported that activities allowed them to leave the house and making new friends while engaging in a variety of activities. However, female participants in general also faced more challenges than male peers, with many emphasizing the need for female trainers and non-mixed groups to feel comfortable and to discuss their feelings, emotions, and experiences freely. Gendered considerations may be particularly important for this activity as they deal with sensitive conversations and may require more intimate spaces. In addition, considerations of age revealed themselves to be particularly important for inter-group discussion, particularly with females. Young female beneficiaries in focus groups also emphasized the need to group activities and discussions by age, since 12 to 17 was often considered too wide of an age range to meaningfully empathize with their peers. Further, 24.4% of both male and female (between the ages of 12 and 18) participating in the psychosocial activities reported that the time of some activities was not appropriate with their school schedules, hindering their participation. Finally, female participants expressed occasional inability to attend sessions since activity sites were far away and transportation without adult supervision was inappropriate or inconvenient. Figure 8 details further reasons for barriers of participation:

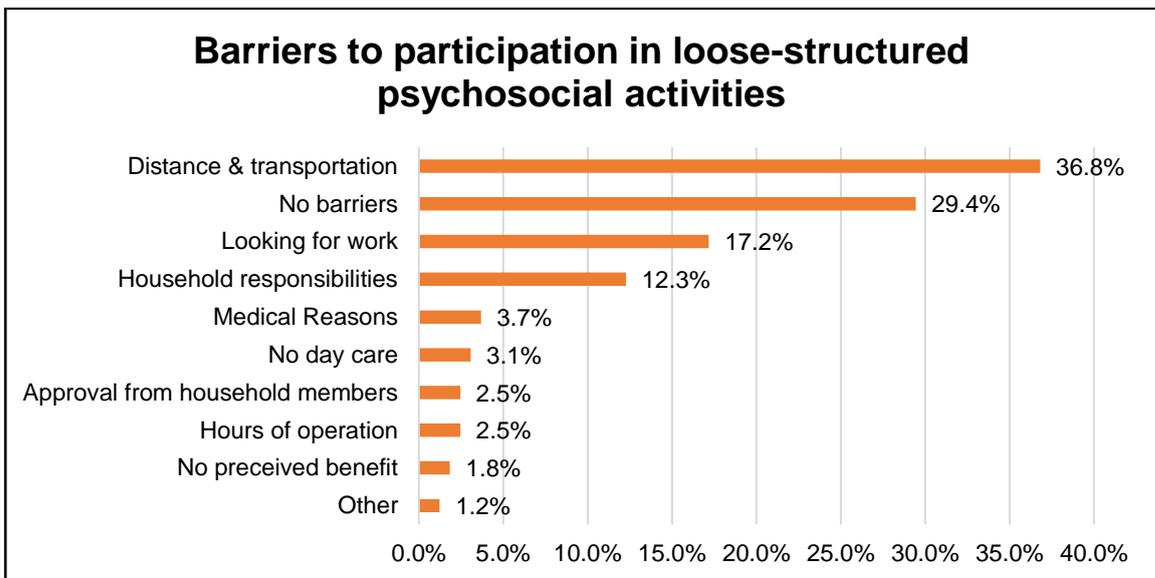


Figure 8: Barriers to participation in loose-structured psychosocial activities

Well-Structured Psychosocial Activities Effectiveness

Well-structured psychosocial activities showed a high level of effectiveness in gaining both coping mechanisms and strengthened social networks for psychosocial wellbeing. Participants reported 100% satisfaction with the activities, with emphasis from focus group participants in increased self-confidence, better stress management, and improved mood and social skills from leaving the house. Respondents in focus groups reported that relationships with other family members have improved as a result of the activities, as participants are using listening skills to communicate better with family members.

While loose-structured psychosocial activities saw significant impact in tangible skills and information learned, the peer-to-peer support groups saw more emphasis on psychosocial improvements. Beneficiaries who participated in peer-to-peer support groups experienced improved mood and sleep (54.9%), stress relief (50.8%), and self-esteem (47.5%). In addition, although psychosocial activities offered awareness and discussion sessions that specifically targeted issues related to displacement and refugees, participants emphasized improved relations in the domestic sphere as their primary reasons for improved psychosocial wellbeing. For example, beneficiaries from focus groups reported that peer support groups assisted with overcoming divorce, dealing with domestic violence, and also improved listening and communication skills in the household. In addition, when asked about improvements to the program, participant responses were again centered around the domestic sphere, with emphasis on more child activities, sessions targeting teenage boys and girls, and awareness sessions on child care and family-related issues. Overall, the responses point to the importance of improving relations in the domestic sphere while simultaneously displacement-related hardships. Figure 9 below details further perceived benefits from the psychosocial activities.

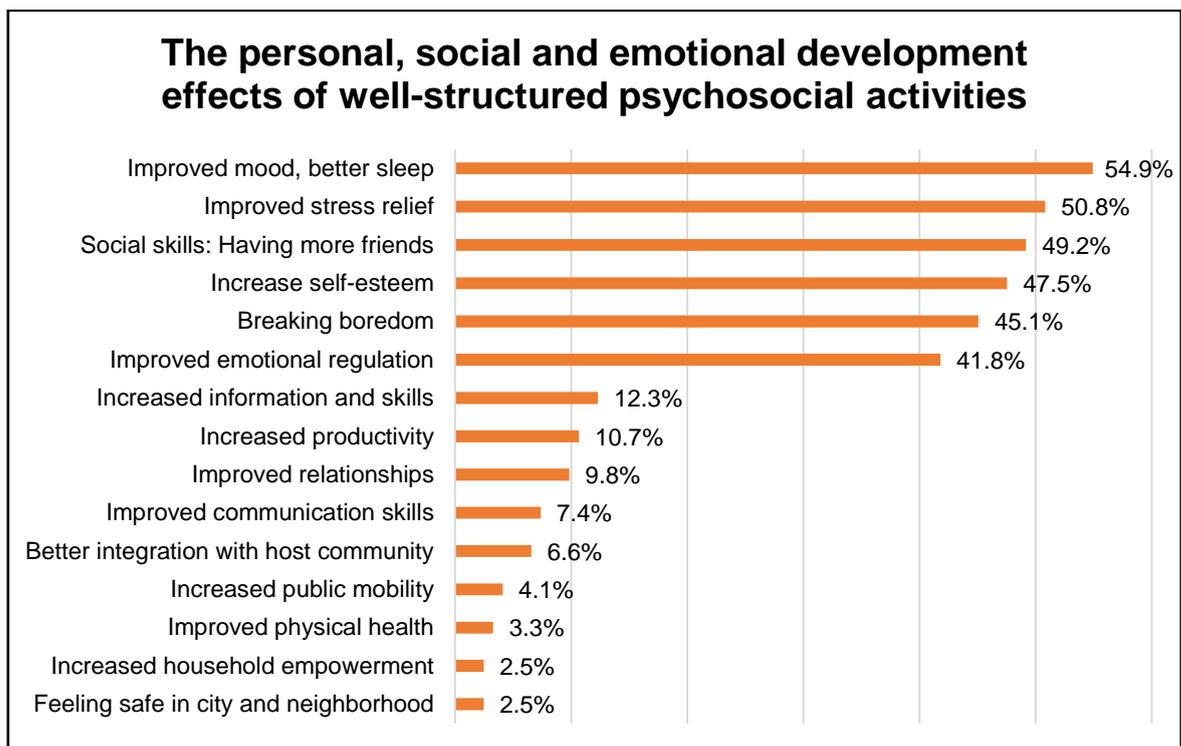


Figure 9: The personal, social and emotional development effects of well-structured psychosocial activities

Though showing a high level of effectiveness, focus group feedback suggested mechanisms for improving future iterations of the activity. Participants in the psychosocial activities noted that eight sessions was not sufficient and that the individual sessions were not long enough, with participants in focus groups expressing their desire to continue the psychosocial sessions. Some participants noted that increasing male family members' support for the sessions would be useful for sustained impact; participants in the psychosocial support activities noted that the best way to convince men of the activities' importance was through direct, private text messages, or by providing financial compensation to help cover transportation so participation is easier.

Children's Play Activities

Overall, the children's activities proved to positively impact beneficiaries' lives, from increased skills and new information (84.4%), to breaking boredom/monotony (82.2%), and improved mood and sleep (80.0%), and social skills (77.8%). In particular, beneficiaries from focus groups noted that the activities were especially enjoyable because they allowed more opportunities for socialization, making new friends, and meeting others in the community. In addition, 71% of participants reported sharing new information with the broader community, again emphasizing the strong social impact of the activities. Figure 10 below details respondents' perceived benefits of the sessions held:

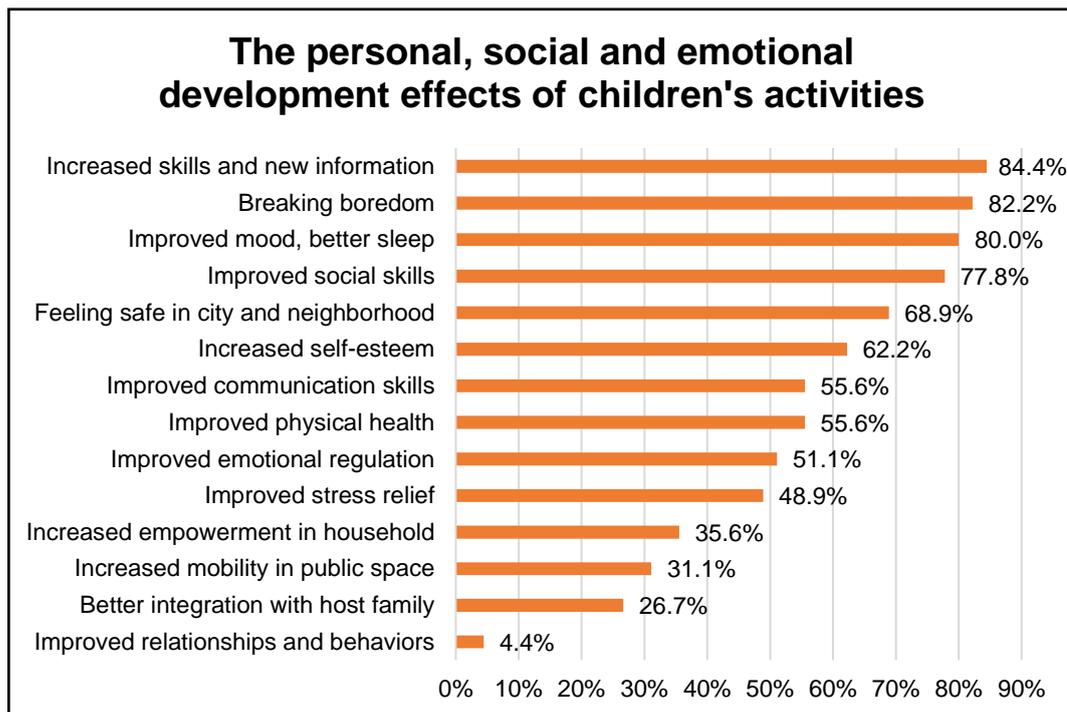


Figure 10: The personal, social and emotional development effects of children's activities

Community Events

The community events were found to have a positive impact on beneficiaries' lives, both for their relevance and effective format for information-sharing. Breaking boredom and complacency were the most common outcomes of the community events (70%), but attending the events also improved personal outcomes such as enhanced stress relief (51%) and improved social skills (43%) and self-esteem (40%). While participants showed both internal and external improvements to wellbeing, beneficiaries from focus groups were particularly enthusiastic about sharing information with family circles, from spouses, to siblings, and children, emphasizing that community events have long-term lasting that go beyond their affected spaces.

Focus group discussions also revealed that community events were particularly helpful because some beneficiaries were illiterate and did not consider the respective topics common knowledge or easy to research. However, while the majority of beneficiaries learned new knowledge, some also reported redundancy in topics due having attended similar sessions with other NGOs. Regardless, the majority of feedback from focus group discussions were positive, participants emphasizing the relevance of topics, politeness and professionalism of CARE staff, and enthusiasm to share information with friends, family, and neighbors. Complaints and dissatisfaction were primarily attributed to venue space and comfort.

Community Committees

Individual beneficiaries cited wanting more contact, more gender parity, and longer trainings to increase the effectiveness of the community committees. However, participants noted that the community committees were effective on the communal level. When asked about the effect of the community committees on their communities, 79% of surveyed respondents reported that the committees had helped integrate them with their host community, while another 82% reported it increased their skills and information, and

55% reported an increase in productive feelings. These three responses were the highest, indicating that like other activities, the psychosocial benefits of the community committees was among the most important results for beneficiaries. While beneficiaries reported overall satisfaction with a variety of knowledge gained, it's important to note that 88% of respondents had already received training from CARE. Focus group discussions emphasized that many of the topics that were covered were either repeated but also better understood due to past trainings. One committee member said there is no interest in committees as only four sessions were held after her enrolment as a member of community committees (noting that she was not a member since the establishment of the community committees), which was an insufficient amount of time to cover the material and encourage consistent participation.

Beneficiaries had mixed reviews of trainings in community committees. Overall, while most were satisfied with the curriculum, the most common suggestion was to increase the diversity of topics covered in community committee training sessions. Participants in focus group discussions noted that training sessions were not long enough to cover the depth of material on some topics (particularly those concerning violence), especially since many participants had different levels of background knowledge, with some having attended past training sessions and some not.

Some of the beneficiaries also noted that community committee meetings were held too far apart, which made information retention and committee cohesion difficult. Sparse meeting times also made it less likely for the same members to come to sessions. Other common reasons for dissatisfaction related to the venue location and facilities. Survey respondents reported high transportation costs that were not reimbursed, while other respondents noted small rooms. Some focus group participants also noted that female participation in committees was difficult as some men did not accept a woman gaining awareness from sessions. Lastly, participants noted that the effectiveness of the intervention moving forward can be increased by involving men more holistically, either through ensuring gender parity on committees, or by establishing a separate committee for men.

Emergency Cash Assistance (ECA)

The Emergency Cash Assistance was universally praised due to its flexibility, allowing refugees to meet household needs immediately, and therefore had a demonstrable positive benefit on beneficiaries' lives. 100% of the respondents reported that they are satisfied with the received cash amount and focus group discussions showed almost all positive feedback toward ECA amounts, with a few suggestions in having conditional payments for outstanding payments, conditional cash for health-related costs, or a continuous provision of ECAs to address urgent needs. More than a third of beneficiaries noted that the ECA improved their living conditions "significantly," as shown in Figure 11 below:

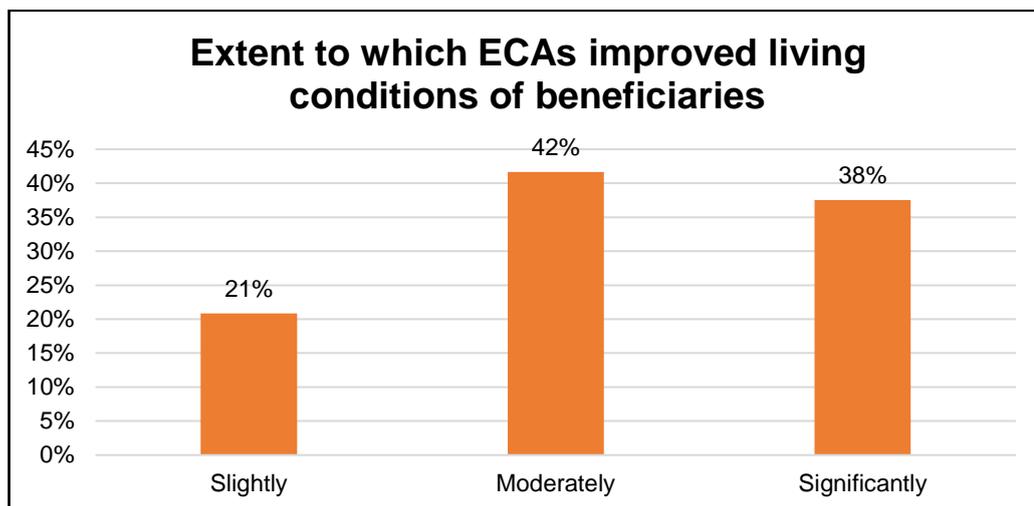


Figure 11: Extent to which ECAs improved living conditions of beneficiaries

Beneficiaries in focus groups had unanimously positive feedback for the ECA distribution, with slight limitations to the modality’s effectiveness. Though 98% of beneficiaries did not face barriers related to the distribution process, 53% of beneficiaries had to pay transportation fees to reach the distribution site. 30% of beneficiaries also reported that the ECA was late, with some receiving the ECA after 1 or 1.5 years compared to participants who received ECAs between 14-25 days. Finally, some beneficiaries used the ATMs for the first time after receiving CARE’s assistance; 51% reported difficulties in using the ATM machines after receiving the card.

When asked what the effects of the ECA were on their lives, 30.5% reported using it for accessing health services, as shown in Figure 12 below.

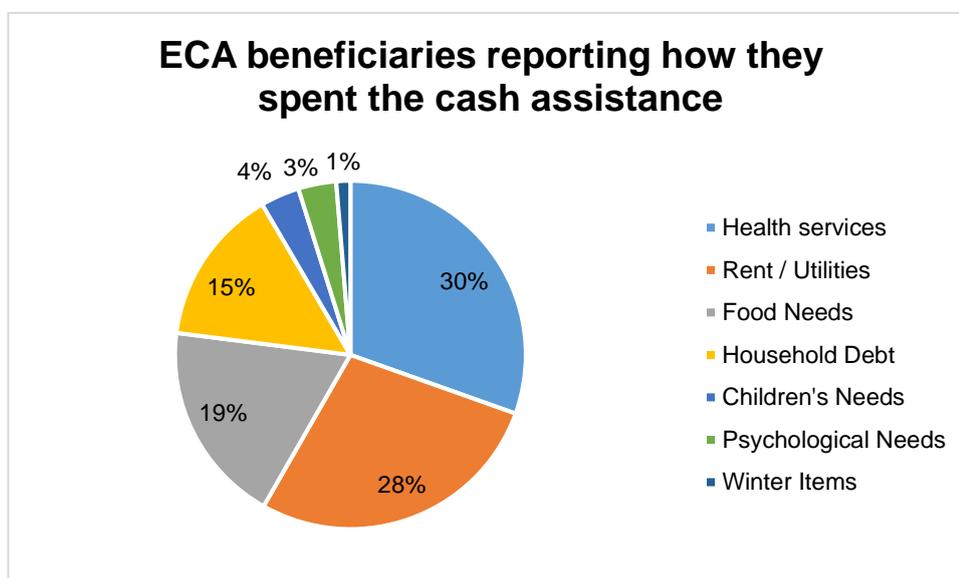


Figure 12: ECA beneficiaries reporting how they spend the cash assistance

These highly diverse results indicate that the ECA was relevant due to its flexibility.

FGDs also revealed that ECAs may primarily be spent by women as they are usually responsible for allocating payments toward domestic and family expenses. Women who were interviewed in FGDs mentioned that the most urgent needs that should be covered after receiving the ECA would infant needs such as diapers, clothes, and milk, but also

higher expense items such as larger homes, medications, and rent. Further, when asked who participated in the financial decision-making after receiving emergency cash assistance, focus group respondents cited female-headed households, single mothers, and husbands and wives together. This shows that women, in every instance, participated in the decision-making process for spending the ECA. This represents an unintended positive benefit to beneficiaries' lives, as women's economic participation increased as a result of the cash assistance.

Information Provision

83% of the respondents reported that the case managers provided clear, relevant and updated information on CARE's services, and 64% of the respondents, who have been referred to access internal or external services, reported receiving clear information on the referral process, including the criteria and timeframe of response.

While beneficiaries were unanimously satisfied with the information provided through CARE, many requested more information on marginalized communities, such as children and teens, women, and those with special needs. In addition, participants recommended that information be provided through methods sensitive to those with hearing or sight impairment or who are illiterate, such as videos, audio clips, or even field visits to family households. Regardless, when asked if there were any topics that did not get enough coverage of information but were important, 100% of participants said no.

Vulnerability Assessment

Based on the positive quantitative feedback from beneficiaries, the vulnerability assessment was shown to have a positive effect on beneficiaries' lives. Beneficiaries were overall satisfied with the case management sessions, with 76% participants reporting that the case manager presented the information clearly on CARE services and 71% reporting that the criteria for selection of beneficiaries was fair in consideration of needs. In addition, 98% of beneficiaries thought the case management session was conducted in a timely manner. 100% of beneficiaries also felt that the case management session was conducted in a comfortable and confidential area. 98% of participants were comfortable asking questions during the interview. When asked if they were satisfied with CARE's accountability system, including the feedback and complaints mechanism, 86% responded they were.

In-Depth Case Management

The in-depth case management sessions overwhelmingly led to internal service referrals (96% of which were for cash assistance), indicating a positive impact on beneficiaries' lives. Beneficiaries in focus groups noted no difficulties registering and scheduling for the interviews but noted that the interviews took fairly long (sessions were around half an hour). Two beneficiaries from focus groups reported that they followed up with their case manager about health services, but there was no response, or the service was stopped. Only 56% of participants thought that the criteria for selection was fair in consideration of needs. 86% of respondents reported that their in-depth case management interview resulted in an internal and external service referral. According to quantitative data, when asked if the case management session had helped them meet their urgent needs through the external referrals, 100% of surveyed respondents indicated it had not, indicating that this modality will need to be measured in the long-term, after all referred services have been received, in order to fully assess the impact on beneficiaries' lives. Accessing some of the external needed services through the case management session and the referral

system depends on service providers' SOPs which impacts on the waiting time to receive the assistance and the availability of specific services within that timeframe or location.

6.3 Efficiency

6.3.1 Financial Efficiency:

The total funding for the project including other donors besides DIBP was 1,587,172 USD. The project funds were spent on a variety of overhead costs (comprising 13.3% of the budget) such as labor, logistics and infrastructure relating to fieldwork in addition to program-specific expenses (comprising 86.7% of the budget) such as ECA payments, training fees, business development tools, educational materials, and community events. Considering the holistic impact of the interventions, the program was particularly efficient in regard to expenses related to human capital. For example, psychosocial activities that were facilitated by CARE staff provided spaces for decompression, self-reflection, and discussion for vulnerable populations had lasting individual effects that rippled through both the community and domestic spaces. In addition, information provided through people (CARE case managers, outreach teams, etc.) rather than pamphlets or electronic devices were considered more effective, personalized, and well-received by beneficiaries. Overall, beneficiaries across all program interventions were particularly satisfied and responsive to the level of attention, care, and comprehensiveness provided by CARE staff and employees. Further, the project's capacity development for local CBO actors reflects not only a commitment to sustainability, but also a cost-efficient mechanism to strengthen refugee-response and sustainable livelihoods programming at the local level. Based on the high level of achievement towards the project results, the project represents an efficient use of funds.

6.3.2 Achieving Results:

Overall, this evaluation has found that each activity was designed to meet the specific needs and capacities of the beneficiary population, however the intervention's ability to develop local capacities long-term is hindered by structural factors within the Jordanian economic context. For example, while ECAs provided immediate assistance to urgent needs such as food, childcare expenses, and debt, many participants expressed that these were not long-term situations and also did not solve systemic financial issues such as goals to pay off surgeries for family members. When asked how they used or planned to use the kits received, 29.1% of the respondents reported they would use the kits to open a home-based business, 0.2% reported they would sell the kit to cover urgent needs, while 63.7% of the respondents reported they would use it for personal or family use, indicating that the kits are not being used to access sustainable livelihoods but it helped them to reduce expenses comparing if they receive the service from the market (7% of the respondents had not received the kits yet when interviews were conducted with them). Expenses that are meant for longer-term impact such as business development tools and information services should also be further evaluated for quality, durability, and relevance to beneficiaries' lives and needs.

In regard to short-term impact and efficacy for program interventions, future expenses should target small amounts with great impact related to program implementation, such as transportation subsidizations and childcare services for beneficiaries. Barriers to participation particularly for marginalized populations like women and children were often related to these expenses, emphasizing that subsidizations targeted toward the respective issues would increase beneficiary participation, satisfaction, and program sustainability.

However, one paramount result of the project was the high level of psychosocial impact reported amongst beneficiary populations, which has developed local capacities to effectively deal with future financial instability, psychosocial distress, and other future challenges. This is because the project effectively created social bonds and ties amongst beneficiary populations, strengthening support systems.

Lastly, findings from the baseline assessment were adequate both for project design and triangulation of the final evaluation findings.

6.4 Impact

Outcome-Level Impact:

The project's four outcomes, as per the project documentation, are the following:

1. Increase access to sustainable livelihoods for vulnerable Syrian refugee and Jordanian host community women, whilst building the capacity of community-based organisation partners.
2. Improve the coping mechanisms of vulnerable individuals and their access to community safety nets through targeted community support activities and community safe spaces.
3. Increase the access of Syrian refugees and vulnerable Jordanian women, men, boys and girls to emergency cash assistance so they could be able to meet their urgent basic needs.
4. Increase the access of Syrian refugees and vulnerable Jordanian women, men, boys and girls to information, case management and protection support.

Qualitative and quantitative data collected for this evaluation shows that the project directly contributed to each of its outcomes during the project lifetime. Though activities under the first outcome showed limited effectiveness in some instances, particularly due to structural issues that impede women's integration into the Jordanian labor market, beneficiaries did report an increase in income as a result of the small business development grants and reported that the activities had high levels of relevance to their needs. The activities implemented under Outcome 1 were demonstrably successful in increasing beneficiaries' psychosocial wellbeing. However, activities under the next three outcomes showed high levels of success in terms of their progress toward project outcomes. Particularly, beneficiaries of the psychosocial activities reported high levels of psychosocial wellbeing, while the emergency cash assistance was universally praised for being flexible enough to meet urgent needs. Finally, beneficiaries reported higher levels of information and assistance as a result of the case management sessions. Together, this serves as evidence for the project activities' successful contribution to each of the project outcomes.

Impact on Women's Views of Gender Roles:

All of the female beneficiaries of the small business grants noted that the grants and the income they generated were used both for business needs (such as materials and new equipment) and to meet urgent needs (such as debt, housing payments, university tuition, and health expenses). This points to the need for basic costs to be covered previous to beginning a home-based business or income-generating project.

While participants unanimously reported satisfaction from purchasing new tools, equipment, and materials, and alleviating other urgent needs from grants and the income they generated, long-term impact from improved self-esteem and economic empowerment was most apparent through the administration of business trainings. 100% of women felt that the training was comprehensive for all aspects and skills that they

wanted to learn and develop as a project owner and 92% said that participation in the trainings permitted full financial management of their projects.

“[The trainings] helped me realize that I am a working woman that can support myself and my family while still covering the needs of the house.”

- Syrian woman participating in SBD Training

Most important, the business trainings increased gender empowerment and changed perceptions of gender norms throughout participants: 92% of female beneficiaries of the small business trainings claimed that the role of men and women within the family changed after they participated in CARE activities, and only 31% said that it is still expected that a woman should take care of her family and home continuously. When asked if there is more appreciation and respect after the trainings from male members of the family for working women, 92% of female participants said yes. The small business trainings increased beneficiaries' internal and external perceptions of empowerment and agency, with participants reporting more appreciation from family members, a more important role in society, and greater respect in the household due to the ability to contribute to income. Most notably, participants reported little to no distraction from domestic duties due to the trainings: 92% said that the program did not prevent taking their children to school; one participant reported that the trainings help her “realize that I am a working woman that can support myself and my family while covering the needs of the house.” Overall the trainings showed great impact to both direct and indirect beneficiaries by breaking gender norms and helping self-realization of domestic and community agency.

When asked about the barriers to women's participation in the labor force, some of the male beneficiaries who received work permits unanimously rejected that negative social norms prohibit women from working, indicating that both male and female beneficiaries reject harmful social norms that hinder women's economic participation.

Case Study: Rawan, 33, Zarqa

Rawan, 33, who lives in Ruseifah, is a wife and mother to two young children - but she is also an extremely enterprising businesswoman, producing and selling home-made food products to order. Cooking has always been her hobby and passion, and she has a long background in food production, though her first experiences were not encouraging. Rawan first worked for free with a local association, who persuaded her that she was doing charitable work - but she felt like she was being exploited: "They were taking advantage of me, for their personal benefit."

That's when she made the decision to work for herself, to improve the family's financial situation, especially given the unreliable nature of the freelance work her husband does. For the last five years, Rawan has been working from home making food products for five years, and she has never looked back. She has a qualification in business management, but prefers home-based work, so she can keep an eye on her children. "I started out small, making small quantities of ka'ak and ma'moul, then I started expanding my business little by little." She has now made contracts with three shops, to whom she sells products like kubbeh and shushbarek, packaged and with expiry dates, like in a factory. "With a little marketing, and through word of mouth, people have come to know about me. They have great confidence in me, when they see how well-organized and clean the business is."

CARE's training courses have helped strengthen and expand Rawan's professional knowledge. She came across the cooking courses on Facebook, and a friend also suggested that they go and sign up together, with the Working Women's Association. "I wanted to get more experience, to get to know new people and to get some assistance. The level of the training was very good, and we were introduced to more than one category of food - kubbeh, maftool, musakhan, and so on - and the original ways of making them." On a more personal level, Rawan was happy to get to know lots of new women, and still maintains good relationships with them. She also found that the timing and duration of the course was perfect for her, allowing her to go home and be with her children when they returned from school. Further, she was pleased with the tools that she received at the end of the training: "just small things, but they help - like a mill for grinding kubbeh, so I don't have to keep going to the butcher, and a machine for kneading dough for ghraibeh and petits fours, so I don't have to do it by hand. It would be great if they could give us a big electric oven - next time, maybe!"

After the course, Rawan shared the new recipes she'd learned with neighbors and relatives, who were very impressed. Her advice for other women starting out: "It can be hard to begin with. My husband wasn't happy with me working at first, and I had to persuade him little by little, and all the other people who tried to put me off and belittled my idea." She believes strongly that there's no shame in working, and isn't shy about it. On the contrary, she takes great pride in her work, and encourages other women to do the same. "I always tell them not to depend on others for help. It doesn't matter how much you make - maybe 5 JOD one day, 10 the next. Just keep going!"

Rawan still faces challenges, of course. "My work means making compromises, like I can't visit friends or go out as much, so I can focus on making my living." She also has to face competition from others in the market and has long been intending to create a Facebook page to market her products, but hasn't found the time. She is hopeful about the future of her business. "My dream is to open my own shop in Ruseifeh, where there are great opportunities in the market. I would make and sell homemade products which the market is lacking, and I'd love to sell ready-made food, packaged and frozen, which women can come and buy, then just take home and cook."

Impact on Women's Roles in Decision-Making:

The figure below highlights the impact vocational training had on the beneficiaries' personal development as well as on their personal sense of agency, with respect to their decision-making abilities in the household.

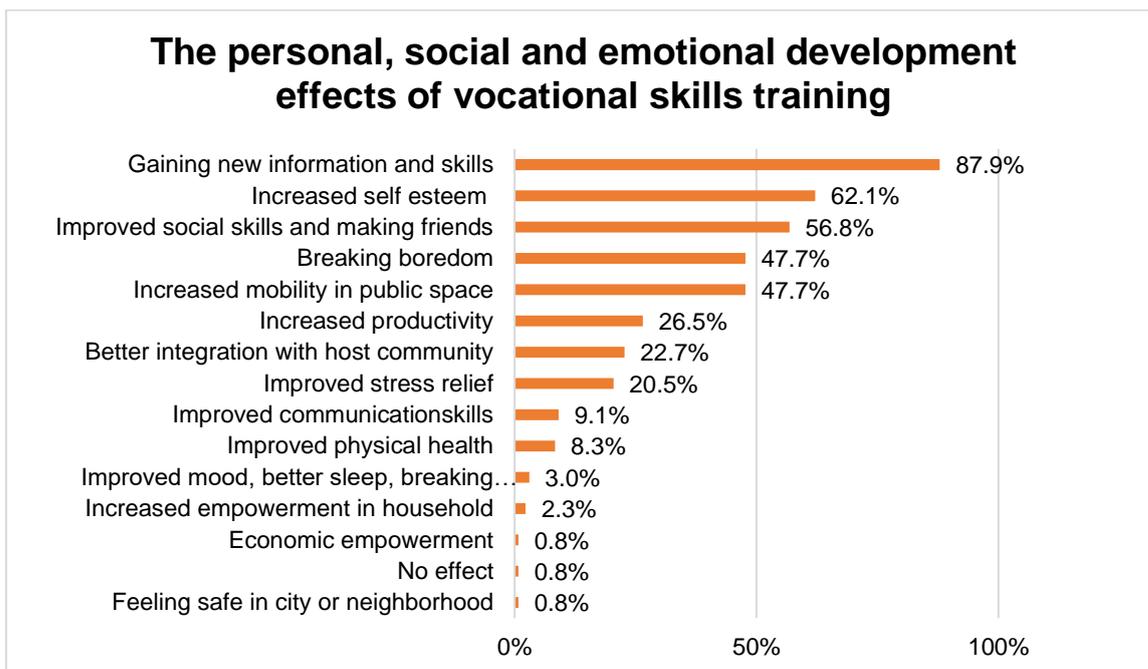


Figure 12: The personal, social and emotional development effects of vocational skills training

Further, quantitative data shows that 100% of the small business development beneficiaries reported that participating in the training has increased their decision-making roles within the family, with focus group reports confirming this finding. As discussed above, beneficiaries reported that women were involved (either on their own or jointly with their husbands) in decisions on how to spend the emergency cash assistance, indicating that each of these activities helped to increase women’s roles in the management of family financial decisions.

Indirect Beneficiaries:

Qualitative data shows that activities under Objective 1 indirectly benefitted the family members, neighbors, and friends of targeted beneficiaries.

The majority of women (88%) felt that the livelihood trainings provided them with new information and skills, which participants in focus group interviews were enthusiastic to share with children and neighbors, emphasizing long-term, wide-spread impact of the vocational trainings on the latter indirect beneficiaries.

“My self-confidence has increased, and I have met new people. I’ve become more involved with the Syrian refugee community and have established relations with them.”

Furthermore, just the act of leaving the house helped show great impact on inter-personal wellbeing, from individual mood, self-confidence, and establishing relations with the broader Syrian and host community. One focus group participant noted “we have become more involved in society by dealing with neighbors and sharing our new knowledge with them.” Similarly, the small business loans indirectly benefitted participants’ family relations and dynamics, as 100% of respondents reported that they had more friends and were serving as the decision-maker in their family as a result of the trainings.

- Syrian woman participating in vocational training

Impact on Beneficiaries' Agency:

"Nothing feels more satisfying than being independent. Every young woman needs to take her development seriously and needs to secure a stable source of income early on; while she still has the stamina, and before her health catches up with her and society allows her less options and freedom." – Samar, Syrian refugee woman, Zarqa

On a macro scale, beneficiaries reported high levels of satisfaction toward the small business development training in improving their personal sense of empowerment communication skills, mental and physical health, and better integration with community and domestic surroundings. The participants surveyed unanimously stated that they benefitted from breaking monotonous day-to-day life, improving negotiation and communication skills, improving skills and awareness of information, and increased self-esteem. Additional satisfaction relates to improved marketing and financial management information as well as better integration with the host community.

Similarly, the provision of work permits had a large impact on beneficiaries' agency: 79% of recipients reported greater job security after issued a work permit, 14% had increased feelings of reassurance, and 10% felt greater mental comfort. In addition, recipients reported better coping mechanisms and decreased stress due to the issuance of the permits. In addition to providing a sense of job security from employers and also expatriates, participants reported mental comfort, feelings of hope, and increased economic mobility. In addition, work permits improved participants' external perceptions of economic legitimacy, with 72% reporting that the permit helped integrate more with Jordanian community members.

As reported above, both the livelihood skills training and the small business development grants had demonstrable impact on beneficiaries' psychosocial wellbeing, propelling participants to exercise greater decision-making at home, communicate better with family members, and advise friends about their own psychosocial needs. This qualitative feedback indicates that the people in beneficiaries' immediate surroundings additionally benefit from the project's activities.

Impact on Women's Continued Activities:

The quantitative and qualitative data do not indicate that any external activities occurred as a result of the project. Participants in the livelihood trainings noted that a group of seven participants had planned to cooperate and open up a home-based productive kitchen together, however not having enough money was challenge to start the business. Further, members of the community committees reported wanting further information or follow-up of the cases they referred to CARE, suggesting that they be integrated not only into the assessment and referral phases, but also into Qualitative data shows that project beneficiaries consistently report wanting to continue their involvement in project activities, providing openings for future programming.

Impact on Beneficiaries' Incomes:

Overall, the evaluation findings show that the project had unequal increases on beneficiaries' income due to their involvement in the project; while 100% of beneficiaries of the small business grants reported that their income increased, while only three beneficiaries of a work permit reported that the activity increased their income (10% of respondents). As noted above, the livelihood and skills building activities helped increase the income of those participants who were already generating income through home-based activities before the project implementation.

The small business grants had strong direct and indirect impact on beneficiaries' businesses, with 100% of participants noting that their project is currently running successfully. In addition, the grants unanimously increased income across all participants, with the average reported increase in monthly income 73.85 JOD. The following table shows the average monthly increase of income by each surveyed participant.

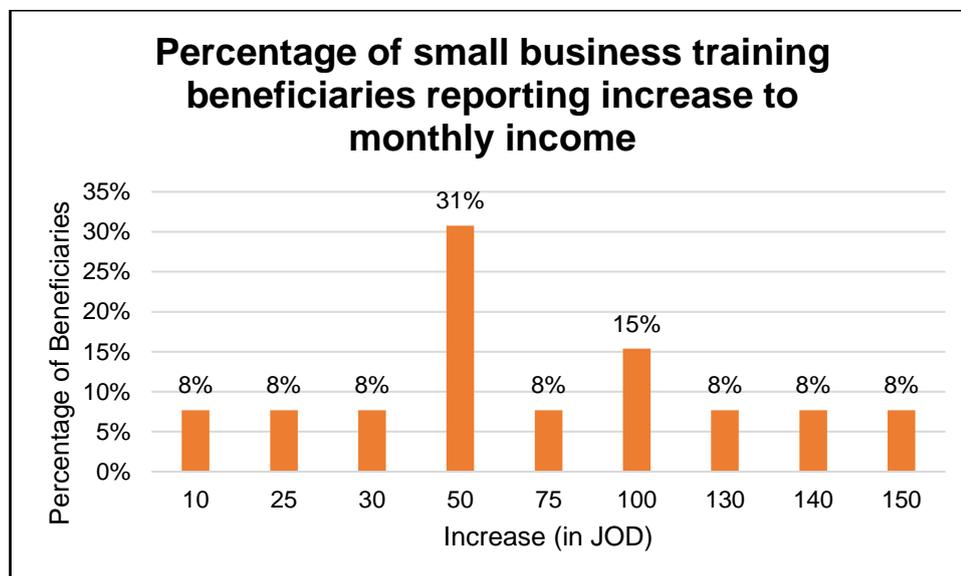


Figure 13: Percentage of small business grant recipients reporting increased monthly income

According to CARE's Eighth Annual Urban Assessment, Syrian urban refugee families report an average monthly income of 198.3 JOD and an average monthly expenditure of 261.5 JOD, leaving a 66.2 JOD gap each month. The reported 73.85 JOD average increase to Syrian refugee beneficiaries of the small business grants is a significant sum representing a Syrian family's ability to meet their expenditure needs each month and crucially avoid adding to their debt (which totals 677 JOD for the average Syrian refugee family, according to the Urban Assessment).

In terms of the increase in income due to increased access to work permits, the focus group feedback shows only a slight increase in income due to project activities. Because 100% of participants noted that they had worked irregularly before receiving the work permit and 66% noted they noticed no difference in access to the labor market because they had existing jobs before, impact for this intervention should be evaluated through other criteria other than access to the job market or increase in income. For example, 26 of the 29 respondents reported no change in their income, while three participants reporting a change ranging from 25 – 50 JOD per month.

6.5 Sustainability

6.5.1 Challenges to Women's Sustained Economic Participation:

Findings from this evaluation show that women still face some structural obstacles to sustained economic participation in Jordan. Participants from the small business grants indicated that a persistent challenge is the lack of consistent demand, or an active market, in their area. Appropriate mitigations for this on the project level consist of continuing to

carry out labor market assessments, as CARE Jordan has previously, to better support women's income-generating projects that meet a demonstrable demand.

6.5.2 Challenges to Sustained Legal Work:

As discussed above, though formalizing work has a high impact on beneficiaries' senses of security, it is not the primary obstacle to entering the Jordanian workforce. Beneficiaries noted their dissatisfaction with their current jobs as a primary reason why they are looking for other new jobs and they would not continue with their current jobs. The most effective mechanism for continuing to formalize Syrians' work may be through providing more refugees with work permits, and advocating to the Jordanian government that further sectors are open to refugee populations for work in order to increase the incentive for refugees to formalize their work.

6.5.3 Sustained Results:

The evaluation shows that the effects of project activities have a high likelihood for continued impact. Particularly, the psychosocial benefits to Syrian refugee women, reported in qualitative data to be an effect of the livelihoods training, small business grants, and community committees, are likely to continue to positively impact relationships between Syrian refugee family members. Further, participants in the community committees have expressed interest in a more formalized role in case referral follow-up, showing a key space for sustained impact both to indirect and direct beneficiaries.

6.5.4 Impact on CBO Partners:

According to feedback from beneficiary CBOs, the trainings provided was relevant to staff needs, helped beneficiaries deliver a better overall training for beneficiaries, and resulting in trainees requesting further training in the topics project management and marketing skills trainings. These increased capacities will allow CBO partners to continue to provide high-quality, relevant programming into the future.

6.6 Partnerships

6.6.1 Integration of CBOs into Project Management:

Partnership is a key component and goal of CARE's strategies of sustainability through its programs. On a holistic level, CARE Jordan's Country Strategy 2017-2020 includes a strong emphasis on building capacity among local partners, CBOs, communities and individuals, aiming to strengthen civil society in Jordan and provide impact beyond project implementation. In particular, to implement support activities and livelihoods trainings, CARE collaborated with 20 CBOs, five in each Governorate of Mafrqa, Irbid and Zarqa. Training sessions with the CBOs aimed to address myths and norms related to gender issues and specifically to develop personnel skills in communication, and collaborative problem solving and cooperation, skills necessary for working in partnership with community members and local organizations with experience in addressing said issues, which can strengthen future policies and interventions.

CARE's relationships with the CBOs were guided by its Partnership Framework, which embraces empowerment and capacity building of local institutions as an integral part of its work across programs. Implementation through partners as a means of building local crisis response capacities and empowering local communities is a fundamental part of CARE's commitment to enhancing resilience in the crisis-affected communities where it works. Partnership empowerment is a sustainable investment in community-based

capacities to respond to crises now and move from emergency relief to sustainable development over the longer term.

Table 5: Project CBO Partners by Governorate

CBO PARTNERS	
GOVERNORATE	CBO
Mafraq	Jordanian Society for Widows and Orphans
Irbid	AYDON, Al-Shamal Society
Zarqa	Zadcom for Relief and Development, Bushra Center

Throughout the project period, CARE continuously worked to build relationships between Syrian refugees, Jordanian community members and service providers, so that vulnerable individuals would be able to continue to access local safety nets and support once the project ends. In addition, CARE also built institutional links with the Government of Jordan, particularly MoSD, MoPIC, and the National Aid Fund to facilitate local and international agencies (both governmental and NGOs), and refugees in need, and provide durable solutions to issues related to protection, education, legal issues, resettlement, repatriation, and physical and mental health.

In addition to CBOs and government institutions, through specific programs such as community committees, CARE empowered local leadership to create sustainable impact throughout vulnerable spaces. Community committees, business development trainings and provision of work permits underscore CARE's commitment to partnering with local employers and community leaders to provide beneficiaries with new methods of agency in both marketplace, domestic, and individual spaces



7. CONCLUSIONS

- To determine whether the project has succeeded in developing and supporting the Syrian population and host community, wholly or partially, and on the long-run at an impact level, this final evaluation is not a sufficient step; follow-up in a year from now shall reflect more accurate results. Despite this shortcoming, we can draw some conclusions with regard to the outcome and contextual characteristics outlined throughout this report, bearing in mind that the continuous and constant monitoring and evaluation practices that took place along the project's cycle have led the project implementation, through building on success and learning from or attending to challenges.

7.1 Socio-Economic Empowerment

- This project aimed to link agency, power relations and structure, or the environment in which social dynamics are shaped, to advance the beneficiaries' access to protection, information, livelihoods and psychosocial safety nets, through the implementation of initiatives that are participatory in nature, based on needs articulated by the beneficiaries and informed by CARE's experience in working with vulnerable populations. Economic empowerment contributes to building the capacity of individuals to contribute to and benefit from economic opportunities and/or activities, through which they are able to respect their dignity and recognize the value of their engagement with the labor market.
- At different levels of the Program's indicators, the economic empowerment was seen as follows:
 - Direct Outcome Level
 - Accessibility to services was enhanced, and more beneficiaries than targeted have approached CARE to be included through its Program interventions.
 - Specific information and relevant knowledge were acquired in training by the majority of participants.
 - Skills were developed through training programs.
 - Work permits and small business grants were issued to start self-sufficient projects.
 - Intermediate Outcome Level
 - Syrian refugees and Jordanian host community women reported increased access to livelihood opportunities, however with limits to their sustainability due to a need for linking skills with job opportunities; increasing the quality of start-up kits; and better formal work opportunities that match refugees' skill sets in more sectors.
 - Refugees' coping mechanisms were shown to be substantially increased both through formal psychosocial support activities and as an unintended benefit of economic empowerment activities.
 - Syrian refugees and Jordanian women, men, boys, and girls reported increased access to emergency cash assistance, citing that not only was it a highly relevant modality to meet household needs, but also a mechanism to increase women's decision-making within the family.
 - Both Syrian refugee and vulnerable Jordanian populations reported an increase in their access to information, case management, and protection support that was particularly relevant to their individual and collective needs.

- Final Outcome Level
 - Work permit recipients were able to legitimize negotiations with employers and increase job and financial security.
 - Individual and household assets, including women's individual ownership and control of assets have increased/been created through the home-based businesses.
 - Household income/expenditure has increased, and women had a share in control over it.
 - Most of the ECA recipients were able to attend to their urgent basic needs.
 - Women's well-being, self-esteem, satisfaction with work and life, were alleviated and economic stress was reduced.
 - Participants (women in particular) actively shared information and skills learned with household members and broader community.
 - In-depth case management service increased beneficiaries access to protection services to cover their urgent needs.

7.2 Improvement of Psychosocial Coping Mechanisms

- This project aimed to build emotional and mental resilience across age, gender, and social class for the vulnerable Syrian populations through the development of psychosocial programming and education. Such mechanisms promote positive perceptions of the self, improve outlook of future prospects, and provide self-sufficient coping mechanisms for traumatic experiences. The following summarizes progress made within this dimension:
 - Psychosocial activities proved relevant to refugee needs by providing safe spaces for self-reflection and safe discussion, while positive psychosocial benefits from economic empowerment activities contributed to increased communication between family members and strengthened social networks.
 - Individuals across all demographic profiles realized capacity for self-determination, self-help, and improvement stemming from a new sense of purpose through activities that helped them meet individual and community needs.
 - Changes in perception of future prospects and displacement were evident.
 - In-depth case management, in addition to well- and loose-structured psychosocial activities proved to be a comprehensive method to improve community cohesion.
 - Information about coping mechanisms were particularly beneficial for populations that were illiterate or uneducated.

7.3 Community Development

- Overall, direct and indirect program interventions improved community relations both between Syrian populations and with the host community. Individuals who feel safe, integrated, and empowered within their community contribute to the individual and broader stability and contribute to long-term engagements beyond local spaces. The following details specific improvements in such relations:
 - Participants, in particular children and women, were able to meet friends and others with shared experiences and similar backgrounds as a result of meetings and activities.

- Gender considerations, as well as other crosscutting issues, such as culture, norms, and beliefs, are good contexts for community organization practice.
- A combination of community events and committees attended to needs and built trust in the community in both a micro and macrocosmic sense.
- Interventions that engaged Jordanians and Syrians alike has promoted creativity and social coherence.
- Across all activities, Syrian beneficiaries reported better integration with the host community and increased feelings of safety throughout their neighborhoods.
- Community bonds were strengthened due to more interaction between individuals from varied demographic profiles.



8. LESSONS LEARNED

Through this project, CARE has continued to build on the previous successes of social and economic enterprises, packaging them in innovative ways to raise awareness and mobilize broad audience around the issues and possible interventions that create lasting solutions to community issues. Below is a summary of lessons learned from this project:

- Although providing awareness sessions and safe spaces for beneficiaries to process refugee and displacement-related issues is essential for effective programming, issues in the household space such as domestic stability, housing and food payments, and family problem solving are often of higher priority for individual beneficiaries and greatly contribute to the sense of empowerment, self-worth, and emotional stability within an individual and communal level.
- Similarly, increased agency in public spaces, whether this is simply going to a new geographic location, interacting with different social circles, or even leaving the house increases self-empowerment within marginalized populations like women and children. In addition, these improvements in self-perception often carry over to the domestic space, allowing women to feel more capable of dealing with family issues such as childcare and spousal arguments while also breaking free of gendered constraints within the household.
- The design of the proposal did not engage PWDs with specific initiatives in significant numbers, however, CARE Jordan has remedied this issue in the next phase of the project, CARE Jordan has teamed up with Handicap International to conduct an Accessibility Evaluation, with which to assess CARE community centers and their accessibility for the PWDs. Following said evaluation, CARE will make improvements to modify the centers and the activity.
- Having listened to the beneficiaries' inputs about the quantity and quality of the vocational training kits they had received, which were deemed unacceptable, CARE Jordan increased the number of training hours and also, requested from the trainers to provide linkages between the trainees and the potential employers. In the next phase of the project, CARE Jordan goes further with this intervention by increasing the hours of training again, and ensuring that the above-mentioned linkages are made, via regular follow-up.
- Following their training, beneficiaries were able to produce items with intention to sell, however, due to their lack of marketing experience and skills, they were not able to reach out to their wider customer base. In the following phase, CARE Jordan will provide specialized training activities for the beneficiaries engaged in vocational training sessions. The marketing training will place a significant emphasis on social media tools, including Facebook, WhatsApp, Snapchat, etc. capitalizing on the wide use of these tools among community members.
- The high level of coordination between CARE Australia, Home Affairs Australia, CARE Jordan and Home Affairs Jordan throughout the implementation phase of the project have contributed to the high level of engagement, and therefore, great level of success of the project.

9. RECOMMENDATIONS

- While the interventions of this project targeted vulnerable populations like women, teens, and young children, it's also important to target men and dedicate specific programming and spaces for males to cover GBV, family problem solving, and community awareness. Female beneficiaries in particular emphasized the need to bring men into discussions where they often will listen to official spokespeople such as trainers or NGO workers, and where they are specifically targeted for psychosocial

activities to create an enabling environment to multiply impact from female beneficiaries.

- Financial relief from immediate needs such as health, housing, and childcare often have outstanding and lasting effects on individual security and domestic stability. ECA survey results and case management sessions revealed that participants were often most focused on assuaging these urgent needs rather than focusing on long-term issues. One of the key suggestions that raised by the beneficiaries was providing conditional cash assistance (CCA) for health and rent.
- Future programming in information provision and general methods of advertising CARE's services should target marginalized communities disabled or illiterate populations. For example, beneficiaries mentioned that providing audio and visual assistance for information provision or non-written sources for those who can't read would increase communal awareness. In addition, the actual information provided, in addition to the method it is conveyed, should also focus on issues in the disabled community such as raising a child with disabilities or empathizing with others with disabilities.
- Conducting advanced trainings (GBV, CP, Champagnes / initiatives design ..etc) for all community committees' members after conducting pre assessment for capacity building needs of the members and design the curriculum based on the findings. Having clear schedule for committees meetings at the beginning of the project.

The information provision and mass communication components are seen as accessible and relatively easy to use, however there needs to be a system in place for beneficiaries to request specific information when it is needed. Partnering with local legal support organizations would help to provide specialized information to the beneficiaries as well as increase the awareness in the community about changes in policies. CARE Jordan's provision of information represents the full spectrum of what any individual could potentially want to learn about, however the feedback is that some of the information was too generalized. By incorporating specialists from the local community the information can become more specific and the capacity of these local resources can grow. Additionally, this provision could expand in terms of the topics relevant to individuals with limited mobility due to economic and physical challenges. By tailoring resources to accommodate individuals with disabilities, CARE Jordan will be promoting inclusion that is essential to the healthy development of the community in the long term.

Extension of services to populations that are challenged by lack of resources for transportation or physically unable to travel to the CARE Jordan community centers should be continued and refined to become not only an outreach but also an enriching experience. Considering the high level of vulnerability that exists for those that have limited mobility, a specific program that can check up on these individuals and provide not only case management, but also provide a way to connect to the community. Through local partners, it could be possible to connect volunteer services to reach out to these individuals. These outreach efforts will work to not only bring attention to the needs of these individuals, but also help develop community mechanisms that focus on more than emergency and trauma. The increase connections made and the emphasis on volunteerism can give a purpose to the volunteers, as well as ensure these individuals have their needs addressed.

