

# spark

**Mid-term Programme  
Evaluation of SPARK's  
Improving Employment  
Opportunities  
Programme in Jordan**



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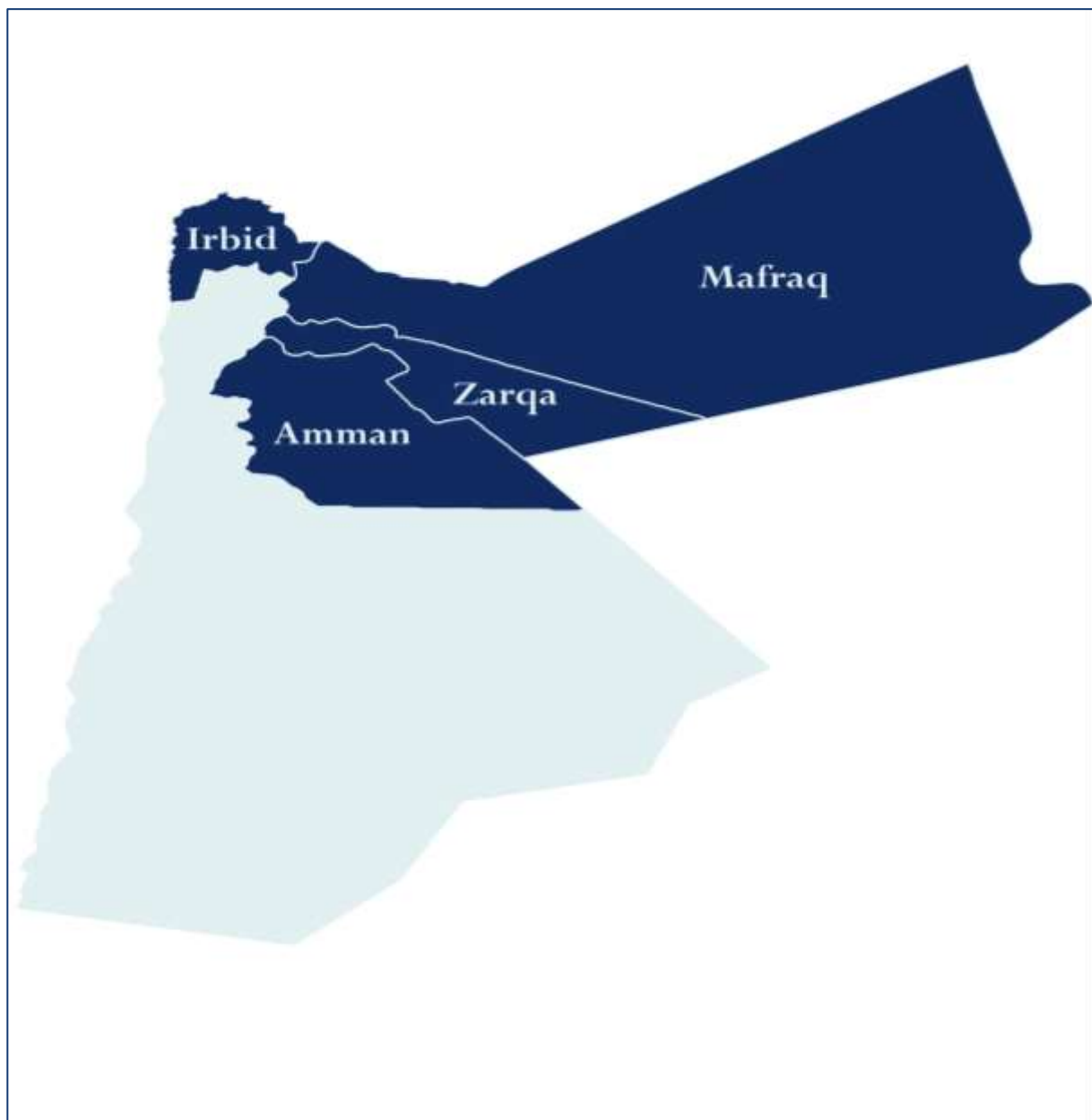
## Abbreviations

E-TVET	Employment-Technical and Vocational Education and Training
FGD	Focus Group Discussions
IEO	Improving Employment Opportunities
KII	Key Informant Interview
MENA	Middle East and North Africa
MSME	Micro, Small & Medium Enterprise
NGO	Non-Governmental Organization
TVET	Technical and Vocational Education and Training



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## Map of Programme Locations





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## Executive Summary

SPARK is a not-for-profit, non-political NGO that works to develop higher education and entrepreneurship programmes to create sustainable job opportunities in conflict affected societies. Through access to education and economic prospects, youth, women, and marginalized groups are provided with the means and opportunities to help rebuild their post-conflict societies and promote sustainable peace in fragile states. In Jordan, SPARK's work consists of improving access to higher education, economic empowerment, and entrepreneurship development for Jordanian youth and Syrian refugees.

In an effort to address unemployment amongst Jordanian, Palestinian, and Syrian youth, SPARK, together with the Netherlands Ministry of Foreign Affairs, implemented *the Improving Employment Opportunities* (IEO) programme. The implementation of the programme occurred between 2016-2018 in Amman, Mafraq, Zarqa and Irbid governorates in Jordan. The IEO programme contains of four different programme components:

1. The Supporting Entrepreneurs programme component assists both new and existing MSME owners with training, coaching, funding, and scaling.
2. The Internship programme component provides beneficiaries the opportunity to gain vital skills and experience in order to increase their success in the labour market.
3. The Scholarship programme component provides financial assistance to beneficiaries to enroll and earn a TVET certificate or TVET 2-year diploma (certified by the Ministry of Education) at a private university.
4. The Reconstruction Skills Training programme component trains beneficiaries in both business and conflict-based skills and other skills to be used in the reconstruction of Syria.

The purpose of this programme evaluation is to evaluate the relevancy, effectiveness, efficiency, sustainability, and impact of each separate programme components (supporting entrepreneurs (MSME Growth and Start-Up Support), internships, scholarships, and reconstruction skills training), to identify lessons learned, and to formulate recommendations for future programming. In order to effectively address the evaluation's research questions, Forcier utilized a mixed-methods approach, which encompassed of a thorough desk review, 314 quantitative surveys, 25 key informant interviews, and 3 focus group discussions.

### Relevance

The IEO programme consists of different programme components which logically derive from the programme's three strategic objectives for Syrian and Jordanian youth between the ages of 18-35 years. The programme furthermore aligns with international humanitarian and development goals as well as the programme donor's priorities. Finally, it addresses some of the key priorities of the government of the Hashemite Kingdom of Jordan, especially with regards to education and employment.

The different programme components were designed in such a way that they effectively and appropriately addressed some of the most pressing employment challenges faced by Jordanian and Syrian youth. The relevancy of the Reconstruction Skills Training programme component, however, is less obvious, especially since Syria has not yet reached a post-conflict stage. Nevertheless, beneficiaries under this programme component are provided with an opportunity to gain knowledge, training, and skills that can be utilized well into the future, either in Jordan or Syria.

### Efficiency

The IEO programme was evaluated to be highly efficient. First, the management structure of the IEO





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programme ensured effective implementation of activities, as reported by both IEO staff and its partners, which is mostly due to changes implemented by the new Country Manager in 2018. The partners' reporting schemes, moreover, ensured that the overall progress of the IEO programme could be monitored and assisted in selecting beneficiaries. ITC systems, furthermore, were somewhat efficient and conducive to the implementation of the programme. Lastly, while online application forms were easy to use by beneficiaries, it is difficult for beneficiaries residing in remote villages to complete the application process via the internet. To deal with this, partner staff sometimes would visit beneficiaries in the selected villages to support this process.

The programme did face some delays, however. As such, a thirteen month no-cost extension was granted in order to ensure the programme could reach all the set targets. The main reasons for delays included the changes made in the management structure and the internal organizational structure. However, these changes have now been fully implemented and should therefore not form a bottleneck in the future. Also causing delays were the low number of staff among programme partners and the limited ability of a few programme partners to successfully meet targets. Lastly, it was challenging to find suitable beneficiaries, which required programme partners to change their approach for recruitment.

### **Effectiveness**

Overall, the different programme components were found to be highly effective and beneficiary satisfaction was high. Below, a breakdown of the results per programme component can be found.

- **MSME Growth:** Trainings under this programme component were well received by beneficiaries, although some of the trainings were not fully tailored to the skills and knowledge level of the participants. Similarly, beneficiaries were satisfied with the business advice that they received and some beneficiaries explained how this support helped them in increasing their profit or better manage their business. However, while a lot of beneficiaries received support writing a business plan, most of them did not finish their business plan and, as such, have not implemented this plan.
- **Start-Up Support:** Beneficiaries under this programme component were highly satisfied with the training and support provided under the programme. However, only a small percentage of participants of the trainings received a certificate afterwards, thus suggesting a high drop-out rate. In addition, a much higher percentage of beneficiaries who received help writing a business plan finished their business plan when compared with beneficiaries from the MSME programme component.
- **Internship:** Most beneficiaries reported that their placement site matched well with their experience and interests. In addition, 29% of the beneficiaries found a job in either the company they interned with or with another company. While this percentage may appear low, it is relatively high when comparing with other programmes in similar contexts. The main reason for beneficiaries who did not find a job after the internship was that there are no jobs available. Moreover, a few interns were not satisfied with their placement as it did not provide them with an opportunity to increase their skills or knowledge.
- **Scholarship:** The scholarship programme component ensured that beneficiaries who otherwise would not be able to access education, now did access high quality education. Overall, beneficiaries were very satisfied with their participation in the programme, but it is difficult to estimate the exact effectiveness of this component as most beneficiaries have not yet completed their educational programme yet.
- **Reconstruction Skills Training:** The reconstruction skills training appears to have motivated beneficiaries to contribute and participate in the reconstruction of Syria by Jordanians and Syrians alike. However, beneficiaries were even more positive about the newly gained skills and knowledge related to business development.



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## **Impact**

Overall, the IEO programme has been highly effective in helping beneficiaries deal with their most pressing employment and business development challenges. As a result of this, many beneficiaries report to have better employment and business opportunities now compared to before they joined the programme. The IEO programme has also impacted beneficiaries in other ways. For example, the programme has also encouraged a culture more accepting of entrepreneurship and increased healthy competition between beneficiaries. Lastly, a lot of beneficiaries have renewed their sense of self and empowered their spirits.

There are, however, also some less obvious impacts of the programme. Through the programme, youth learned how to communicate and socialize with people from different backgrounds. This increased empathy among the beneficiaries and understanding for the different situations in which people find themselves. Consequently, social cohesion has improved among beneficiaries.

A few beneficiaries, on the other hand, reported that the project did not impact them positively or even had a negative impact. Some beneficiaries reported feeling somewhat discouraged as they do not see their employment prospects, opportunities, and financial situation changing in the future, mostly due to the country's economic situation. Some beneficiaries also reported that they felt unsure what to do after their participation because there was no follow-up from SPARK.

## **Sustainability**

The programme was assessed to be highly sustainable. As a result of their partnership with the IEO programme, partners have successfully increased their capacities. Partners believe that their partnership with SPARK has not only increased their organizational capacities, but also helped enhance and expand their capacity to work in other geographical areas and with different communities. In addition, the IEO programme has successfully helped to build synergies with other relevant local initiatives and organizations and the programme partners are willing to further develop these in the future. Lastly, the programme has provided its beneficiaries with skills and knowledge that will benefit them for a long time in the future.

However, considering the present situation in Syria, it is difficult to determine the extent how the programme has technically prepared and motivated Syrian and Jordanian youth to play in active role in the future reconstruction of Syria. Although, there was a positive willingness among IEO beneficiaries to help in the reconstruction of Syria it is difficult to determine how this will solidify in Syria's reconstruction on the ground.

## **Recommendations**

Based on the above, the following recommendations are made:

- Although employment challenges are present for males and females across Jordan, these challenges become more apparent outside of Amman. As such, the programme is evaluated to be slightly less relevant in Amman compared to the other governorates. However, this is not to say that the programme should not be implemented in Amman. What is recommended is to ensure that beneficiary selection in Amman is based on more stringent selection criteria focused on targeting the most disadvantaged to ensure the relevancy of the programme in this governorate.
- The relevance of the Reconstruction Skills Training is limited. It is unsure when the reconstruction of Syria will start and therefore it is unclear when beneficiaries will be able to use their newly gained skills. On the other hand, this programme component did help beneficiaries gain access to knowledge, training, and skills that could potentially be useful for their participation in the labour market. However, the other programme components would have been more relevant in addressing the specific employment challenges faced by this group of beneficiaries. As such, this programme



component is assessed only to be limitedly relevant. For Future programming, this programme component should be reconsidered.

- Causing delays in programme implementation were the low number of staff at programme partner organizations and the limited ability of some programme partners to successfully meet targets. This information about which project partners had too few staff and did not have the ability to successfully meet targets should be taken into account for future programming. More specifically, project partners who met their targets successfully and project partners who may have faced some delays but were able to deal with these delays in an appropriate and quick manner should be considered for future collaboration.
- Develop a clear beneficiary selection guideline with action points that should be followed in case a programme partner cannot find sufficient beneficiaries for their programme activities. This will ensure that programme partners take additional action in time and that the programme does not face delays.
- While roles and responsibilities, and communication lines appear to be clearly defined, some programme partners are still unclear about these. As such, it is recommended to develop a document about the roles and responsibilities of each staff member within the IEO programme as well as each programme partner. In addition, a document outlining communication structures should be developed. Both documents should be disseminated with partners to ensure that partners are aware of the roles and responsibilities within the IEO programme as well as the time it takes to take specific decisions.
- A large proportion of MSME beneficiaries received support in writing a business plan. However, the majority of those have not completed writing a business plan. Therefore, it is recommended to collect data from all beneficiaries who did not finish their business plan within the set timeframe and ask them for the reason(s) for not completing this plan. When sufficient data on this has been collected, the follow-up mechanism should be adjusted to reflect the challenges business owners face in completing their business plan.
- While training provided to MSME beneficiaries was well received, the trainings did not always align with the needs of the beneficiaries. For example, business owners and businesses in Amman are more educated and skilled than those in remote areas. As such, it is recommended to develop courses at different levels (at least two levels) so that the trainings better suit the needs of the participants. In addition, it could be helpful to have participants complete a pre-test to assess their level of knowledge and ensure they are provided with a training that suits their needs.
- Evaluate all internship placement sites to ensure beneficiaries are only placed at sites that provide them with an opportunity to learn and gain new skills. If needed, placements sites should be removed from the list of potential placement sites and new placement sites should be sought.
- Trainings should be scheduled over a longer period of time. If so, also those who already have employment can also join the training. For example, the Reconstruction Skills Training was implemented over ten consecutive days. It is recommended to implement it instead over ten consecutive weeks (one day a week).
- A well-developed follow-up system should be developed for all beneficiaries in order to prevent beneficiaries feeling like they only participated in an activity and after that were not involved in the programme anymore. One idea is to set up focus group discussions among beneficiaries who have completed the programme three or six months after completing their participation. During these discussions, youth can share their experience when it comes to seeking employment opportunities or starting/growing their business. This could ensure beneficiaries remain motivated to seek for employment or start a business even after their participation in the programme has ended.



## 1. Introduction

SPARK is a not-for-profit, non-political Non-Governmental Organization (NGO) that works to develop higher education and entrepreneurship programmes to create sustainable job opportunities in conflict affected societies.<sup>1</sup> Through access to education and economic prospects, youth, women, and marginalized groups are provided with the means and opportunities to help rebuild their post-conflict societies and promote sustainable peace in fragile states. In Jordan, SPARK's work consists of improving access to higher education, economic empowerment, and entrepreneurship development for Jordanian youth and Syrian refugees.

Jordan, a lower-middle income country is not a signatory of the 1951 Refugee Convention, but does observe the general customary international principle of non-refoulement and host displaced persons from Syria, Iraq, Yemen, and Palestine. In 2015, the Jordan Department of Statistics estimated that about 1.3 million Syrians were residing in the country.<sup>2</sup> Of the 751,275 registered refugees in Jordan in 2018, moreover, 666,294 were Syrian.<sup>3</sup> Due to the recent influx of Syrian refugees, Jordan has experienced additional strains on its economy and labour market. In 2017, the country's unemployment rate was 15%, up from 13% in 2011.<sup>4</sup> Youth unemployment, furthermore, rose from 32% in 2011 to 40% in 2017.<sup>5</sup> As such, the youth unemployment rates are the highest in the Middle East and North Africa (MENA) region.<sup>6</sup> Youth unemployment, moreover, is more concentrated in urban areas where many refugees have settled, including Amman, Irbid, Zarqa, and Mafraq.<sup>7</sup>

Figure 1. Strategic Objectives of SPARK's Improving Employment Opportunities Programme



<sup>1</sup> SPARK, Annual Report 2016. Available at: [http://www.spark-online.org/wp-content/uploads/2013/04/SPARK\\_Annual-Report\\_2016\\_incl-accountants-report-1.pdf](http://www.spark-online.org/wp-content/uploads/2013/04/SPARK_Annual-Report_2016_incl-accountants-report-1.pdf)

<sup>2</sup> Department of Statistics, Jordan (2015) 'Table 8.1: Distribution of Non-Jordanian Population Living in Jordan by Sex, Nationality, Urban/ Rural and Governorate.' Population and Housing Census 2015. Available at: [http://www.dos.gov.jo/dos\\_home\\_a/main/population/census2015/Non-Jordanians/Non-jordanian\\_8.1.pdf](http://www.dos.gov.jo/dos_home_a/main/population/census2015/Non-Jordanians/Non-jordanian_8.1.pdf)

<sup>3</sup> UNHCR, Jordan Fact Sheet June 2018. Available at:

<http://reporting.unhcr.org/sites/default/files/UNHCR%20Jordan%20Fact%20Sheet%20-%20June%202018.pdf>

<sup>4</sup> <https://www.statista.com/statistics/385565/unemployment-rate-in-jordan/>

<sup>5</sup> World Bank, Jordan Youth Unemployment. Available at:

<https://data.worldbank.org/indicator/SL.UEM.1524.ZS?end=2017&locations=JO&start=1991&view=chart>

<sup>6</sup> OECD. Key Issues affecting Youth in Jordan. Available at: <http://www.oecd.org/countries/jordan/youth-issues-jordan.htm>

<sup>7</sup> UNHCR (2018). Syrian Refugees in Jordan - by Locality. Availability:

<https://data2.unhcr.org/es/documents/download/63034>



In an effort to address unemployment amongst Jordanian, Palestinian, and Syrian youth, SPARK, together with the Netherlands Ministry of Foreign Affairs, implemented *the Improving Employment Opportunities* (IEO) programme. The implementation of the programme occurred between 2016-2018 in Amman, Mafrqa, Zarqa and Irbid governorates in Jordan. The programme aimed to contribute to job creation for Syrian, Palestinian, and Jordanian youth by supporting Micro, Small & Medium Enterprises (MSMEs) (50%) and start-ups (50%); increase the employability of youth by improving entrepreneurship education and internship programmes through higher education institutions; and prepare youth to take an active role in the reconstruction of Syria (See: Figure 1). To accomplish these objectives, SPARK supported young entrepreneurs, reinforced educational institutes, implemented internship and scholarship programmes, and provided reconstruction skills training (See: Figure 2).

Figure 2. *Improving Employment Opportunities Programmes*



The IEO programme is implemented by the SPARK Amman office and local partner organizations, including educational institutions, entrepreneurship development organizations, and financial institutions, and contains of a number of different programme components:

1. The Supporting Entrepreneurs programme component assists both new and existing MSME owners with training, coaching, funding, and scaling.
2. The Internship programme component provides beneficiaries the opportunity to gain vital skills and experience in order to increase their success in the labour market.
3. The Scholarship programme component provides financial assistance to beneficiaries to enroll and earn a Technical and Vocational Education and Training (TVET) certificate or TVET 2-year diploma (certified by the Ministry of Education) at a private university.
4. The Reconstruction Skills Training programme component trains beneficiaries in both business and conflict-based skills and other skills to be used in the reconstruction of Syria.



## 2. Methodology

In order to effectively address the evaluation’s research questions, a mixed-methods approach was utilized encompassing a thorough desk review, a quantitative survey, Key Informant Interviews (KIIs), and Focus Group Discussions (FGDs). Together, the information provided a deep understanding of the impact per programme component and aided in the development of recommendations to help shape future programming.<sup>8</sup> Tools for this evaluation included a structured questionnaire for the quantitative survey as well as semi-structured interview guides for KIIs and FGDs. The table below provides an overview of the data collection tools used for this study.

Table 1. Methodology

Method	Source/Respondents	Quantity
Desk Review	<ul style="list-style-type: none"> <li>▪ Relevant secondary literature on employment opportunities for youth in Jordan</li> <li>▪ All available IEO project documentation</li> </ul>	
Key Informant Interviews (KIIs)	Amman, Zarqa, Mafraq & Irbid <ul style="list-style-type: none"> <li>▪ IEO project staff (4 total)</li> <li>▪ IEO partner staff (5 total)</li> <li>▪ NLMFA staff (1 total)</li> <li>▪ Beneficiaries (5 total)</li> <li>▪ MSME Support beneficiaries (3 total)</li> <li>▪ Start-up Support beneficiaries (2 total)</li> <li>▪ Internship beneficiaries (2 total)</li> <li>▪ Scholarship beneficiaries (1 total)</li> <li>▪ Reconstruction Skills Training beneficiaries (2 total)</li> </ul>	25 Total KIIs
Focus Group Discussions (FGDs)	Amman, Zarqa, Mafraq & Irbid <ul style="list-style-type: none"> <li>▪ Male and female Jordanian and Syrian beneficiaries</li> </ul>	3 Total FGDs
Quantitative Smartphone Survey	Amman, Zarqa, Mafraq & Irbid <ul style="list-style-type: none"> <li>▪ Male and female and Jordanian and Syrian beneficiaries</li> </ul>	314 Total Surveys

### 2.1 Desk Review

Forcier’s Research Officer conducted a comprehensive desk review to inform the design of data-collection tools and to enhance her understanding of youth unemployment for Jordanian and Syrian youth in Jordan. The desk review primarily utilized relevant IEO programme documentation and secondary literature, including but not limited to previously conducted research on youth employment in Jordan, the impact of the Syrian refugee crisis on the labour market in Jordan, and causes of youth radicalization.

### 2.2 Qualitative Interviews

#### 2.2.1 Key Informant Interviews

KIIs are a beneficial method to obtain insight in the experiences and opinions of various program stakeholders that cannot be captured through a structured survey. This allows for stakeholder voices to

<sup>8</sup> The beneficiary lists provided for the Entrepreneurship in Universities did not consist gender or nationality information and, as a result, this programme element could not be evaluated.



be documented in relation to their experiences within a given programme and their recommendations for improvement. Forcier interviewed the following categories of stakeholders:

- **SPARK IEO Staff:** Four KIIs were conducted with SPARK staff involved in the IEO programme, including the Country Manager, the Deputy Country Manager, a Project Officer, and a Finance Officer. While Forcier tried to interview Project Officers of the different programme components, these interviews could not be conducted due to logistical challenges. The KIIs that were conducted provided valuable information about project planning, management structures, and ICT systems. In addition, the interviews provided information about the lessons learned during programme implementation.
- **IEO Local Partner Staff:** Five KIIs were conducted with staff of local partner organizations, including educational institutions, entrepreneurship development organizations, and financial institutions. These KIIs provided information on the impact of the programme with regards to supporting and creating MSMEs in Jordan, improving employability of youth, and preparing youth for the future reconstruction of Syria. Although, six KIIs were planned, only five local partner organizations were available to participate in the interview.
- **NLMFA Staff:** One KII was conducted with two staff members of the Netherlands Ministry of Foreign Affairs. This KII provided the evaluation team with information about the programme's targets as well as the effectiveness of the programme's communication and management structure.
- **Beneficiaries:** Due to limited interest from beneficiaries to participate in FGDs, the decision was made to interview additional beneficiaries through phone calls. In total, 5 beneficiaries were interviewed through this method, which provided the evaluators with crucial information about the effectiveness and impact of the IEO programme. In addition, the beneficiaries shared personal experiences related to employment challenges they faced before, during and after participating in the programme.
- **IEO Programme Activity Beneficiaries:** Ten KIIs with beneficiaries from different programme components were conducted, including MSME support beneficiaries (3 total), Start-up Support beneficiaries (2 total), Internship beneficiaries (2 total), Scholarship beneficiaries (1 total), and Reconstruction Skills Training beneficiaries (2 total). Only one scholarship beneficiary was found to be willing to participate and therefore one more MSME beneficiary was interviewed. The KIIs provided critical information on the effectiveness and impact of each of the programme's components through the experiences of beneficiaries.

### 2.2.2 Focus Group Discussions

Forcier conducted a total of three FGDs with Jordanian, Syrian, male, and female beneficiaries. FGDs allow for nuanced and open-ended responses to difficult questions, eliciting more information on attitudes, perceptions, and experiences that otherwise cannot be obtained by a structured survey. While the quantitative survey allows for analysis of general population trends, FGDs allow for more detailed reports including in-depth explorations of respondents' views and experiences.

The FGDs provided deeper information on the effectiveness of the programme with regards to the provision of employment opportunities and the employability of youth. For the achievement of maximum participation, participatory projective techniques were employed. Depending on the interview, FGD respondents were separated by nationality or gender to fully capture the programme's achievements for specific target groups: female youth and Syrian youth. While 8 FGDs had been originally planned, only a few beneficiaries were willing to participate in the discussion sessions. As such, 3 FGDs were held and the remaining 5 FGDs were replaced with KIIs with beneficiaries.



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## 2.3 Quantitative Survey

Forcier developed and deployed a quantitative smartphone survey in consultation with SPARK. The survey consisted of topics directly related to the scope of the programme and its respective activities, addressed project indicators and objectives, as well as gender-specific and socio-economic indicators that assisted in measuring the wider impact of the programme on its beneficiaries.

The survey was translated into the local Arabic dialect, scripted, and programmed onto Forcier smartphones using Ona, an online data collection software. Although each enumerator was expected to conduct six surveys per day, due to logistical challenges this was not possible. As such, an alternative plan was developed. The day before data collection beneficiaries were called in order to ask if they were willing and able to participate in the survey at a specified venue in their respective governorate. Beneficiaries were given 5 Jordanian Dinars for their transportation expenses to the data collection location. However, a lot beneficiaries were not able to allot time to participate in the survey due to obligations, such as school and work. Some beneficiaries were also not willing to participate. This affected the sample framework that was created. In order to effectively adapt to the low turnout, the teams were given permission to conduct the surveys via phone. As such, the majority of surveys were conducted over the phone.

## 2.4 Ethical Considerations

All survey participants, KIIs, and FGDs were informed fully of their rights as an interviewee. Additionally, all beneficiary data is protected and privacy is ensured in compliance with the general Data protection regulation.

Information that was provided to each beneficiary included:

- The respondent's consent to take part in the data collection is completely voluntary and refusing to take part will have no negative consequences;
- The respondent has the right to end the interview at any point with no reason given;
- The respondent has the right to refuse to answer any question they feel uncomfortable with; and
- All the information given by the respondent will be kept confidential so that their responses and their identity cannot be linked together.

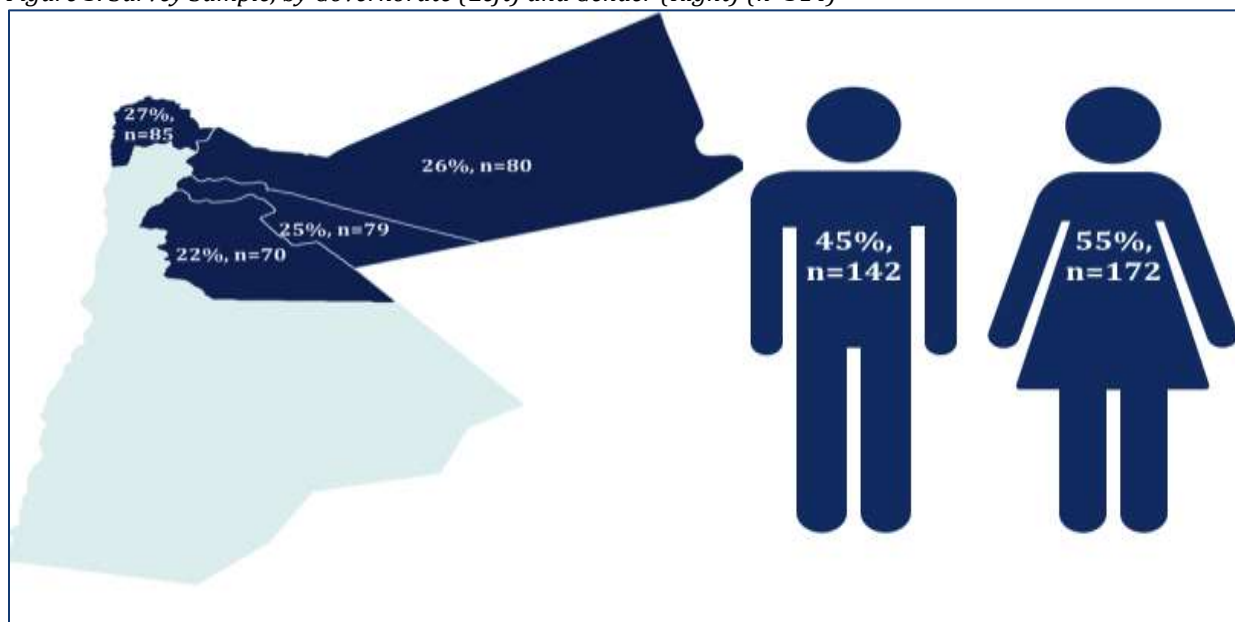




### 3. Demographics

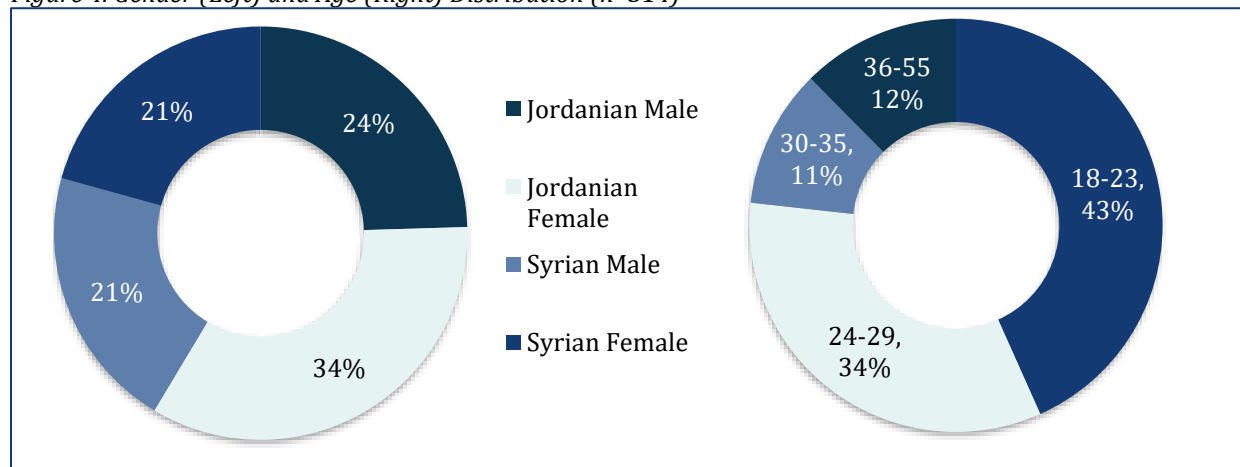
In total, 314 IEO programme participants from Amman, Irbid, Mafrqa, and Zarqa governorates were interviewed for this evaluation. Females were slightly overrepresented in the sample as were Jordanians. Nevertheless, respondents from all four governorates, both genders, and both nationalities were sufficiently represented in the sample (See: Figure 3 and 4), which is important considering that the IEO programme aimed to ensure inclusion of both genders as well as Jordanian and Syrian youth.

Figure 3. Survey Sample, by Governorate (Left) and Gender (Right) (n=314)



Additionally, as shown in figure 4, 12% of the beneficiaries were 36 years and older. This is important considering that the IEO programme aims to target beneficiaries between 18 to 35 years old. For most of the programme components, the IEO programme indeed managed to target beneficiaries in that age range. However, 71% (n=35) of the MSME programme component respondents were 36 years or older, which is a result of the fact that most business owners are older than the primary target group of the IEO programme.

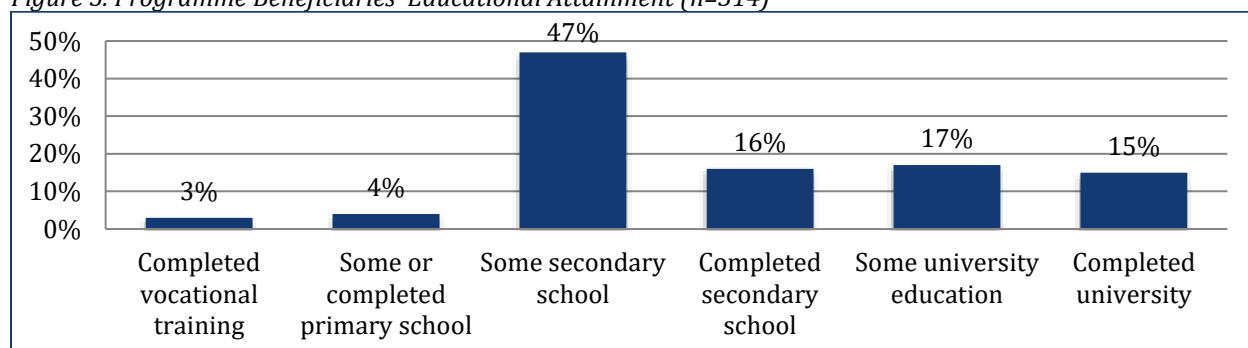
Figure 4. Gender (Left) and Age (Right) Distribution (n=314)





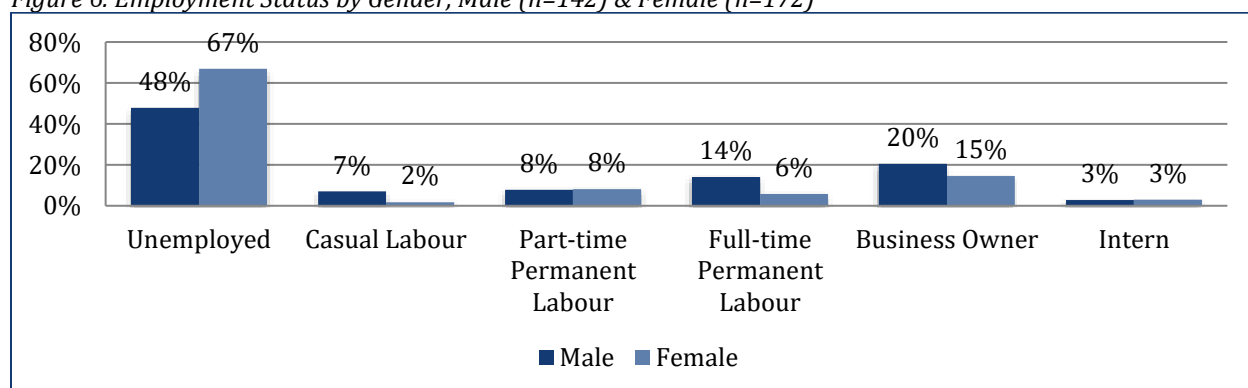
To better understand the social economic background of the beneficiaries, a number of questions were asked related to their educational and employment status. First, respondents asked what the highest level of education is they had attained, the results of which can be found in figure 5. Jordanian nationals were significantly more likely to have completed university (57%, n=102) compared to Syrian nationals (28%, n=30), highlighting the difference in access to education between these groups. Females, moreover, were somewhat more likely to have completed university (53%, n=83) compared to males (40%, n=51).

Figure 5. Programme Beneficiaries' Educational Attainment (n=314)



With regards to employment, slightly more than half of the respondents (58%, n=183) were unemployed at the time of the survey, confirming the relevance of the IEO programme. Among the employed respondents, 4% (n=13) were involved in casual labour, 8% (n=25) in part-time permanent labour, and 10% (n=30) in full-time permanent labour. 17% (n=54) of the respondents, moreover, owned their own businesses and 3% (n=9) were participating in an internship programme. Unemployment was highest in in Mafraq (73%, n=51) and lowest in Amman (52%, n=37) and Zarqa (51%, n=37). As such, it can be concluded that employment opportunities are more widely available in Amman and Zarqa. Moreover, unemployment was higher among females (68%, n=108) compared to males (48%, n=61), which is interesting considering that females are more likely to have graduated from university. This indicates that educational attainment among females does not necessarily lead to better employment prospects.

Figure 6. Employment Status by Gender, Male (n=142) & Female (n=172)

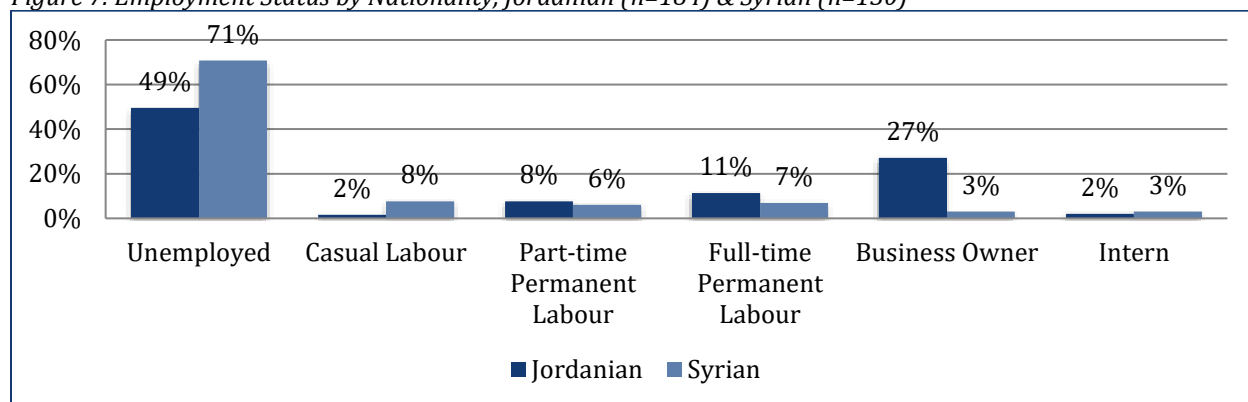


When divided by nationality, lastly, it becomes clear that unemployment is significantly less common among Jordanian nationals (49%) compared to Syrian nationals (71%), but employment is nevertheless high among both groups (See: Figure 7). Jordanians are, moreover, more likely to own a business or be involved in full-time permanent labour while Syrians are more likely to be involved in casual labour. As



such, it can be concluded that employment for Syrians is less stable and often does not provide them with a year-round income. Jordanian females, finally, are more likely to be involved in part-time permanent labour, which might be due to the fact that they often have other obligations, including child caring, which prevent them from taking on full-time jobs.

Figure 7. Employment Status by Nationality, Jordanian (n=184) & Syrian (n=130)



While the data provides evidence that Syrians are disadvantaged compared to Jordanians with regards to their educational and employment status, it is important to analyze how this impacts the level of resilience among both groups. As such, respondents were asked how likely they would be to gather 300 Jordanian Dinar in two weeks in case of an emergency (See: Figure 8). In line with expectations, Syrians are significantly less likely to collect this amount of money in case of an emergency compared to Jordanians and are thus less resilient in case of a shock and crisis. The main source of the emergency funds, moreover, are savings from income or support from extended family (60%, n=136).

Figure 8. Financial Ability to Gather Emergency Funds, by Nationality (n=314)

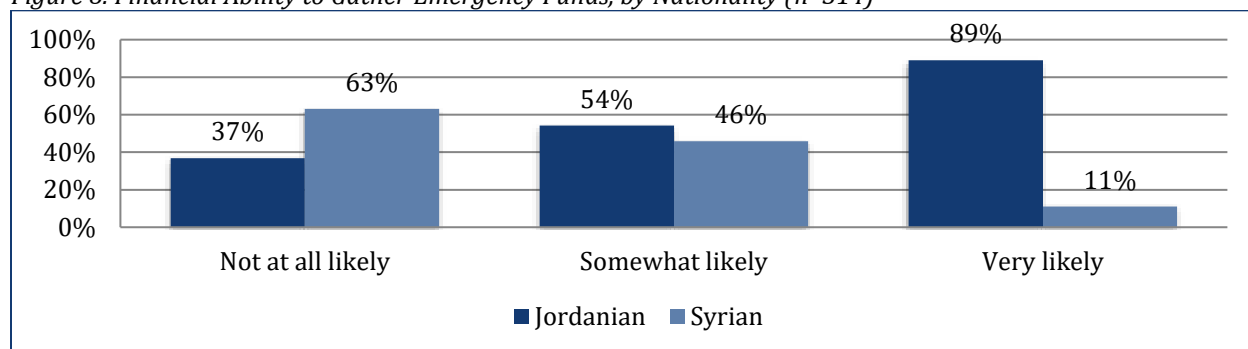
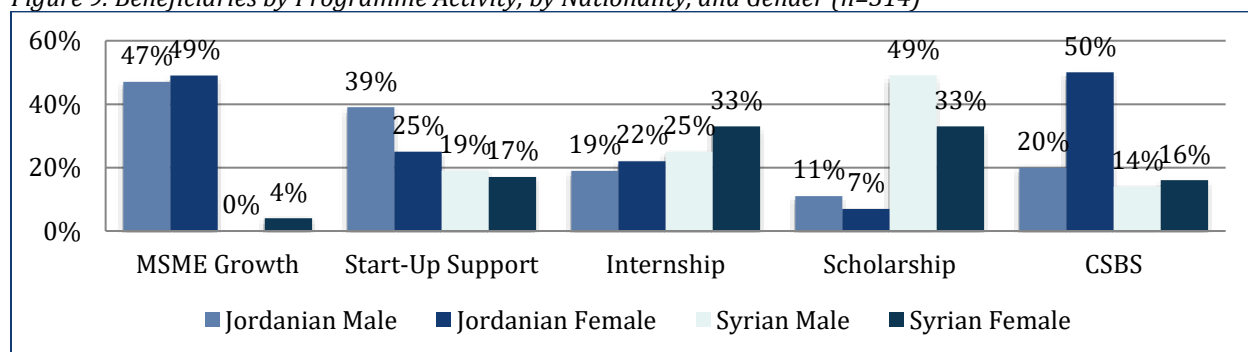


Figure 9. Beneficiaries by Programme Activity, by Nationality, and Gender (n=314)



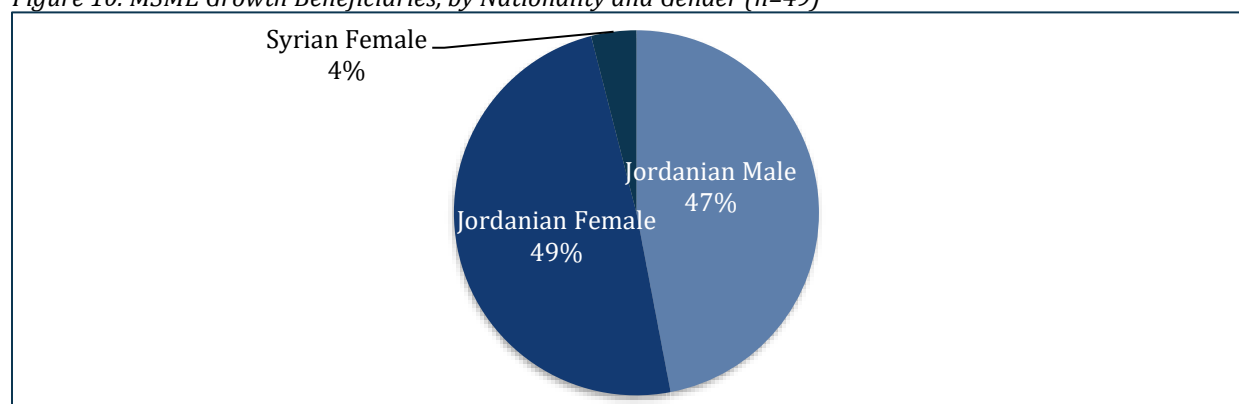


The percentage of Jordanians, Syrians, males and females participating in each of the different programme components, including the Supporting Entrepreneurs programme (MSME Growth: 16%, n=49 & Start-Up Support: 11%, n=36), Internship Programme (20%, n=63), Scholarship Programme (18%, n=55), and Reconstruction Skills Training (35%, n=111) can be found in figure 9. Additional information about the demographic composition of the beneficiaries in each of these programme components will be provided in the subchapters below.

### 3.1 MSME Growth Beneficiaries

49 respondents from the MSME Growth programme component participated in this study. The respondents were from three of the four target governorates (Amman, 41%, n=20; Irbid, 20%, n=10; Zarqa, 39%, n=19) because this IEO programme component does not currently have beneficiaries from Mafraq. That almost no Syrians were included in the sample, moreover, is due to the fact that only a few Syrians were included in the beneficiary list provided by SPARK. Because of random sampling, unavailability, and unwillingness, no Syrian males and only a few Syrian females were interviewed.

Figure 10. MSME Growth Beneficiaries, by Nationality and Gender (n=49)



As reported before, 71% (n=35) of participants in the MSME Growth programme were between the ages of 36 and 55 years old, which is above the age group targeted under the IEO programme. As a result of this, educational attainment was higher among respondents from this subsample. 67% (n=33) were university graduates, 16% (n=8) had attained some university education, 14% (n=7) were high school graduates, and 2% (n=1) of the respondents had attained some secondary schooling.

With regards to the businesses owned by the respondents, 59% (n=29) provides a service while 41% (n=20) sells one or more products. Females were more likely to own a business that provides a service (72%, n=21) and males were significantly more likely to own a business that sells products (75%, n=15). 49% (n=24) of business owners, moreover, reported having one, two, or three employees while approximately 16% (n=8) of business owners reported to have no employees. All businesses owned by females did not employ any staff suggesting that males are more likely to own larger businesses. Lastly, business owners reported that 26% of their employees are participants of the IEO programme.

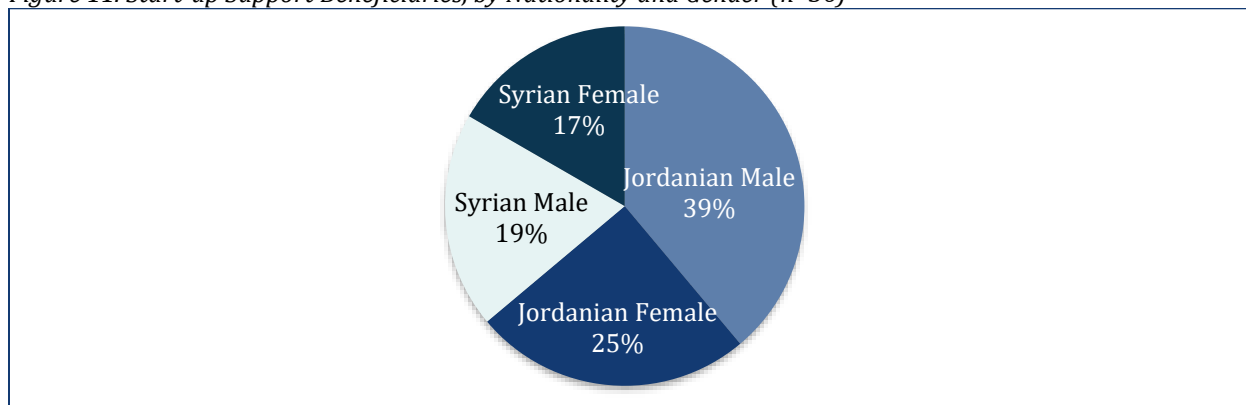
### 3.2 Start-Up Support Beneficiaries

A total of 36 Start-Up Support beneficiaries across the four target governorates participated in this study (Amman: 19%, n=7; Irbid: 22%, n=8; Mafraq: 17%, n=6; Zarqa: 42%, n=15). The demographic composition of this sample is in line with the demographic composition of beneficiaries on the list provided by SPARK (See: Figure 11). The majority (61%, n=22) of the beneficiaries under this programme component, furthermore, were between the ages of 24-29. Lastly, most of the start-up



beneficiaries were university graduates (58%, n=21) and unemployed (58%, n=21), which is in line with the demographic composition of the entire sample.

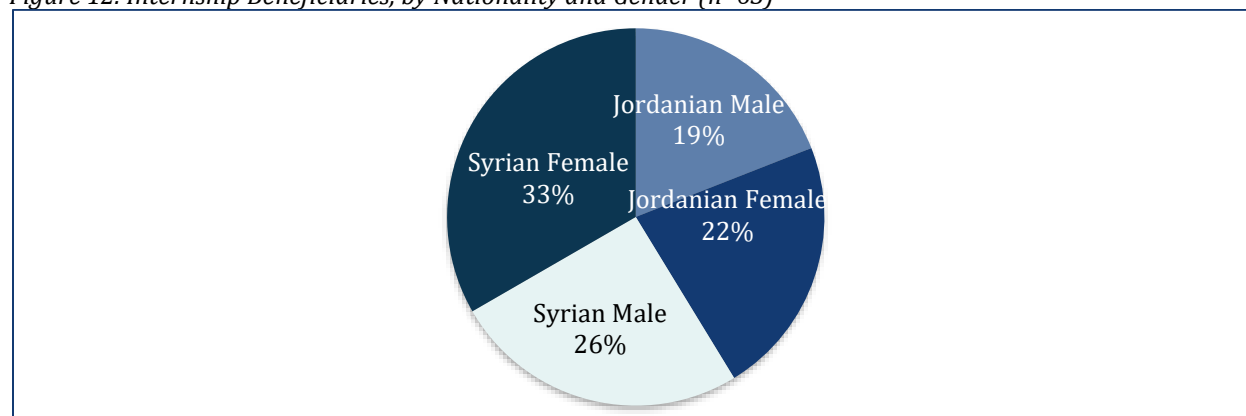
Figure 11. Start-up Support Beneficiaries, by Nationality and Gender (n=36)



### 3.3 Internship Beneficiaries

63 beneficiaries of the Internship programme component participated in this study (Amman: 33%, n=21; Irbid: 30%, n=19; Mafraq: 5%, n=3; Zarqa: 32%, n=20). Comparing the sample with the list of beneficiaries provided by SPARK, this accurately represents the group of beneficiaries under this programme component (See: Figure 12). 56% (n=35) of the internship beneficiaries, lastly, were between the ages of 24-29 and 37% (n=23) were between 18 and 24 years old.

Figure 12. Internship Beneficiaries, by Nationality and Gender (n=63)

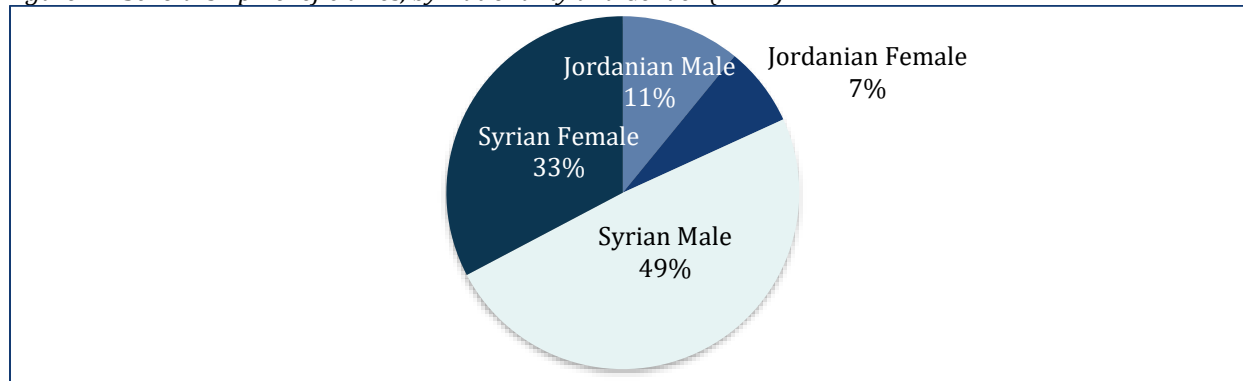


### 3.4 Scholarship Programme Beneficiaries

A total of 55 beneficiaries from the Scholarship programme component (Amman: 4%, n=2; Irbid: 11%, n=6; Mafraq: 78%, n=43; Zarqa: 7%, n=4) participated in this study. Syrians are overrepresented in this subsample, as can be seen in figure 13. 95% of the respondents, moreover, were between the ages of 18 and 24 years old. Furthermore, 42% (n=23) of the beneficiaries had completed some secondary school, while 33% (n=18) completed their secondary education, 18% (n=10) attained some university, and 4% (n=2) were university graduates. 4% (n=2), moreover, completed vocational training. These low educational rates are most likely due to the fact that Syrians are overrepresented in the sample. In line with this, 95% (n=52) of Scholarship programme beneficiaries reported to be not at all likely or somewhat likely to gather 300 Jordanian Dinars in case of an emergency, indicating that this subpopulation faces more financial hardships compared to the other IEO programme beneficiaries.



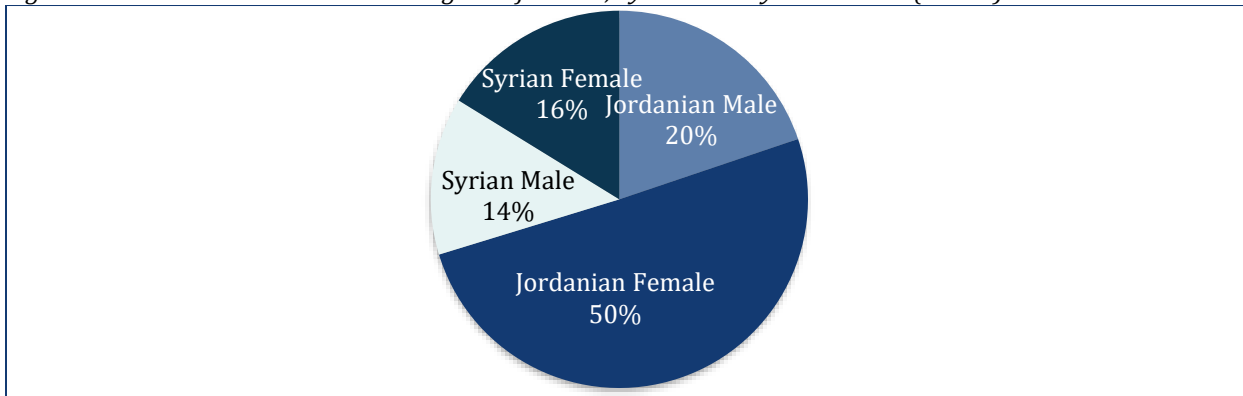
Figure 13. Scholarship Beneficiaries, by Nationality and Gender (n=55)



### 3.5 Reconstruction Skills Training Beneficiaries

A total of 111 beneficiaries of the Reconstruction Skills Training participated in the survey. The sample consisted of 20 (18%) participants from Amman, 42 (38%) from Irbid, 21 (19%) from Mafraq, and 28 (25%) from Zarqa. Jordanians (females especially), moreover, are overrepresented in this subsample (See: Figure 14). Approximately, 47% (n=52) of the beneficiaries in this programme activity were between the ages of 18-23, 37% (n=41) were between 24-29 years old, 15% (n=17) between 30-35, and 1% (n=1) were over the age of 35. 69% (n=66) of the Reconstruction Skills Training beneficiaries, moreover, have graduated from a vocational training institute or university with a certificate.

Figure 14. Reconstruction Skills Training Beneficiaries, by Nationality and Gender (n=111)





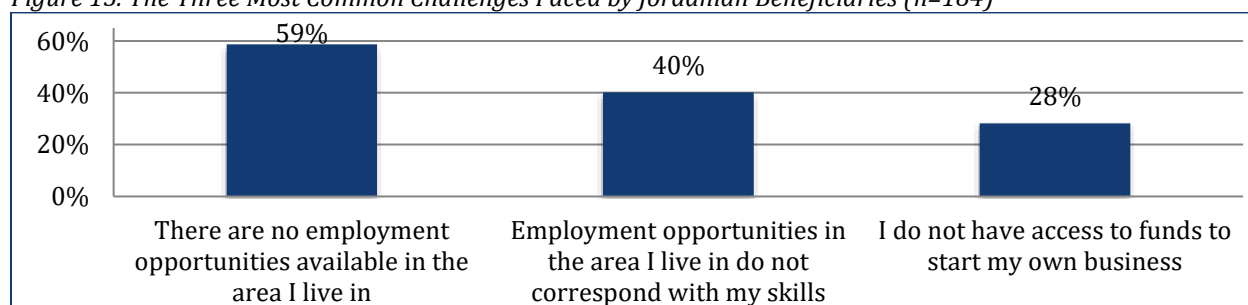
## 4. Findings

### 4.1 Relevance

The IEO programme consists of different programme components which logically derive from the programme's three strategic objectives for Syrian and Jordanian youth between the ages of 18-35 years. The programme components directly address a number of Sustainable Development Goals, including goal 4 (“ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”), goal 8 (“promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”), and goal 11 (“reduce income inequality within and among countries”). The programme's objectives are, furthermore, in line with the Netherlands Ministry of Foreign Affairs' key strategic initiatives. In these initiatives, the Netherlands Ministry of Foreign Affairs sets out its objective to improve prospects for refugees and host communities. As such, it can be concluded that the programme aligns with international humanitarian and development goals as well as the programme donor's priorities.

At the national level, the programme is also highly relevant as it addresses some of the key priorities of the government of the Hashemite Kingdom of Jordan, especially with regards to education and employment. For example, the IEO programme is in line with Jordan's International Response Plan 2017-2019, the Education Strategic Plan, and the National Employment-Technical and Vocational Education and Training (E-TVET) Strategy. The Jordan Response Plan for the Syria Crisis outlines a three-year plan to provide quality and inclusive education, sustainable livelihood opportunities, and economic opportunities to host communities and Syrian refugees in Jordan.<sup>9</sup> The Education Strategic Plan, moreover, stipulates the government's commitment to sustainable development through quality education for all. The aim of this plan is to ensure prosperous economic and social development.<sup>10</sup> Lastly, the E-TVET Strategy recognizes the potential of TVET to spur the economy and encourage women and other vulnerable groups to seek non-traditional opportunities and begin their own businesses.<sup>11</sup> In other words, the IEO programme effectively correspond to Jordan's development needs and the objectives set by the government.

Figure 15. The Three Most Common Challenges Faced by Jordanian Beneficiaries (n=184)



At the local level, it is important to assess whether the programme addresses the main employment challenges faced by programme beneficiaries. From the qualitative and quantitative data, it can be obtained that Jordanian and Syrian youth are faced with a myriad of challenges when seeking

<sup>9</sup> The Hashemite Kingdom of Jordan Ministry of Planning & International Cooperation, Jordan Response Plan for the Syria Crisis, 2018-2020. View at: <https://static1.squarespace.com/static/522c2552e4b0d3c39ccd1e00/t/5a9d05ff24a69491feff8ba5/1520240134714/IRP+Summary+Final.pdf>

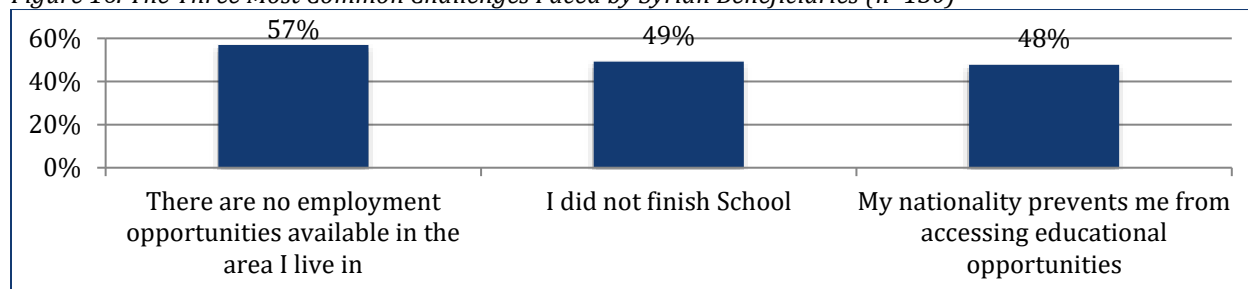
<sup>10</sup> The Hashemite Kingdom of Jordan Ministry of Education, Education Strategic Plan 2018-2022. View at: [http://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/jordan\\_education\\_strategic\\_plan\\_esp\\_2018-2022.pdf](http://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/jordan_education_strategic_plan_esp_2018-2022.pdf)

<sup>11</sup> The Jordan E-TVET National Strategy 2014-2020. View at: <http://inform.gov.jo/LinkClick.aspx?fileticket=zRBuaLn6gRg%3D&portalid=0&language=en-US>



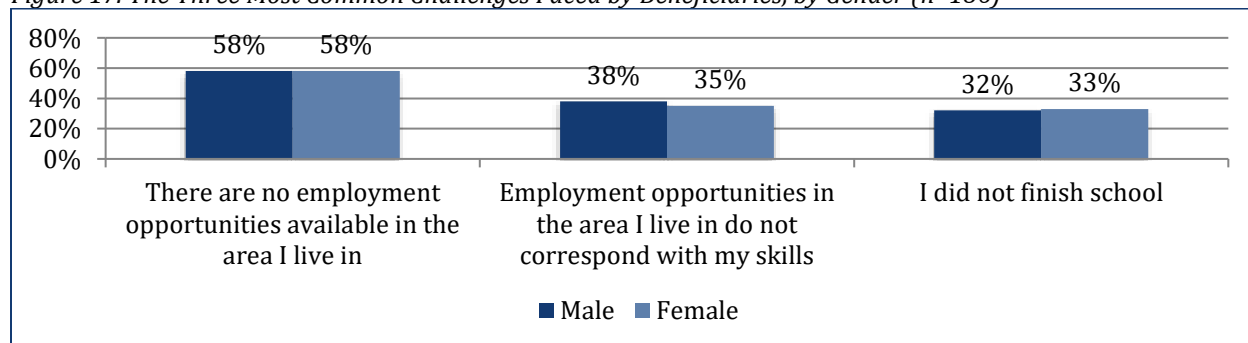
employment opportunities. The three most commonly cited challenges by Jordanian and Syrian respondents in the survey can be found in figure 15 and 16. The lack of employment opportunities is the main barrier for both nationalities, but Syrians and Jordanians' second and third employment challenges differ from each other. All challenges reported in figure 16 and 17, however, are directly being addressed through the different IEO programme components, thus making the programme highly relevant for both nationalities.

Figure 16. The Three Most Common Challenges Faced by Syrian Beneficiaries (n=130)



To further analyze the programme's relevance at the local level, the data with regards to employment challenges was divided by gender. Females and males both experience similar challenges with regards to employment, as can be seen in figure 17. Nevertheless, qualitative interviews reveal that females experience some additional challenges. Firstly, young women face cultural and traditional restrictions in relation to their employment opportunities. Since men mostly work more hours and take less days off compared women, employers tend to prefer to hire males. However, a Jordanian beneficiary in Zarqa stated that some employers prefer hiring females because females often accept lower salaries due to the fact that they do not have as many obligations to financially support their family. Although, only 1% of beneficiaries in the quantitative survey reported that their family was a challenge in seeking employment, some women interviewed during KIIs and FGDs reported that they were not afforded job opportunities because of the refusal of their families as well as the community's views of women as wives and mothers. A Syrian female in the Internship programme component, for example, shared that she could not seek employment because of her husband's disapproval and because she could not leave her children during the day. Moreover, irrespective of their educational attainment, young women are subjected to challenging employment conditions, including no maternity leave or access to daycare. This restricts their employment opportunities and could potentially lead some of them to refrain from participating in the labour market altogether. While the programme does not directly address the employment challenges faced by women in particular, the programme can be expected to deal with those challenges in an indirect way, by empowering women to participate in the labour market.

Figure 17. The Three Most Common Challenges Faced by Beneficiaries, by Gender (n=186)



Although the aforementioned challenges are present across Jordan, these challenges become more apparent outside of Amman. In addition to limited employment opportunities, the quality of education is

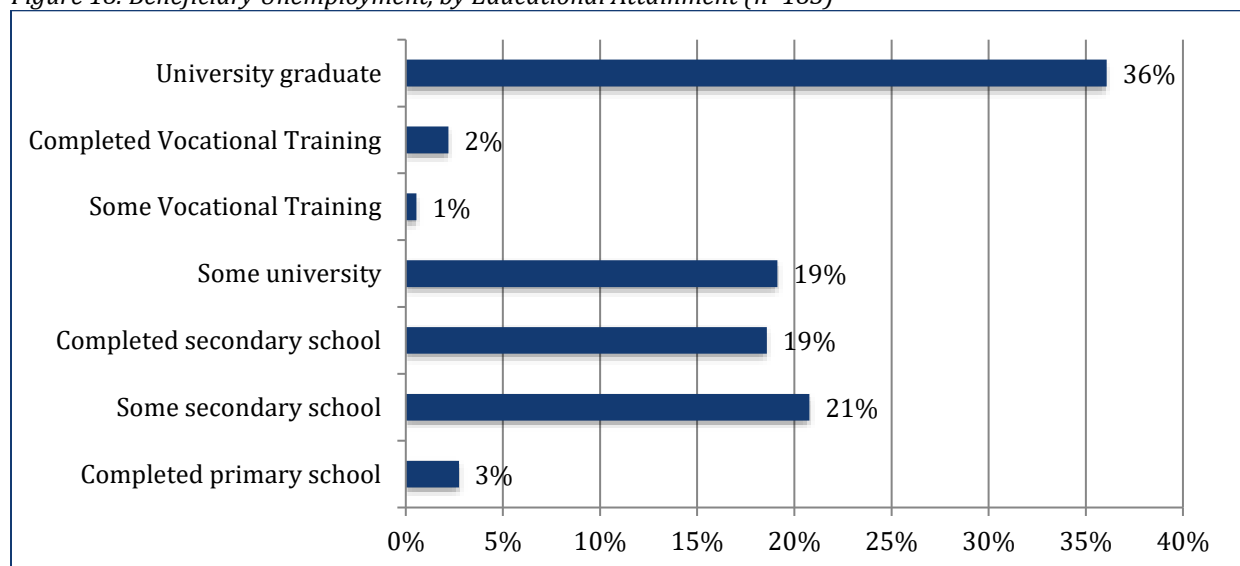




lower outside of Amman. In Mafrq, for example, male beneficiaries described education as being of poor quality. As such, the programme is evaluated to be less relevant in Amman compared to the other governorates. However, this is not to say that the programme should not be implemented in Amman. What is recommended is to ensure that beneficiary selection in Amman is based on more stringent selection criteria focused on targeting the most disadvantaged to ensure the relevancy of the programme in this governorate.

Qualitative interviews, lastly, suggest that available job opportunities often do not match the qualifications of those seeking employment. University graduates, for example, often do not find employment in their sector, but feel pressured to accept job offers that do not fit their educational background in order to alleviate their financial needs. Closely related to this and as reported by both IEO programme staff and beneficiaries, the existing misalignment between the education and work sector prevents graduates from finding suitable work opportunities. A partner shared that university degrees do not match the requirements of the labour market while another partner added that youth have difficulty finding jobs related to their academic degrees. More specifically, universities do not adequately prepare students for the job market. On top of this, quantitative data shows that educational attainment does not increase job opportunities (See: Figure 18). Approximately 36% (n=66) of those reporting to be unemployed (58%, n=183) graduated from university. Indeed, a Jordanian male in Irbid reported that it is more difficult for those with university degrees to find employment. The Internship programme component as well as the Start-Up Support programme component address this challenge directly and are therefore highly relevant components of the programme.

Figure 18. Beneficiary Unemployment, by Educational Attainment (n=183)



To better understand whether the IEO programme targets those more in need, the challenges experienced by beneficiaries were split by programme component. The three most common challenges faced by MSME Growth beneficiaries, for example, include not having access to funds to start/expand their own business (35%, n=17), employment opportunities not matching with their skills (33%, n=16), and employment opportunities not matching their interests (43%, n=21). The MSME programme component, through direct support and training for MSME owners, addresses these issues to a large degree and is thus highly relevant for its beneficiaries. A Jordanian female (MSME Growth), for example, shared that she lacked planning and management skills and that knowledge of marketing and sales strategies are required when managing a business. A Jordanian widow, who began her business following the passing of her husband, moreover, shared that she did not have adequate experience or knowledge of running a business prior to her participation in the MSME Growth programme component.



For Start-Up beneficiaries, the three most common challenges included not having employment opportunities in the area where they live (58%, n=21), not having corresponding skills for the employment opportunities where they live (42%, n=15), and not having access to funds to start their own business (31%, n=11). As such, these beneficiaries are unlikely to find employment within existing businesses and will not be able to start a business without support. The Start-up programme component, through direct support and training for those who want to start a business, addresses all three of these challenges directly and can thus be considered highly relevant, which is supported by qualitative data. A Jordanian male beneficiary, for example, believes that the start-up support he received by IEO addressed his needs by helping him address his business needs with regards to financial matters. He added that as a young Jordanian who wanted to start his own project, he lacked proper guidance, sharing that having an idea was not enough and that he required skills to supplement this.

The three most commonly cited challenges related to employment faced by Internship beneficiaries, moreover, were lack of available employment opportunities in the area they live (65%, n=41), skills mismatch (52%, n=33), and incomplete schooling (29%, n=18). An equal percentage of females and males (50%) believed not to not have the corresponding skills needed for the available job opportunities. However, location did matter: 70% (n=23) of beneficiaries residing in Zarqa and Irbid believed they did not have the skills needed for employment. Again, the internship programme component is highly relevant for its targeted beneficiaries as it directly addresses their main challenges related to employment. More specifically, the opportunity to intern via the IEO programme allows beneficiaries to gain employment experience as well as skills that fit the needs of the labour market. Indeed, 66% of internship programme beneficiaries believed that the company or organization where they were placed was a good match (37%, n=23) or very good match (29%, n=18) with their interests. A project partner, moreover, shared that one beneficiary signed a contract with the factory he was interning in and now is a production manager in this factory, adding evidence to the conclusion that the Internship programme component addresses the employment needs of its beneficiaries.

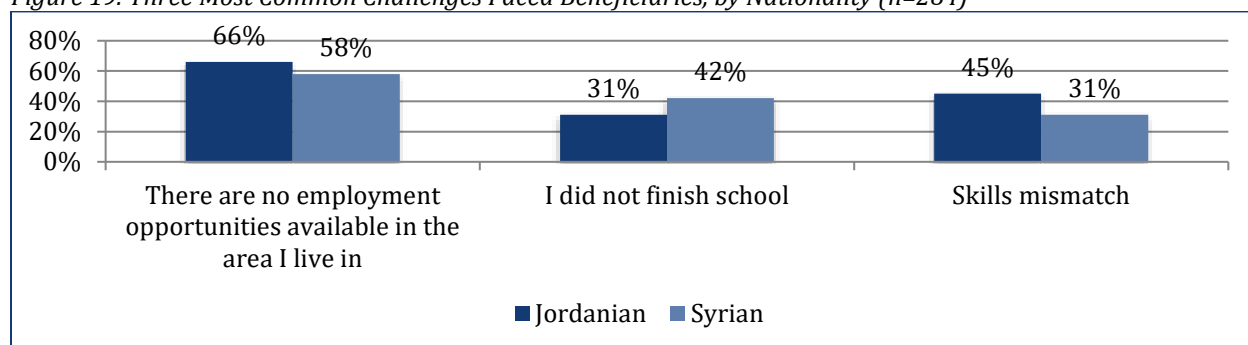
Scholarship beneficiaries, furthermore, reported incomplete schooling (64%, n=35), unavailability of employment opportunities in the area they live in (62%, n=34), and nationality (38%, n=21) as their main barriers to employment. Approximately 74% (n=25) of those facing challenges in finding employment opportunities in the area they live in reside in Mafraq. In line with expectations, 100% (n=21) of those reporting that their nationality presents a challenge when seeking employment opportunities were Syrian, thus confirming that Syrian youth are faced with discrimination as a result of their nationality. Qualitative interviews confirm that for Syrian youth, the lack of employment opportunities are more severe due to their nationality: they have limited access to work permits, are unable to fund and access education, and have limited opportunities in fewer sectors. One male Syrian in Mafraq believes that his nationality reduces the number of available job opportunities, adding that Syrians often accept jobs with lower salaries due to their circumstances. Jordanian respondents also confirmed this during interviews. Moreover, another Syrian shared that they are shown less respect and looked down upon because they are refugees and Jordanians believe they are stealing their jobs. He added that although he has many skills that qualify him for a good job, the challenges he faces as a Syrian refugee prevent him from getting a job. While the scholarship programme component does not directly address issues related to nationality, it does address the other issues reported by Scholarship beneficiaries. Consequently, a Syrian male beneficiary who participated in a FGD in Mafraq believed that the scholarship programme is the most needed by Syrian youth. As such, it can be concluded that the Scholarship programme component appropriately addresses the main challenges of its beneficiaries.

Lastly, the most common challenges faced by Reconstruction Skills Training beneficiaries included unavailability of employment opportunities in the area they live in (64%, n=71), skills mismatch (36%, n=40), and incomplete education (32%, n=36), with some interesting differences between nationality (See: Figure 19). However, this programme component does not address these challenges directly.



Moreover, it is unsure when the reconstruction of Syria will start and therefore it is unclear when beneficiaries will be able to use their newly gained skills. On the other hand, this programme component did help beneficiaries gain access to knowledge, training, and skills that could potentially be useful for their participation in the labour market. However, the other programme components would have been more appropriate in addressing the specific employment challenges faced by this group of beneficiaries. As such, this programme component is assessed only to be limitedly relevant. For future programming, this programme component should be reconsidered.

Figure 19. Three Most Common Challenges Faced Beneficiaries, by Nationality (n=284)



The IEO programme has thus succeeded in designing highly relevant programme components for its target beneficiaries. Indeed, more than half (55%, n=101) of those unemployed felt that the programme had managed to help them with their specific challenges very well. Similar sentiments were held by Jordanian (53%, n=98), Syrian (55%, n=71), male (55%, n=78), and female beneficiaries (53%, n=91). However, the relevancy of the Reconstruction Skills Training programme component is less obvious, especially since Syria has not yet reached a post-conflict stage.

## 4.2 Efficiency

### 4.2.1 Management Structure

The management structure of the IEO programme has been reported to be effective for both its staff and its partners. The current IEO upper-management structure includes a Country Manager and a Deputy Programme Manager, both whom were appointed in the middle of 2018. From the start of her appointment, the Country Manager was responsible for re-organizing the programme to ensure its sustainability, to ensure that stronger connections between different programme components were made, to align staff with the different programmes, and to redesign different aspects of the programmes. For example, some changes were made to the internship programme component. Previously, participants had been placed primarily in factories, but now they were interning in different types of private businesses. In addition, a guarantee was given that interns would be hired on one-year contract following their internship. Partnerships with new organizations, moreover, were also established, including with five incubators. These changes were perceived as very positive by stakeholders and improved the effectiveness of the programme's implementation.

Programme staff also perceived the management skills of the Country Manager as conducive for the effective and efficient implementation of the IEO programme. In the opinion of one IEO programme staff, the revised management structure was effective in motivating employees to achieve better results. For example, the Country Manager was reported to encourage programme staff to become owners of the implementation process. Staff meetings, moreover, now include the whole IEO team so that all programme staff, regardless of the specific programme component they work on, can share knowledge and lessons learned. However, one IEO programme staff believe that each programme officer is still only focused only on their own programme and not the overall programme. In addition, they report that



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sometimes the roles and responsibilities are not clearly defined and lines of management/hierarchy are not understood.

Most partners also believed that the IEO management structure was conducive to the implementation of the programme activities. They reported that their roles as partners were clearly defined and they knew who to contact in each situation. One partner shared that everyone was fully aware of the nature of his/her work, and the procedure of acquiring approval for a decision. A few partners held more negative sentiments. One partner, for example, reported that the internal staff changes had a negative impact on the programme implementation, noting that it took a while for individuals to become familiar with the programme and that opinions differed from person to person, which delayed decisions making. Another partner, lastly, shared that communication was inefficient and caused delays because SPARK's focal points did not answer inquiries in a timely manner. Another partner also shared that at times he was uncertain who SPARK's focal point was and that some decisions took a while to be approved. This may be due to the fact, however, that SPARK's head quarter has strict but time-consuming procedures in place for decision making, as reported by an IEO programme staff.

#### **4.2.2 Partners' Reporting Mechanisms**

The partners' reporting schemes were reported to be efficient in ensuring the overall progress of the IEO programme. Contracted partners are required to provide IEO programme staff with narrative reports, including lessons learned, targets, and indicators for each phase. Financial reports are also mandatory. Reports are due either weekly or monthly, depending on their necessity. The reporting scheme helps both SPARK and its partners to understand the progress of the programme.

Report schemes, moreover, assisted in selecting the appropriate beneficiaries and ensured that beneficiaries successfully complete each stage of the programme. One implementing partner (Internship) shared that all trainees filled out evaluation forms and that follow-ups were done with each participant after the training ended. Another partner shared that they always conduct a survey after the end of any course or activity. Doing this helps them to evaluate their work and generate lessons learned. However, one programme partner states that reports were required on a short notice, which affected their other duties and responsibilities. Another programme partner reported that the attendance sheet and narrative reports are sufficient to understand the progress of the programme and, as such, the other reports which contain the same data are redundant. However, in the opinion of one IEO programme staff, the attendance sheets from some programme partners were in bad condition and were not useful in order to monitor progress. *"The quality differed between partners. Sometimes we received dirty and torn attendance sheets. This affected the implementation of the programmes and caused delay in the monitoring and evaluation of the project."*

#### **4.2.3 ICT Systems**

The ICT systems of the programme were somewhat efficient and conducive to the implementation of the programme. Information gathered from IEO project staff and partner staff, however, indicates that ICT systems can be improved. The ICT systems used for the implementation of the programme included a dashboard, Google Drive, Excel (database), Dropbox, and online application forms. The dashboard is used to keep track of targets, trainings attended, and the training needs data for all organizations. SPARK's MSME Growth implementing partner believed the dashboard was a flexible way of keeping up to date with SPARK's management and monitoring. However, two partners did not believe the dashboard and database to be beneficial or efficient, adding that the database is difficult to manage and contains errors. This is a result of the time it takes to upload new information because more than one person can access the dashboard at the same time. Nevertheless, a staff at SPARK reported that these issues were already reported to the Data Officer and that the issues had been dealt with appropriately.



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In order to reach beneficiaries, SPARK and its partners made use of online application forms. MSME Growth, Start-up Support, Scholarship, and Reconstruction Skills Training beneficiaries used these application forms. A Jordanian female beneficiary of the MSME Growth component said that the application provided via the link was easy to use. However, as one Bedaya partner shared, it was more difficult for beneficiaries residing in remote areas to complete the application as a result of the lack of computers and internet access. In such cases, a partner staff would go to the beneficiaries in the selected villages to help them with the application process.

#### **4.2.4 Time-Efficiency**

The Netherlands Ministry of Foreign Affairs, IEO programme staff, and programme partners were in agreement that the efficiency of the programme was reduced by the untimely delivery of programme activities as well as under-spending of the budget. As shared by SPARK's Country Manager, the IEO programme was designed as a 2 year program, but as a result of the delays, it was extended for an additional 13 months.

As reported by IEO programme staff and implementing partners, some factors that contributed to the delays include the changes made in the management structure and the internal organizational structure. However, these changes have now been fully implemented and should therefore not form a bottleneck in the future anymore. Also causing delays were the low number of staff at programme partner organizations and the limited ability of some programme partners to successfully meet targets. This information about which project partners had too few staff and did not have the ability to successfully meet targets should be taken into account for future programming. More specifically, project partners who met their targets successfully and project partners who may have faced some delays but were able to deal with these delays in an appropriate and quick manner should be considered for future collaboration.

The main challenges that caused delays, however, related to finding and selection sufficient beneficiaries. Firstly, the programme's implementation period was in conflict with the academic calendar of the beneficiaries. Consequently, the starting date had to be extended and the number of participants was reduced. Secondly, some of the programme activities interfered with other obligations of the beneficiaries. For example, two Bedaya programme partners shared that it was difficult for beneficiaries to participate during 15 consecutive days because of their obligations related to school and work. This obstacle led the partner to accept beneficiaries over the age requirement. In order to reach the target number of beneficiaries, a partner shared that they intensified their outreach strategy to include using social networking sites, visiting universities, giving presentations about the programme. In addition, one Bedaya programme partner forged partnerships with Professional Union Syndicate and non-profit organizations like JOHUD and DRC in order to utilize their databases to reach beneficiaries.

### **4.3 Effectiveness**

#### **4.3.1 Supporting New and Existing Business Owners**

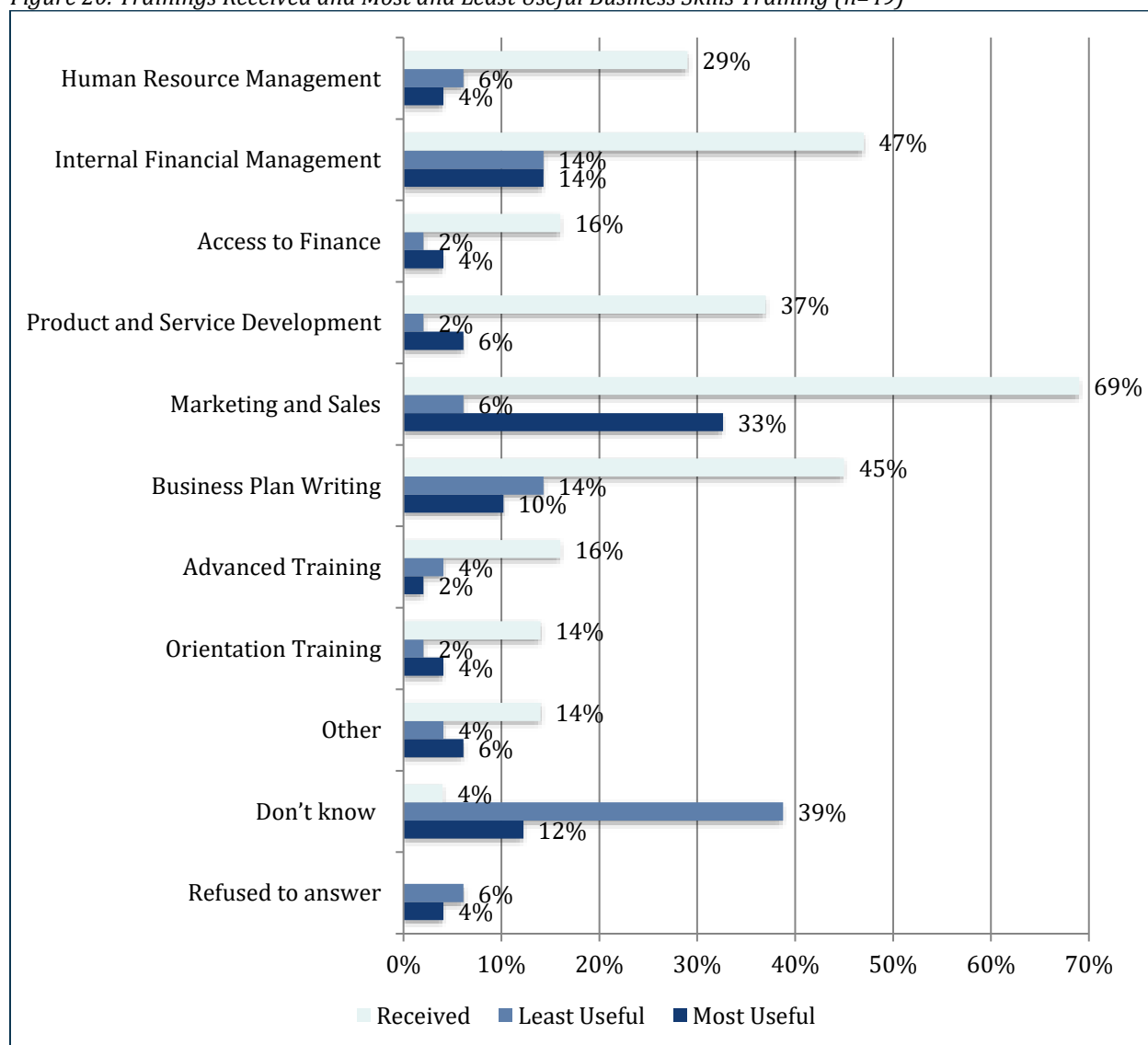
##### **4.3.1.1 MSME Growth**

49 respondents from the MSME Growth programme component participated in this study. Under the MSME Growth programme component, training and support was provided to business owners. The main business skills training received by beneficiaries of the MSME Growth programme were marketing and sales, internal financial management, and business plan writing (See: Figure 20). Approximately 65% (n=32) of the MSME growth beneficiaries, furthermore, reported to have received a certificate for successfully completing the training.



To further investigate which training were the least and most beneficial for participants, respondents were asked to name the least and most useful training they had received, the results of which can be found in figure 20. For example, 29% of respondents reported receiving training in human resource management. 6% of respondents considered this the least useful training they had received and 4% considered this the most useful training they had received. Based on figure 20, it can be concluded that beneficiaries considered the marketing and sales training very useful. As for the least useful training, this is less obvious since a large proportion of respondent reported “do not know” to this question.

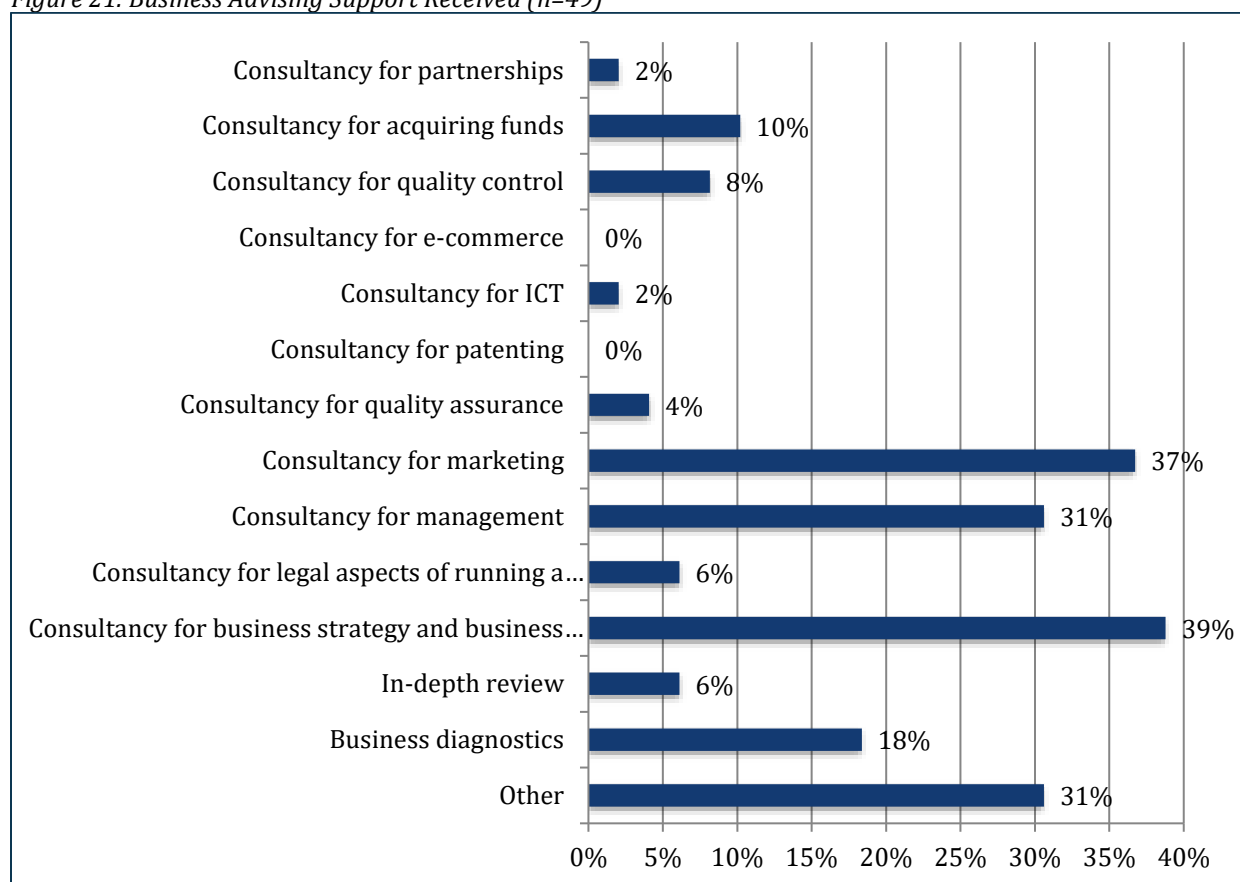
Figure 20. Trainings Received and Most and Least Useful Business Skills Training (n=49)



Of those who received in the orientation training, 29% (n=2) and 71% (n=5) were very satisfied or somewhat satisfied, respectively. Similarly, 43% (n=3) of participants believed the orientation training was very useful to their business and 43% (n=3) believed it to be somewhat useful. Half of the participants (n=4) who received the advanced training were very satisfied. The advanced training, furthermore, was very useful and somewhat useful to 63% (n=5) and 25% (n=2) of the beneficiaries.



Figure 21. Business Advising Support Received (n=49)



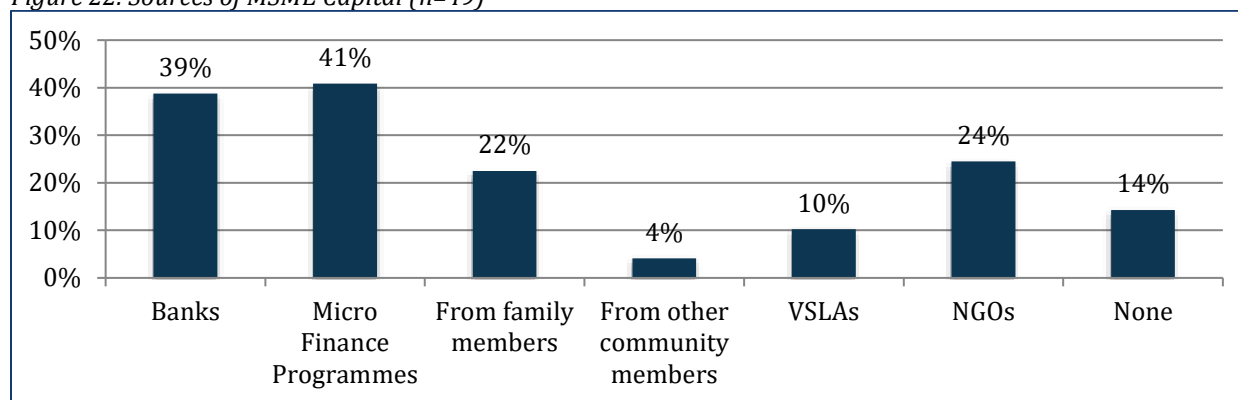
Business advising support was also provided to beneficiaries. To analyze this further, respondents were asked what type of business advice they had received, the results of which can be found in figure 21. The main business advising support received included consultancy for business strategy and business planning, consultancy for marketing, consultancy for management, and business diagnostics. However, 22% (n=11) of respondents did not receive any business advising support yet, noting that they were not yet contacted or had not reached this phase yet. Again, beneficiaries who have received this type of support were highly satisfied with the support. More than half (51%, n=25) of MSME growth beneficiaries reported that the business advising support they received was very useful and 24% (n=12) believed it was somewhat useful.

One of the elements of business advising support includes advice on how to access funds to maintain a business. According to respondents, microfinance programmers and banks are the main providers of loans to maintain MSMEs (See: Figure 22). However, for 74% (n=36) of business owners it is not at all easy to obtain capital to maintain an existing business, with small differences between governorates. There does exist a difference between gender: 33% (n=16) of male respondents believe it is not at all easy to obtain capital compared to 41% (n=20) of female respondents.

45% (n=22) of business owners reported their access to capital has not changed while 31% (n=15) reported that it somewhat improved in the last two years. Interestingly, of the MSME owners who reported an increase in the number of employees in the business, 44% (n=4) and 22% (n=2) reported that their access to capital has somewhat improved or improved a lot in the past two years, respectively. As such, it can be concluded that improved access to funds does lead to business growth.



Figure 22. Sources of MSME Capital (n=49)



A large proportion of beneficiaries (86%, n=42), moreover, received support in writing a business plan. However, 78% (n=38) have not completed writing a business plan, but it is unclear why they did not finish the business plan. Therefore, it is recommended to collect data from all beneficiaries who did not finish their business plan within the set timeframe and ask them for the reason(s) for not completing this plan. When sufficient data on this has been collected, the follow-up mechanism should be adjusted to reflect the challenges business owners face in completing their business plan.

Overall, 55% (n=27) of MSME beneficiaries believed that their participation in the IEO programme managed to help them with the specific employment challenges very well while 29% (n=14) believed it somewhat helped. The remaining 16% (n=8) reported that the programme did not help at all. As such, it can be concluded that the MSME programme component is highly effective. Qualitative data, moreover, supports this finding. For one Jordanian female, participation in the IEO programme has helped to increase her profits. Moreover, she was able to market her products to fellow beneficiaries, which also contributed to increasing her profit. Similarly, as a result of her participation, a Jordanian female in Irbid was able to create a more clear business plan and eased the organization of her business's profits and income, which were combined before. A Jordanian female who owns a homemade food business, moreover, shared that as a result of the trainings she received she was able to grow her business and increase her profits.

Nevertheless, there exists an opportunity to improve this programme component. One Jordanian female from Amman highlighted that since each governorate has its own culture and varying levels of education, it is illogical to give the same course in all governorates. For example, business owners and businesses in Amman are more advanced than those in the villages that are mainly home based. One female, whose business provides accounting and management consulting services as well as business development services, shared that the programme did not meet her expectations, as she believed the course content and materials were designed for those with little to no skills and not those who already have a business. MSME Growth implementing partner, furthermore, shared that some beneficiaries indeed needed specific, higher-level trainings in comparison to others. Other beneficiaries of the programme held similar sentiments. One beneficiary shared that she sent one of her employees to attend lectures on her behalf and they did not believe it was useful. Indeed, it is recommended to develop courses at different levels (at least two levels) so that the trainings better suit the needs of the participants. In addition, it could be helpful to have participants complete a pre-test to assess their level of knowledge and ensure they are provided with a training that suits their needs.

#### 4.3.1.2 Start-up Support

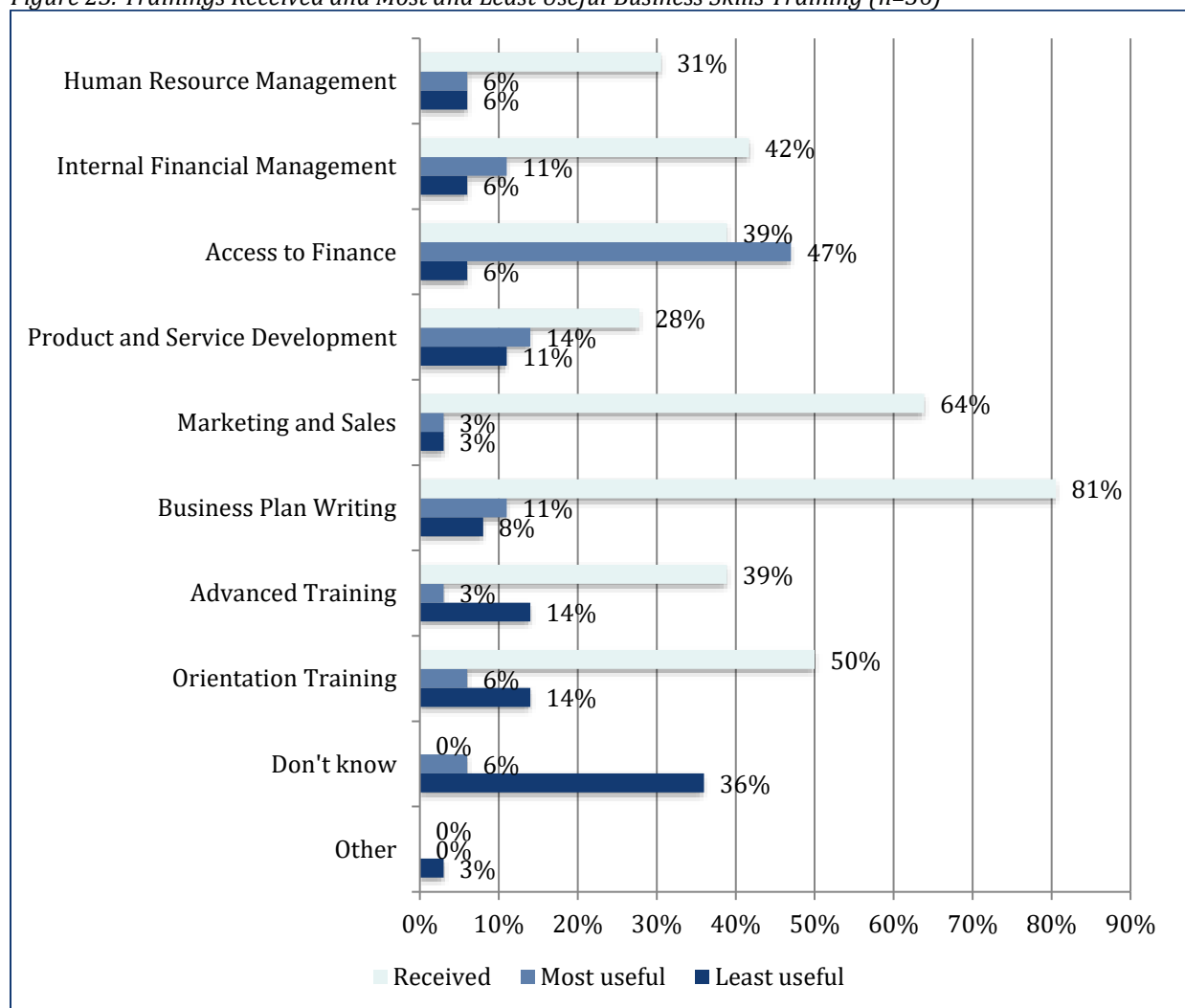
A total of 36 Start-up Support beneficiaries across the four target governorates participated in this study. 47% (n=17) of the respondents want to start a business that provides services, 42% (n=15) that sells products, and 3% (n=1) that implements projects. Interestingly, 60% (n=9) of beneficiaries who





plan to start a business that sells products were female and 77% (n=13) of beneficiaries who plan to start a business that provides services were male. This is contrary to expectations as the demographic section shows that females are primarily involved in businesses providing a service and males are primarily involved in businesses selling products. At the time of the survey, 8% (n=3) of the respondents did not yet know what kind of business they would be starting.

Figure 23. Trainings Received and Most and Least Useful Business Skills Training (n=36)



Under this programme component, respondents were, amongst others, provided with training. The three main business skills training received by the Start-up Support beneficiaries in this sample were business plan writing, marketing and sales, and orientation training (See: Figure 23). The training regarded as most beneficial to respondents was the access to finance training. The least beneficial training is less obvious as a large proportion of respondents had responded “do not know” to this question. A Syrian male, however, expressed that although he believes that all activities were useful, if he had to choose he believes project management is the most beneficial and the management of human resources is the least beneficial. Only 34% (n=12) of beneficiaries, moreover, have received a certificate for successfully completing the training. While the reason for this is unclear as this question was not included in the questionnaire, it suggests that the trainings may have a high drop-out rate.



Beneficiaries were highly satisfied with the received trainings. 83% (n=15) of beneficiaries, for example, were very satisfied with the orientation training they received. Accordingly, 72% (n=13) believed it was very useful for their future business. Participants who received the advanced training held similar sentiments. 86% (n=12) were very satisfied with this training and 79% (n=11) regarded it as very useful to their future business. A Jordanian male beneficiary, for example, reported that SPARK's training on financial matters, marketing strategies, and human resource management has provided him with the knowledge to start a business.

The three main business-advising support activities received by beneficiaries were consultancy for marketing, business strategy and business planning, and management (See: Figure 24). A Syrian male notes that this activity has contributed to the development of his business plan by allowing him to assess the strengths and weaknesses of his business. In this regard, 69% (n=25) of the beneficiaries reported to have received support writing a business plan and 75% (n=27) of beneficiaries have completed writing a business plan. The completion rate is thus much higher among this group than for the MSME beneficiaries. Lastly, a male beneficiary shared that before his participation he did not know anything about human resources management and how to handle and arrange human resources issues. However, after his participation he has gained fundamental knowledge as an employer. Additionally, he shared that all of the activities helped to expand his business mentality as the programme assisted him in developing his business plan, understanding financial matters and marketing strategies, and designing his logo.

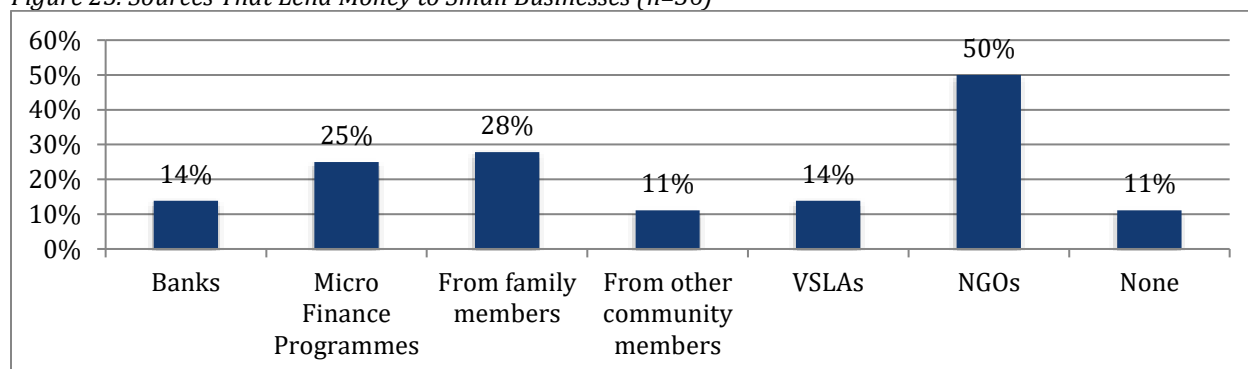
Figure 24. Business Advising Support Received (n=36)



67% (n=24) of beneficiaries received mentoring and coaching support. Of these participants, 75% (n=18) were very satisfied with the support they received and 83% (n=20) regarded it as very useful. 100% (n=5) of those who reported to have received a certificate upon successful completion of their Advanced training, furthermore, were very satisfied with the training they received and 83% (n=5) of those who received certificate upon successful completion of their orientation training were also very satisfied.



Figure 25. Sources That Lend Money to Small Businesses (n=36)



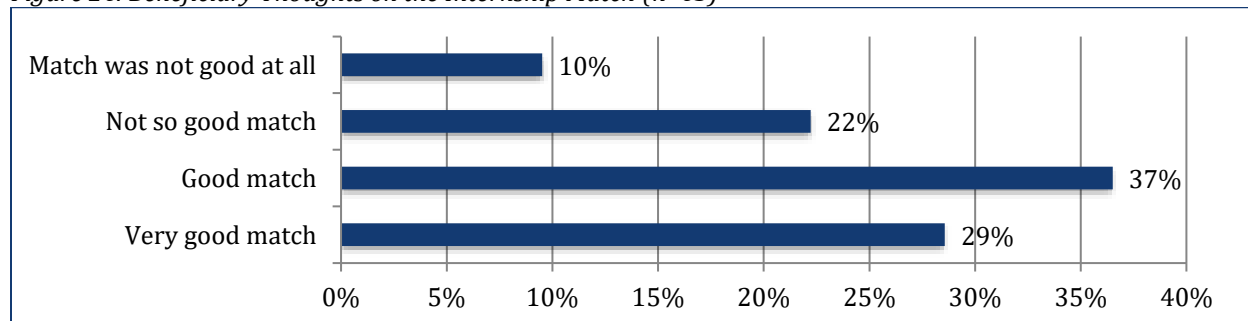
One of the main issues preventing beneficiaries from starting a business, however, is a lack of access to funds. To address this, the programme provides beneficiaries with advice on how to access funds. According to respondents, the three most common groups, organizations, or entities that lend money to start small businesses are NGOs, family members, and microfinance programs (See: Figure 25). Accordingly, 39% (n=14) reported that most people acquire money to start a new business from NGOs. However, irrespective of the mode of acquiring capital, approximately 55% (n=18) and 45% (n=15) of beneficiaries regard accessing capital to start a business as somewhat easy or not at all easy, respectively. As such, additional attention in this area might be beneficial for future programming.

Overall, more than half (56%, n=20) of Start-up Support beneficiaries believed that the programme managed to help them with the specific employment challenges very well while 36% (n=13) believed it somewhat helped and the remaining 8% (n=3) believed it did not help at all. Qualitative data supports the conclusion that this programme component has been highly effective in addressing employment challenges and providing beneficiaries with the support needed to start their own business.

### 4.3.2 Internship

63 beneficiaries of the Internship programme component participated in this study. At the time of the survey, 81% (n=51) of beneficiaries completed their internship. Moreover, 82% (n=42) of those completed the internship six months or less since the time of the survey while 18% (n=9) of beneficiaries completed the internship more than 6 months ago. Most of the internship programme beneficiaries believed that the company or organization where they were placed was a good match with their interests (See: Figure 26).

Figure 26. Beneficiary Thoughts on the Internship Match (n=63)



29% (n=15) of those who completed an internship have found a job in either the company they interned with or with another company (See: Figure 27). These number are encouraging as it is well known that a lot of internship programmes only lead to employment for less than 10% of its beneficiaries. 67%



(n=10) of the beneficiaries who found employment, moreover, have found full-time employment of which 80% (n=8) have a contract. 63% (n=5) of the beneficiaries have found full-time employment for 1 year or more. As shared by a partner, one beneficiary was signed a contract with the factory he was interning in and now is a production manager in this factory. Among those who did not find employment after their participation in the Internship programme component, the main reason for not finding employment is that there are no employment opportunities in the area they live in (See: Figure 28).

Figure 27. Employment Status Following Internship (n=63)

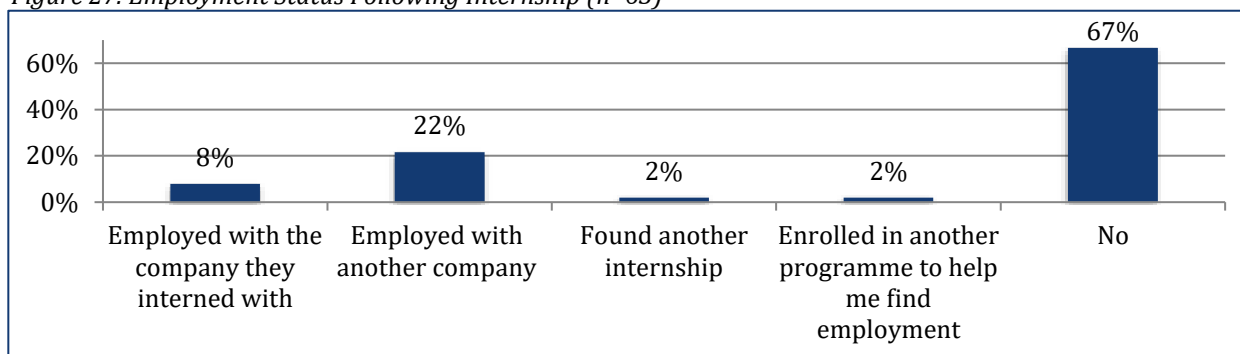
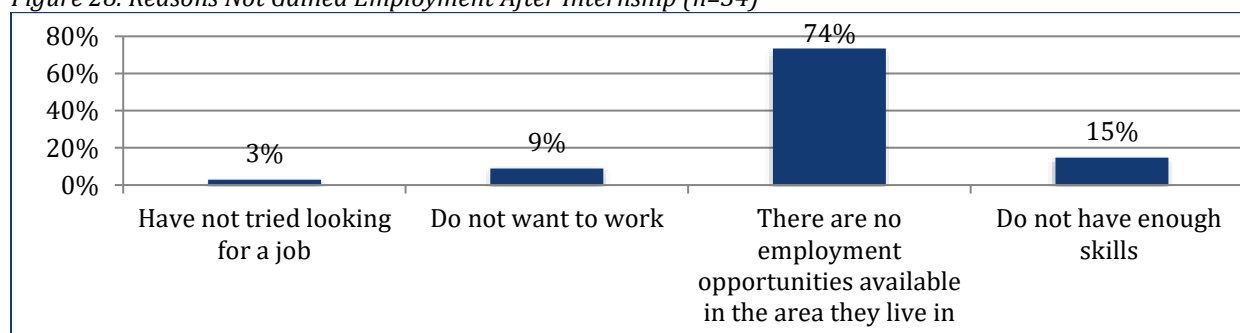
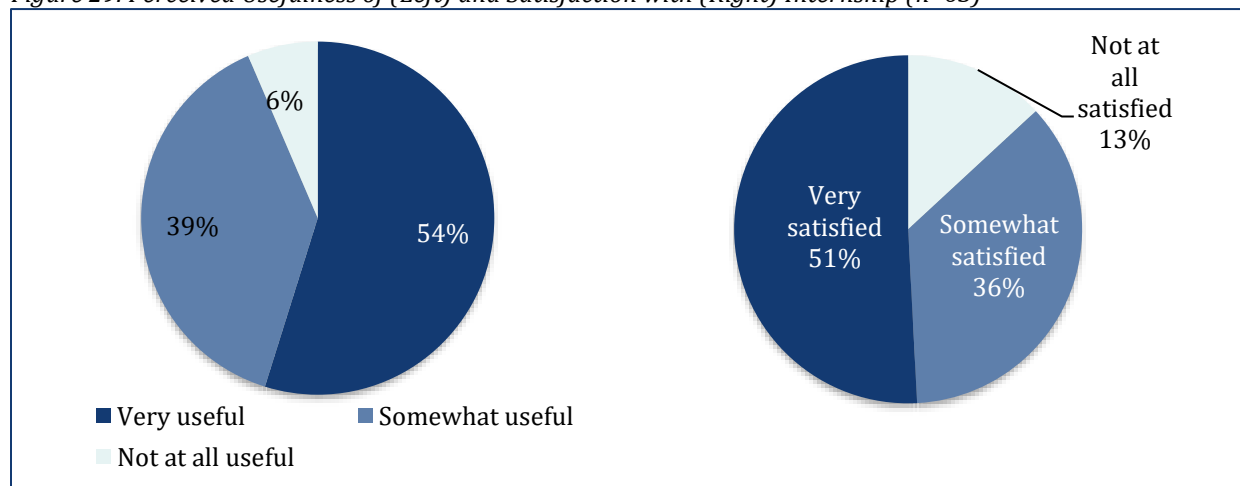


Figure 28. Reasons Not Gained Employment After Internship (n=34)



Overall, Internship beneficiaries were very satisfied with their participation in the IEO programme. More than half of the Internship programme beneficiaries believe their internship experience was very useful (See: Figure 29). Approximately half of the Internship programme beneficiaries, moreover, were very satisfied with their internship experience (See: Figure 29).

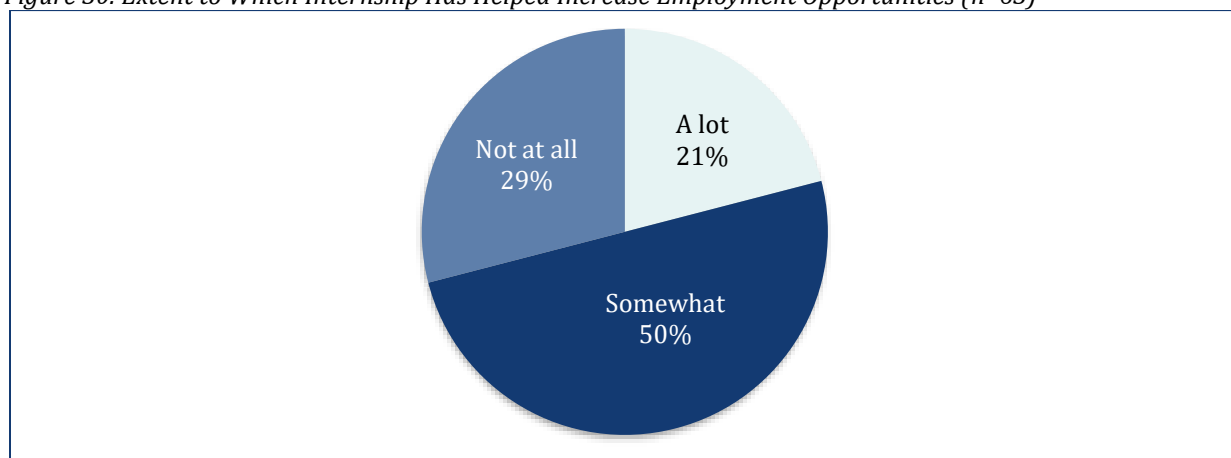
Figure 29. Perceived Usefulness of (Left) and Satisfaction with (Right) Internship (n=63)





Overall, beneficiaries differ in opinion on whether the internship programme helped them increase their employment opportunities (See: Figure 30). 41% (n=26) of beneficiaries believed that the internship helped them deal with employment challenges very well while 33% (n=21) believed it somewhat helped. Lastly, 25% (n=16) believed it did not help them at all. Taking into account the potentially unrealistic expectations of beneficiaries with regards to their employment opportunities after participation in the programme and the relatively high percentage of beneficiaries who did gain employment after their participation, this programme component is assessed to be highly effective.

Figure 30. Extent to Which Internship Has Helped Increase Employment Opportunities (n=63)



Despite the overall positive results of the internship programme component, there are some opportunities to improve placements for beneficiaries. During a KII with a Syrian female, she shared that she was placed at a cheese factory where she worked 12 hours a day under bad conditions. For this reason, the Internship was not useful to her and changed her mind on future work in factories. A Jordanian male in Zarqa, furthermore, shared that he gained theoretical experience rather than practical experience. A Syrian male beneficiary in Amman, moreover, mentioned that the internship did not help him gain relevant skills. He shared that although connecting youth to factories was a positive step, it was not stable. Moreover, he shared that the factory owners reap the benefits of the internship in that they take advantage of the youth by not paying salaries and making them do physical labour rather than duties that build their skillset. A Jordanian male beneficiary in Zarqa described a similar experience. He shared that although he interned in a factory as a production line supervisor, he was treated like an office boy and was given tasks of physical nature. Although these are only the experiences of a few beneficiaries, it is recommended to further look into placement sites for interns and make sure to only include sites that provide beneficiaries with sufficient opportunities to increase their skillset for future employment.

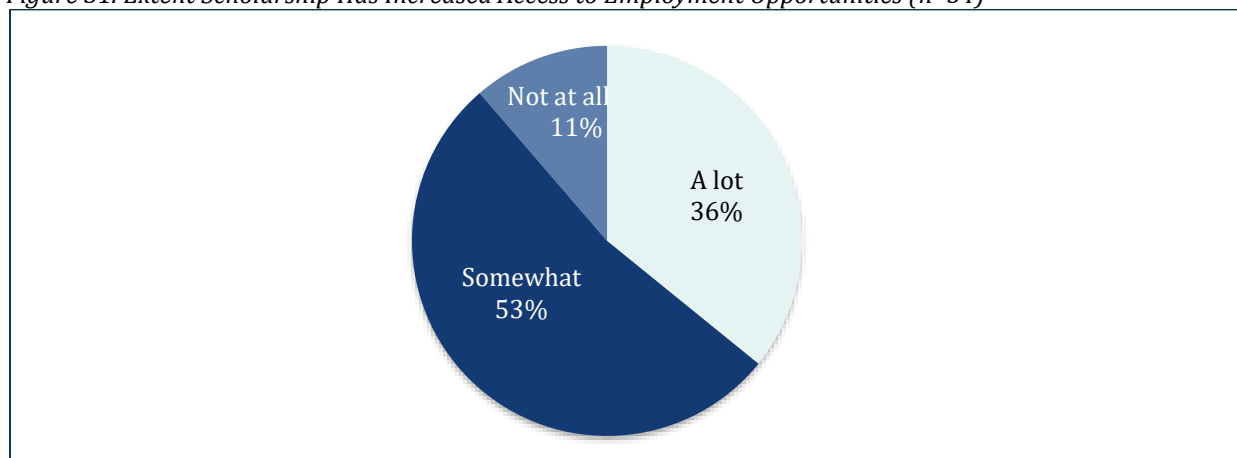
#### 4.3.3 Scholarship

A total of 55 beneficiaries from the Scholarship programme component participated in the survey. The beneficiaries in this sample included those awarded TVET Certificates and TVET 2-year diplomas. 93% (n=51) of them have not yet completed their scholarship programme, but respondents are already very satisfied with their participation in the programme. A Syrian male beneficiary stated that being awarded a scholarship helped to alleviate the financial burdens of funding his education. He shared that before he would have to work in order to save up the money to fund his education but now has more time to dedicate to studying. Another Syrian male beneficiary who was awarded a 2-year scholarship to study at Al Khawarizmi College shared that in the event that he did not receive a scholarship, he would not have been able to fund his education.



Overall, the majority of Scholarship beneficiaries believed that their scholarship has somewhat helped to increase the employment opportunities they have access to (See: Figure 31). As such, the scholarship programme is assessed to be effective in that it provides beneficiaries who otherwise would not be able to fund their education with the opportunity to earn a certificate or diploma and thereafter access better and more employment opportunities. Since the majority of participants have not yet completed their scholarship, the programme component's effectiveness with regards to increasing employment opportunities cannot be fully determined at this point.

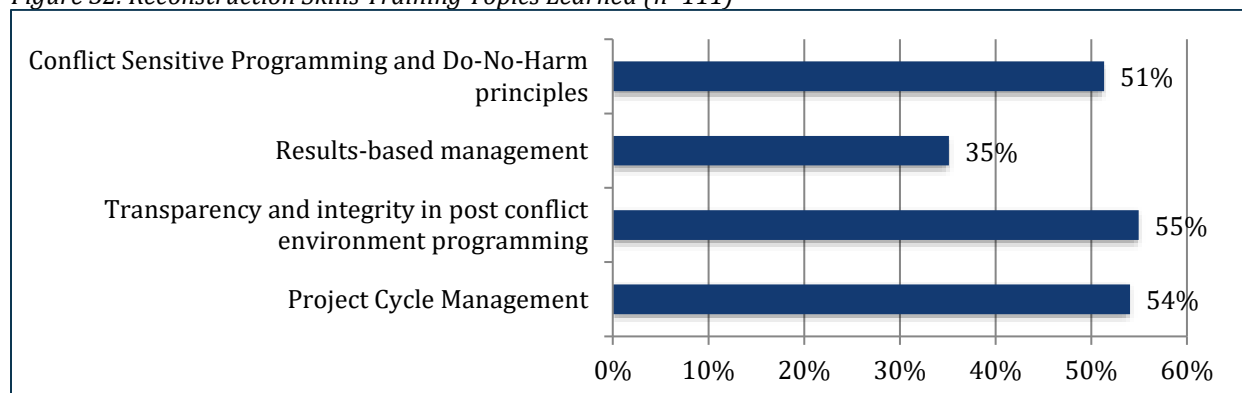
Figure 31. Extent Scholarship Has Increased Access to Employment Opportunities (n=54)



#### 4.3.4 Reconstruction Skills Training

Approximately half of the participants in this programme participated in a training about conflict sensitive programming and Do-No-Harm, transparency and integrity in post-conflict environments, and project cycle management (See: Figure 32). A Jordanian male said that the information about transparency and integrity in post conflict environment was the most beneficial for him. Overall, there is a positive willingness to contribute and participate in the reconstruction of Syria by Jordanians and Syrians alike, which might be in part be due to the training. Nevertheless, 92% (n=102) of beneficiaries reported that they are not currently engaged in any extra-curricular activities for the reconstruction of Syria, but 68% (n=75) believe that helping in the reconstruction of Syria is very important for them irrespective of their nationality. Moreover, 64% (n=71) of beneficiaries also feel personally obligated to help in the reconstruction of Syria. In qualitative interviews, beneficiaries expressed enthusiasm to help in the reconstruction of Syria. A Jordanian male who took part in the reconstruction skills training, however, stated that although he believes he has gained a number of useful skills, he cannot apply them to the reconstruction of Syria.

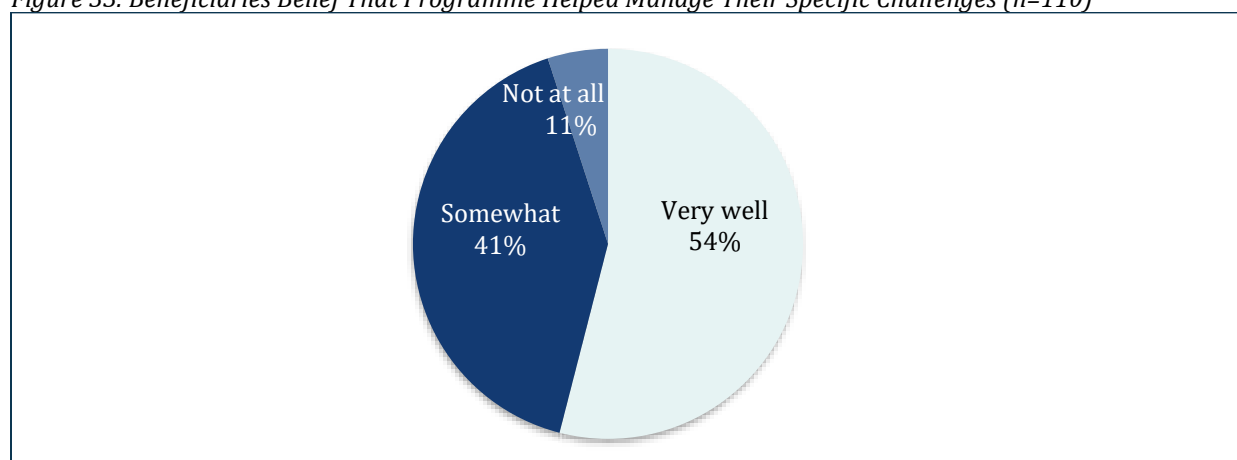
Figure 32. Reconstruction Skills Training Topics Learned (n=111)





The majority of beneficiaries, however, mostly spoke about their newly gained skills and knowledge related to business development. A Jordanian male shared that he acquired leadership skills and developed a practical business plan. Another Jordanian male shared that he learned the difference between entrepreneurship and volunteerism, acquired the skills required by the labour market, and gained knowledge on how to prepare a business plan. Overall, he shared that his participation allowed him to begin his business. Overall, respondents feel that participation in this programme component helped them with their specific employment challenges (See: Figure 33). As such, it can be concluded that the reconstruction skills training is effective at motivating its beneficiaries to assist in the reconstruction of Syria as well as providing relevant business skills training. Nevertheless, if the main result of this programme component for beneficiaries themselves relates to business development, one can ask the question whether participation in one of the other programme components may have yielded in more positive results.

Figure 33. Beneficiaries Belief That Programme Helped Manage Their Specific Challenges (n=110)



## 4.4 Impact

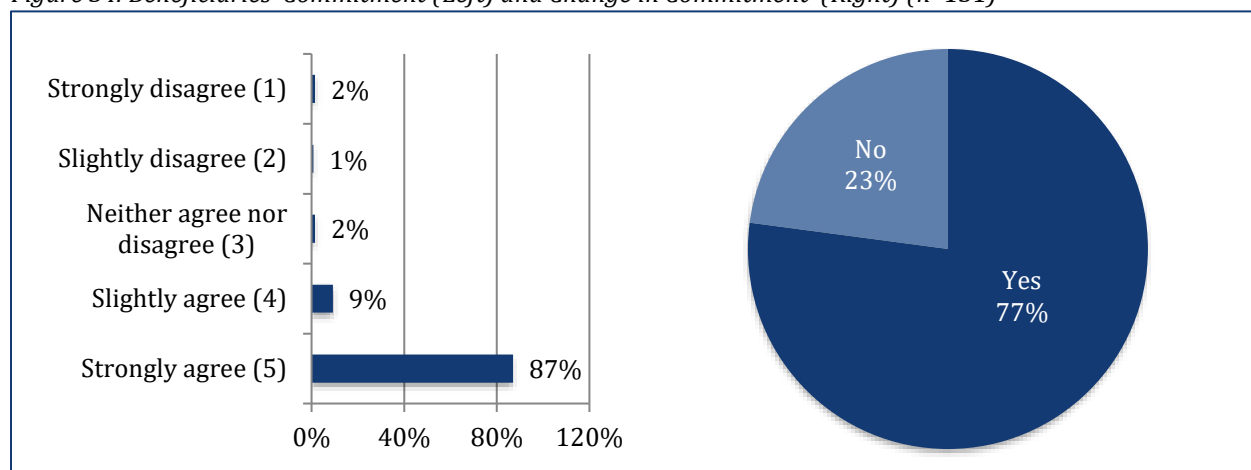
### 4.4.1 Positive Impacts of the IEO programme

Overall, the IEO programme has been highly effective in helping beneficiaries deal with their most pressing employment and business issues. As a result of this, many beneficiaries report to have better employment and business opportunities. In addition, the far majority of those who were employed, owned a business, or were interning at the time of the survey, strongly agree that they have a strong commitment towards their work, internship, or MSME (See: Figure 34). More importantly, 77% of these beneficiaries believe that their commitment has strengthened as result of their participation in the IEO programme, which is a very telling and important impact of the programme (See: Figure 34).

Along with providing Jordanian and Syrian youth opportunities to gain skills and experience, thus increasing employment and business opportunities, the IEO programme has impacted beneficiaries in other ways. For one Jordanian male in Amman, participation in the IEO programme has given him hope and “opened new windows even if they are small.” Female beneficiaries in Zarqa mirrored this sentiment. For beneficiaries, the feeling of being lost was replaced by hope and helped to motivate them. A partner of the Bedaya programme also shared that implementing the programme in Zaatari Refugee Camp gave Syrian refugees hope. The SPARK Country Manager believes that SPARK has given its Syrian beneficiaries prosperity and hope by helping them to refocus on the future. One Syrian male Scholarship beneficiary states: “the IEO programme has changed a lot in my life by allowing me to look forward to my future eagerly.” A Jordanian female MSME growth beneficiary, moreover, shared that the impact the IEO programme has had on her will last “until the end of [her] life.”

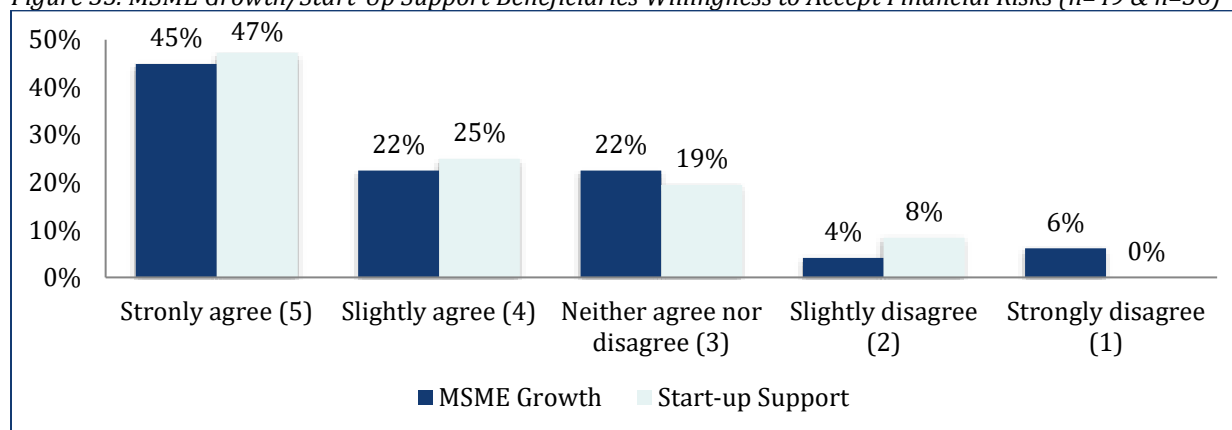


Figure 34. Beneficiaries' Commitment (Left) and Change in Commitment (Right) (n=131)



The programme has also encouraged a culture more accepting of entrepreneurship among the targeted demographic. A Jordanian male beneficiary of the Start-up Support programme activity believes that the programme allowed him to break away from the idea in Jordan that success the of a person is measured by having a stable job and steady income. Although fear of capital investment and loans still hinders youth to start businesses, almost half of existing MSME beneficiaries strongly agree that they are willing to accept financial risks when necessary (See: Figure 35). Moreover, more than half (59%, n=49) of MSME Growth beneficiaries believe that their willingness to accept financial risks has grown as a result of their participation in the programme. Similarly, 81% (n=36) of Start-up Support beneficiaries express this was also true for them. Accordingly, 98% (n=85) of beneficiaries in the Supporting Entrepreneurs programme are eager to develop their businesses. This eagerness has grown for 83% (n=85) of new and existing business owners as a result of their participation in the programme.

Figure 35. MSME Growth/Start-Up Support Beneficiaries Willingness to Accept Financial Risks (n=49 & n=36)

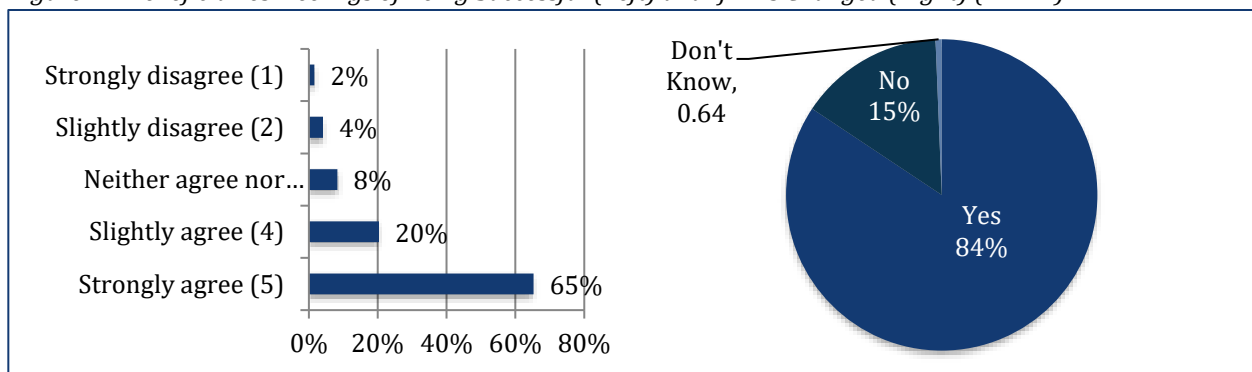


In line with the above, an IEO programme staff member states that the programme helped to increase competition between beneficiaries, especially in relation to business plans and the innovation. A Jordanian female, for example, shared that her participation has encouraged her to be more competitive. A Syrian male, furthermore, shared that his participation in the programme has helped increase his entrepreneurial spirit and has showed him that he is capable of more than he thought.





Figure 36. Beneficiaries' Feelings of Being Successful (Left) and If This Changed (Right) (n=314)



Many beneficiaries also believe the programme has allowed them to renew their sense of self and empower their spirits. A Syrian male beneficiary of the Start-up Support programme shared that his participation has helped him to believe in himself and his ideas as well as to try his best to find funding opportunities for his business. For one Jordanian male in the Reconstructions Skills Training programme activity, until participation in the IEO programme he recalled that no one offered assistance or support with his business idea. Jordanian females in Zarqa, moreover, expressed that the programme has helped in their self-development as they are still at the start of their careers and were in need of guidance. The programme has furthermore enhanced beneficiaries' confidence and their ability to make decisions (See: Figure 37) as well as their feeling of being successful due to the project (See: Figure 38).

Figure 37. Beneficiaries Ability To Make Decisions (Left, n=314) & If This Changed (Right) (n=312)

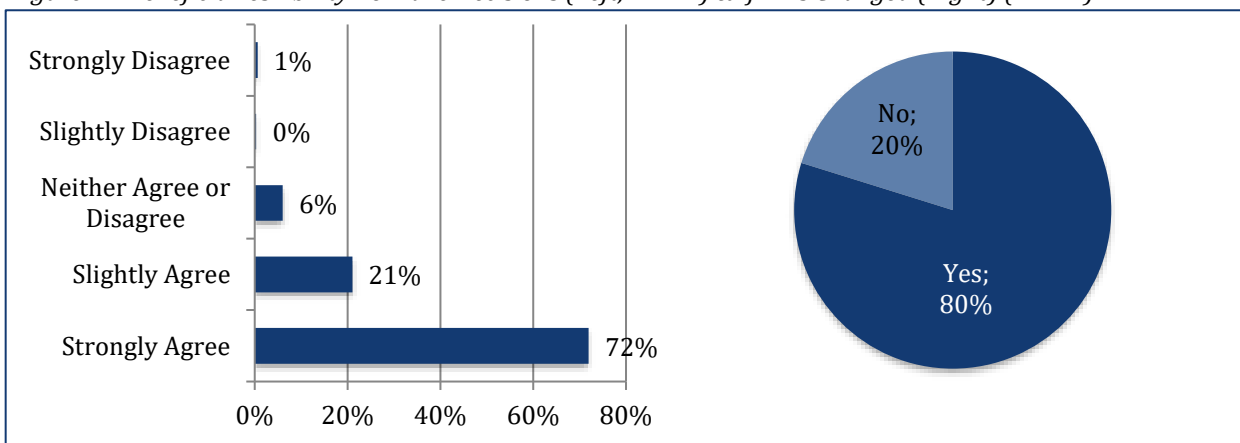
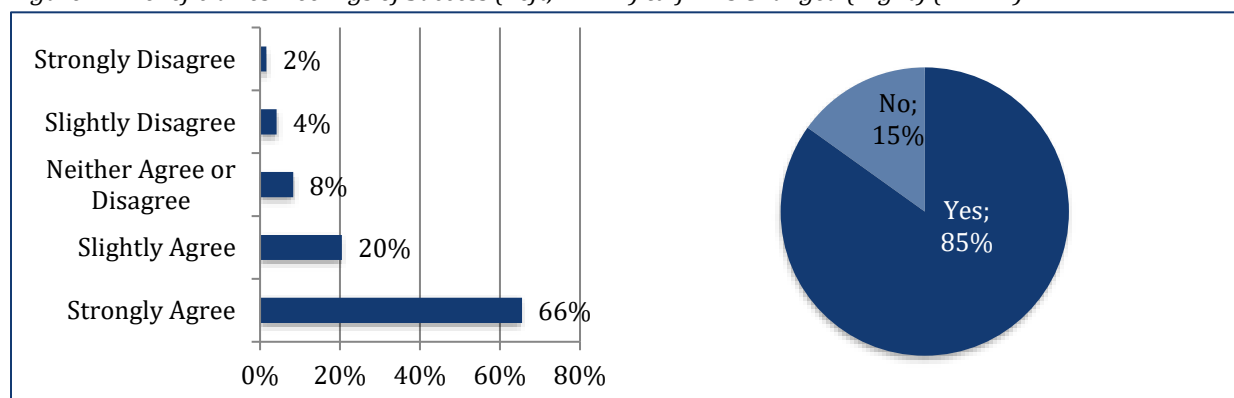


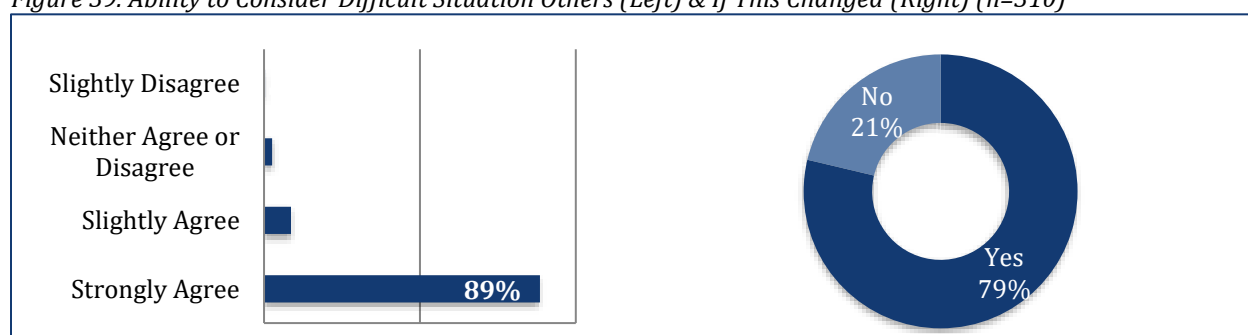
Figure 38. Beneficiaries' Feelings of Success (Left, n=313) & If This Changed (Right) (n=311)





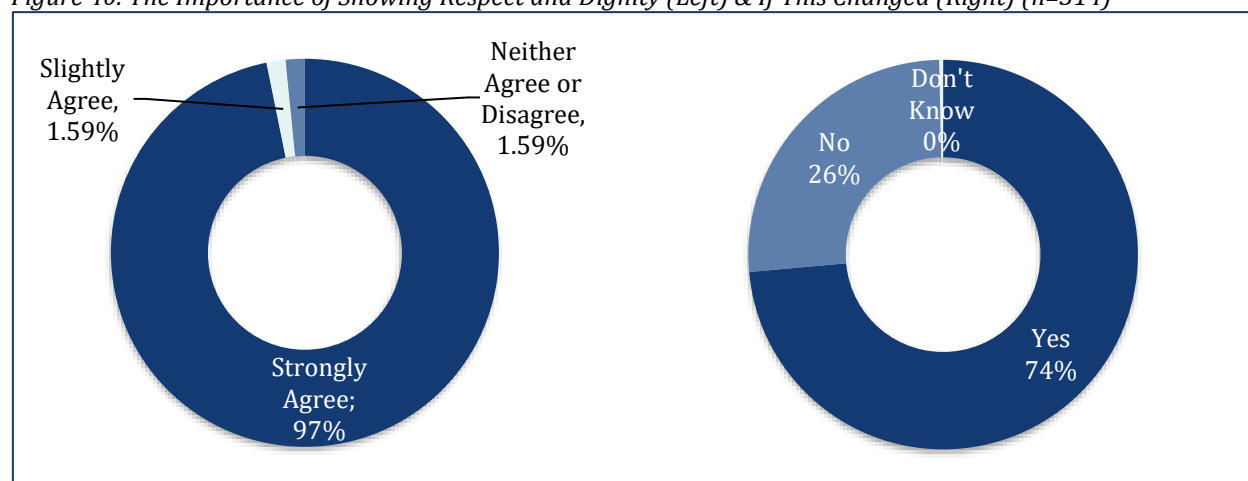
There are, however, also some less obvious impacts of the programme. Through the programme, youth were presented with an opportunity to learn how to work alongside people of different backgrounds. Meeting new people and learning how to communicate and socialize with others has helped some beneficiaries to improve their communication skills. Female beneficiaries in Zarqa, for example, reported that they have learned to empathize with the people around them after hearing their stories. As a result of the programme most beneficiaries believe their ability to consider the difficult situation of others has grown stronger as a result of the programme (See Figure: 39). A Jordanian male in Irbid shared that the programme has positively taught him about ethics and has helped improve his relationship with the people around him. Some beneficiaries also shared that as a result the relationships with their families and friends have improved. A Jordanian male beneficiary of the Start-up Support programme activity, moreover, reported that his family and friends noticed the differences in his personality as he became more enthusiastic and socially active than before.

Figure 39. Ability to Consider Difficult Situation Others (Left) & If This Changed (Right) (n=310)



As a consequence of the above, the IEO programme has also contributed to the social and cultural cohesion among beneficiaries. Beneficiaries describe a situation of mutual respect among all beneficiaries, irrespective of gender or nationality. As a Jordanian male in Irbid shared, in the beginning he preferred to be separate from his female counterparts, however, once he met and learned of the common challenges they all face, he became more attuned to the environment. Almost all beneficiaries agree strongly that it is important that they show respect and dignity to people of all backgrounds and that this feeling had grown stronger as a result of the participation in the programme (See: Figure 40).

Figure 40. The Importance of Showing Respect and Dignity (Left) & If This Changed (Right) (n=314)





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#### **4.4.2 Negative Impacts of the IEO programme**

Despite the overall positive impact of the programme, a few beneficiaries also report that the programme did not impact them or even had a negative impact. Some beneficiaries reported feeling discouraged as they do not see their employment prospects, opportunities, and financial situation changing in the future, mostly due to the country's economic climate. Some beneficiaries also reported that they felt unsure what to do after their participation because there was no follow-up. Then, there are cultural beliefs that hamper the programme's impact. A Syrian female beneficiary in the Internship programme, for example, shared that her participation negatively impacted her relationship with her husband and son. This demonstrates that although women are willing to participate in the labour market, their traditional roles as mothers and wives hinder them from fully gaining the benefits of the programme. A Jordanian female from Zarqa, moreover, shared that her father cut her allowance after participating in the programme.

### **4.5 Sustainability**

#### **4.5.1 Partner's Ownership, Capacities, and Synergies**

Since the work of the partners come hand in hand with the results of the programme, it is important that such partnerships are effective in contributing to the ownership, capacities, and synergies among local partners. Although most demonstrated ownership, the ownership assumed over activities, outputs, and outcomes varied from programme partner to programme partner as well as programme activity.

Nevertheless, as a result of their partnership with the IEO programme, partners have successfully increased their capacities. Both IEO project staff and programme partners confirmed this. Partners believe that their partnership with SPARK has helped enhance and expand the capacity of their organizations to work in other geographical areas. In addition, knowledge about the communities that are being served has increased and some partners have consequently started thinking about future programmes in these communities. The capacities of programme partner staff was also strengthened through a training on programme management and tool development. IEO programme staff, moreover, reports that university programmes have been strengthened due to the fact that international experts were brought in and the curriculums were revised. The ownership and handover to higher education universities is likely to contribute to the sustainability of the programme.

The IEO programme has also successfully helped to build synergies with other relevant local initiatives and organizations. All programme partners agreed that the partnership contributed to building synergies with other programme partners and they are optimistic about the future. Their partnerships within the programme helped familiarize them with one another and, currently, they are cooperating with each other. In addition, the Scholarship programme has helped to connect international education systems with local universities. The Country Manager, lastly, shared that the IEO programme is implemented in a way to ensure that synergies continue and that additional synergies are made available in the future. Overall, the local partnerships assist in contributing to a successful local handover.

#### **4.5.2. Future Employment Prospects and Challenges Foreseen**

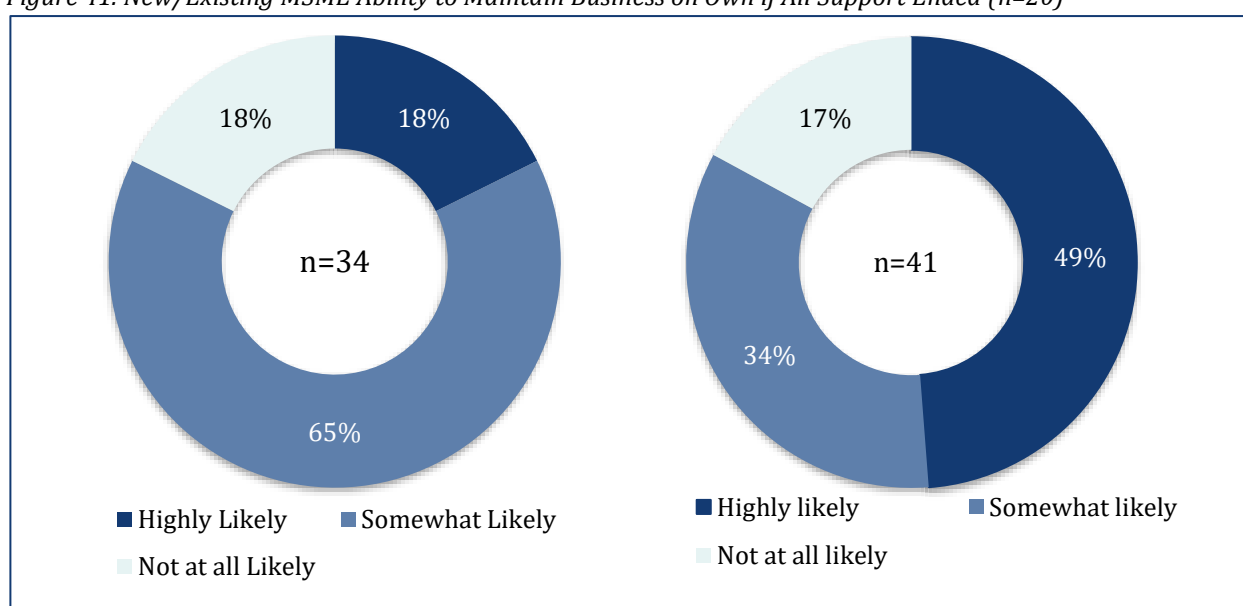
In the opinion of the MSME Growth implementing partner, the business planning and management, financial management, and cash flow management training modules that participants attended will assist in ensuring a sustainable business and employment opportunities. The donor, furthermore, believes that if more youth are able to participate in services that foster their entrepreneurial spirits, this can potentially increase employment. In the opinion of an IEO programme staff member the MSME programme activity has the highest potential to create jobs but it is difficult since there is no MSME laws in place. However, they believe that when it does it will boost the economy.



A Jordanian female MSME growth beneficiary in Irbid reported that she will continue to develop her business with the skills she has acquired and hopes to open more than one branch of her restaurant. However, she foresees that access to capital will be a challenge that she will face in the process. A Jordanian male beneficiary shared that if maximum benefit is achieved, then he foresees that his business will be improved in the future and he will need to increase his number employees and departments.

In line with his, data from the quantitative survey suggests that business owners will indeed be able to maintain their business on their own if all support ended (See: Figure 41). Moreover, 59% (n=20) of female MSME Growth beneficiaries reported to be somewhat or highly likely to be able to continue their business if support ended as compared to 41% (n=14) of their male counterparts. As shared by a Jordanian female beneficiary the IEO programme has provided her with “*all the support [she] needed*”, including the knowledge, skills, and the confidence to continue to develop her business.

Figure 41. New/Existing MSME Ability to Maintain Business on Own if All Support Ended (n=20)



As such, the programme is assessed to be sustainable as it provides its beneficiaries with skills and knowledge that will benefit them for a long time in the future. Beneficiaries, however, also think that they will likely continue to face challenges in the future. A Jordanian male beneficiary in Zarqa even reports that he foresees challenges increasing as the economy continues to struggle and as taxes rise. For Syrians, for example, their inability to gain work permits or access education will continue to pose a challenge while trying accessing employment opportunities in the future. A Syrian male beneficiary in the Internship Programme therefore did not believe that the course assisted in his access to employment because it could not solve problems like work permits and financial aid. However, he is hopeful that the skills he learned during his participation will help him to gain at least temporary work.

#### 4.5.3 The Future Reconstruction of Syria

Although the future of Syria is currently uncertain,, the Reconstruction Skills Training has allowed beneficiaries to think about their potential roles in reconstructing the country. However, considering the present situation in Syria, it is difficult for IEO project staff, partners, and beneficiaries alike to determine the extent how the programme has technically prepared and motivated Syrian and Jordanian youth to play in active role in the future reconstruction of Syria. However, in the opinion of a programme partner, although Syrian youth may be more motivated to assist in the reconstruction of Syria, the idea



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of returning to Syria has not occurred to them given the current situation. IEO project staff, other partner staff, and beneficiaries mirror this opinion. Despite this, each stakeholder believes that the skills learned through the program will be indispensable and sustainable over time.

As noted by the Country Manager, although she believes that beneficiaries of the Reconstruction Skills Training are technically prepared as a result of their participation, they are not emotionally prepared. As shared by a partner, the most asked question by their Syrian beneficiaries is “*what will happen to my business if I go back to Syria?*” This may indicate that Syrians are comfortable with building the rest of their lives in Jordan. For one Syrian female beneficiary in Zarqa, although she will not return to Syria, she plans on beginning projects that support children who suffered from the war and help them before returning to Syria. In contrast, one Jordanian female shared that she can help in the reconstruction by starting new projects in Syria. A Jordanian female in Zarqa she can contribute through teaching women how to open a business and to be financially independent.

Although, there was a positive willingness among IEO beneficiaries to help in the reconstruction of Syria it is difficult to determine how this will solidify in Syria’s reconstruction on the ground. However, as one partner poignantly stated, the skills and experience that the youth of gained during their participation will help the youth make a difference wherever they are, whether in Jordan, Syria, or any other country.



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## 5. Recommendations

The IEO programme exists of five different programme components, all in line with the programme's strategic objectives as well as the needs and priorities of its target beneficiaries. Most of the activities were assessed to be highly effective and ensured a positive impact on the beneficiaries. However, the information gathered from its programme staff, implementing partners, and beneficiaries have provided insight on ways in which the programme can be improved to continue to achieve its objectives. Based on these findings, the following recommendations are made:

- Although employment challenges are present for males and females across Jordan, these challenges become more apparent outside of Amman. As such, the programme is evaluated to be slightly less relevant in Amman compared to the other governorates. However, this is not to say that the programme should not be implemented in Amman. What is recommended is to ensure that beneficiary selection in Amman is based on more stringent selection criteria focused on targeting the most disadvantaged to ensure the relevancy of the programme in this governorate.
- The relevance of the Reconstruction Skills Training is limited. It is unsure when the reconstruction of Syria will start and therefore it is unclear when beneficiaries will be able to use their newly gained skills. On the other hand, this programme component did help beneficiaries gain access to knowledge, training, and skills that could potentially be useful for their participation in the labour market. However, the other programme components would have been more relevant in addressing the specific employment challenges faced by this group of beneficiaries. As such, this programme component is assessed only to be limitedly relevant. For Future programming, this programme component should be reconsidered.
- Causing delays in programme implementation were the low number of staff at programme partner organizations and the limited ability of some programme partners to successfully meet targets. This information about which project partners had too few staff and did not have the ability to successfully meet targets should be taken into account for future programming. More specifically, project partners who met their targets successfully and project partners who may have faced some delays but were able to deal with these delays in an appropriate and quick manner should be considered for future collaboration.
- Develop a clear beneficiary selection guideline with action points that should be followed in case a programme partner cannot find sufficient beneficiaries for their programme activities. This will ensure that programme partners take additional action in time and that the programme does not face delays.
- While roles and responsibilities, and communication lines appear to be clearly defined, some programme partners are still unclear about these. As such, it is recommended to develop a document about the roles and responsibilities of each staff member within the IEO programme as well as each programme partner. In addition, a document outlining communication structures should be developed. Both documents should be disseminated with partners to ensure that partners are aware of the roles and responsibilities within the IEO programme as well as the time it takes to take specific decisions.
- A large proportion of MSME beneficiaries received support in writing a business plan. However, the majority of those have not completed writing a business plan. Therefore, it is recommended to collect data from all beneficiaries who did not finish their business plan within the set timeframe and ask them for the reason(s) for not completing this plan. When sufficient data on this has been collected, the follow-up mechanism should be adjusted to reflect the challenges business owners face in completing their business plan.



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- While training provided to MSME beneficiaries was well received, the trainings did not always align with the needs of the beneficiaries. For example, business owners and businesses in Amman are more educated and skilled than those in remote areas. As such, it is recommended to develop courses at different levels (at least two levels) so that the trainings better suit the needs of the participants. In addition, it could be helpful to have participants complete a pre-test to assess their level of knowledge and ensure they are provided with a training that suits their needs.
  - Evaluate all internship placement sites to ensure beneficiaries are only placed at sites that provide them with an opportunity to learn and gain new skills. If needed, placements sites should be removed from the list of potential placement sites and new placement sites should be sought.
  - Trainings should be scheduled over a longer period of time. If so, also those who already have employment can also join the training. For example, the Reconstruction Skills Training was implemented over ten consecutive days. It is recommended to implement it instead over ten consecutive weeks (one day a week).
  - A well-developed follow-up system should be developed for all beneficiaries in order to prevent beneficiaries feeling like they only participated in an activity and after that were not involved in the programme anymore. One idea is to set up focus group discussions among beneficiaries who have completed the programme three or six months after completing their participation. During these discussions, youth can share their experience when it comes to seeking employment opportunities or starting/growing their business. This could ensure beneficiaries remain motivated to seek for employment or start a business even after their participation in the programme has ended.



## Annex 1: Qualitative Data Collection Tools

“Good morning/afternoon/evening. My name is \_\_\_\_\_ and I am working at Forcier Consulting. We are conducting this interview on behalf SPARK Foundation regarding the Improving Employment Opportunities in Jordan. By participating in this study you could greatly help us to understand the situation with regards to unemployment in Jordan as well as the programme implemented. Your name will not appear in connection to the information you give us. You do not have to answer any questions that you do not want to answer. No one will give you money or gifts to participate in this activity. However, your honest answers to these questions will inform future programs and services. We would greatly appreciate your participation in this interview which will last approximately \_\_\_ hours. I will also be voice recording the interview in order to capture all the information. This is for our use only and will not be shared. Are you willing to participate? (YES/NO)”

### KII with IEO project staff and Project Partner Staff

SECTION 1: Introduction & Relevance		
	Question	Answer
1	<p><b>Please tell me a bit about yourself, your organization’s activities in Jordan and your role within the IEO programme?</b>  <i>[Prompt: What responsibilities does your role entail? How long have you worked for IEO in Jordan? In which locations have you worked?]</i></p>	
2	<p><b>What were the most pressing needs of Jordanian, Syrian Youth before the implementation of the IEO programme?</b>  <i>[Prompt: What various issues did Jordanian youth have in regards to employment in comparison to their Syrian counterparts? What issues did female youth face? What are the their most pressing needs at this moment?]</i></p>	
3	<p><b>(SPARK STAFF ONLY) Can you provide some insight on how each of the programme activities were designed and what role the results of the labour market assessment conducted play in project design? In what ways did IEO staff, such as yourself, believe that each programme activity will be of benefit to target groups?</b></p> <ul style="list-style-type: none"> <li>a. MSME support</li> <li>b. Start-up support</li> <li>c. Internship and Scholarship Programmes; and</li> <li>d. Reconstruction Skills Training</li> </ul> <p><i>[Prompt: Can you describe how each of the programme activities contributed to the overall achievement of programme’s key strategic objectives?]</i></p>	
SECTION 2: Efficiency		
	Question	Answer
4	<p><b>Can you provide an example of a way the management structure was conducive to the</b></p>	





	<p><b>successful implementation of the programme? How was the management structure not conducive to the overall implementation of the programme?</b></p> <p><i>[*Prompt for IEO Project Staff: Describe the programme's management structure. Were roles and responsibilities clearly defined for each team member? Was the management structure efficient for acquiring approval or did it result in delays? Can you describe communication methods and how information was effectively shared?</i></p> <p><i>*Prompt for IEO Project Staff: Drawing from your experience as a local partner, what were your thoughts on the programme's management structure in terms of your organization's work? Did it aid/hinder the implementation of your programme activities?]</i></p>	
5	<p><b>How efficient were the reporting scheme (i.e. attendance sheets, surveys, etc.) in driving successful implementation of the programme? And how did the monitoring and evaluation framework assist in implementing the programme?</b></p> <p><i>[Prompt: Please describe in what ways the reporting schemes were efficient. If possible, provide an example. Did they help inform progress on the programmes' indicators? How did the reporting schemes help drive the overall progress of the IEO programme?]</i></p>	
6	<p><b>How appropriate were the ICT systems of the programme?</b></p> <p><i>[Prompt: Please provide an overview of the ICT systems used during the programme? In what ways did the ICT systems contribute to the participation and results of the programme? In practice, how easy where the systems to use for the beneficiaries?]</i></p>	
7	<p><b>What factors influenced the timely implementation of the programme?</b></p> <p><i>[Prompt: Why weren't deadlines met according to schedule? Please elaborate. What caused these factors? What was done to overcome these factors?]</i></p>	
<b>SECTION 3: Effectiveness</b>		
	<b>Question</b>	<b>Answer</b>
8	<p><b>How was the gender balance of the programme participants ensured?</b></p> <p><i>[Prompt: Please provide examples]</i></p>	
9	<p><b>What role did the ICT systems play during MSME support? Were they effective and conducive to the programme activity?</b></p> <p><i>[Prompt: How did the ICT systems assist you throughout your participation in the programme.</i></p>	



	<i>Please elaborate.]</i>	
10	<p><b>How has the IEO programme has contributed to the employability of Jordanian and Syrian youth in Jordan (please explain your answer for each of the groups separately)?</b>  <i>[Prompt: In what ways do you believe their employability has changed as a result of their participation in the programme? What programme activities, in particular, has contributed to their employability? Please elaborate. Do you believe there are marked differences in the employability of Jordanian youth in comparison to Syrian and Palestinian youth?]</i></p>	<p>Jordanian Youth:          Syrian Youth:</p>
11	<p><b>To what extent did the programme (technically) prepare and motivate young Syrians and, Jordanians to play an active role in the future reconstruction of Syria?</b>  <i>[Prompt: Please describe the Reconstruction Skills Training and the ways it motivated beneficiaries to assist in reconstructing Syria? Is there a difference in level of motivation of Syrian youth compared to Palestinian and Jordanian youth?]</i></p>	
<b>SECTION 4: Sustainability</b>		
	<b>Question</b>	<b>Answer</b>
12	<p><b>(SPARK STAFF ONLY) From your work within the IEO programme, do you believe the local partner organizations took ownership of their activities, outputs, and outcomes?</b>  <i>[Prompt: In what ways was their ownership evident? Please provide an example]</i></p>	
13	<p><b>How has the capacity of local partner organisations /your organisation increased as a result of their work with the IEO programme?</b>  <i>[Prompt: Describe the activities that have contributed to this?]</i></p>	
14	<p><b>How did the programme assist in building synergies with other relevant local initiatives and organizations?</b>  <i>[Prompt: Please describe such synergies. How likely are these synergies to continue into the future?]</i></p>	
15	<p><b>How did the internships offered to beneficiaries through the programme promote sustainable employment for them?</b>  <i>[Prompt: Please describe the internships offered, in what sectors and organizations are beneficiaries placed? Can you recall any memorable cases in which a beneficiaries internship has led to employment opportunities?]</i></p>	
<b>Section 5: Impact</b>		
	<b>Question</b>	<b>Answer</b>



16	<p><b>Upon reflection, on each of the programme activities, how has the IEO programme impacted its target beneficiaries overall in relation to the programme's strategic objectives?</b>  <i>[Prompt: Reflect on each of the programme activities implemented, which do you believe has had/will have the greatest impact on the participating youth?]</i></p>	
17	<p><b>What, if any, unintended (positive and/or negative) impacts did you and your colleagues observe in the programme's target areas (Amman, Mafrq, Zarqa and Irbid)?</b>  <i>[Prompt: Please elaborate.]</i></p>	
<b>Section 8: Final Remarks</b>		
	<i>Question</i>	<i>Answer</i>
18	<p><b>What would you say was the most successful aspect of the project and why?</b></p>	
19	<p><b>Name one aspect of the project that did not prove very successful. What should be done in future programming to change this?</b></p>	
20	<p><b>Is there anything you would like to add or share?</b></p>	

## KII with NLMFA

SECTION 1: Introduction & Relevance		
	<i>Question</i>	<i>Answer</i>
1	<p><b>Please introduce yourself and the current role in the Ministry as it relates to the IEO programme?</b></p>	
2	<p><b>Which target groups did the Ministry hope to reach through the IEO programme?</b>  <i>[Prompt: Why? What problems did it hope to address for these target groups in Jordan?]</i></p>	
3	<p><b>In what ways, were the programme objectives in line with the Ministry's key strategic initiatives?</b></p>	
4	<p><b>How does the IEO programme fit with in other initiatives the Ministry implements in the region?</b>  <i>[Prompt: Please elaborate.]</i></p>	
SECTION 2: Efficiency		
	<i>Question</i>	<i>Answer</i>
5	<p><b>Please describe how efficient management structures were with SPARK in implementing the IEO programme?</b></p>	
6	<p><b>What can you tell me about the efficiency of the allocation of funds for this project?</b></p>	
7	<p><b>How did the Ministry communicate with SPARK in terms of the progress of the IEO programme?</b></p>	
SECTION 3: Sustainability		
	<i>Question</i>	<i>Answer</i>



8	<b>What aspects of the programme do you think will contribute to the sustainability of the programme's impact?</b>	
<b>SECTION 4: Recommendations &amp; Final Remarks</b>		
	<i>Question</i>	<i>Answer</i>
9	<b>What would you improve or recommend if the Ministry continues to support the IEO programme?</b>	
10	<b>What would your most important recommendation be to SPARK if they were to implement a similar programme again?</b>	
11	<b>Is there anything you would like to add or share?</b>	

## KII with MSME Support Beneficiaries

<b>SECTION 1: Introduction &amp; Relevance</b>		
	<i>Question</i>	<i>Answer</i>
1	<b>Please introduce yourself, with your name, nationality, and the type of MSME you have?</b> <i>[Prompt: What stage/phase of the programme are you currently in?]</i>	
2	<b>What challenges do youth, such as yourself, face in Jordan?</b> <i>[Prompt: Reflect on challenges in terms of education, culture, and legal restrictions. Do these challenges differ for Jordanian youth in comparison to Syrian Refugees? If so, please describe.]</i>	
3	<b>What challenges do youth face in access to employment? Could you describe a few differences between male and female youth?</b> <i>[Prompt: Please describe the reason for such challenges (i.e. culture, traditions, legal restrictions, stereotyping, nationality, etc.)?]</i>	
4	<b>What things hindered you specifically to gain employment experience / skills before you participated in the IEO programme?</b> <i>[Can you describe your circumstances before participating in the IEO programme?]</i>	
5	<b>How were you selected to receive MSME support from the IEO programme?</b> <i>[Prompt: Can you describe the selection procedure? Was the application form easy to understand and complete? How was the selection procedure and selection communicated to you by IEO?]</i>	
<b>SECTION 2: Effectiveness</b>		
	<i>Question</i>	<i>Answer</i>
6	<b>Which activities did you participate in / what kind of support did you receive?</b> <i>[Prompt: Please describe.]</i>	



7	<p><b>If you have reached the Access to Finance stage in your participation, in what ways has your access to finance changed as a result of the IEO programme?</b>  <i>[Prompt: What hindered your access to finance before participation in the programme?]</i></p>	
8	<p><b>How was the support you received beneficial in helping to develop and start your MSME?</b>  <i>[Prompt: Please provide an example that illustrates this.]</i></p>	
9	<p><b>What are your thoughts on the programmes' ICT systems?</b>  <i>[Prompt: Were you comfortable using them? What role, if any, did the ICT systems play in developing your MSME? Please elaborate. How likely will you continue to use the ICT system after the programme ends?]</i></p>	
10	<p><b>In your opinion, what was the most beneficial programme activity? What was the least beneficial?</b>  <i>[Prompt: Please provide an example.]</i></p>	
<b>SECTION 3: Sustainability</b>		
	<b>Question</b>	<b>Answer</b>
11	<p><b>How have the skills and support you have acquired during the programme prepared you to be a MSME owner?</b>  <i>[Prompt: Please describe the skills and how you plan to use them in the future.]</i></p>	
12	<p><b>After MSME support has ended, how likely do you think you will be able to continue your MSME?</b>  <i>[Prompt: Please elaborate]</i></p>	
<b>Section 4: Impact</b>		
	<b>Question</b>	<b>Answer</b>
13	<p><b>Please tell me if and how the MSME support received by IEO addressed the challenges you as youth face?</b>  <i>[Prompt: As a young person in Jordan, what challenges did you face before receiving MSME support?]</i></p>	
14	<p><b>How has the programme helped encourage your entrepreneurial spirit?</b>  <i>[Prompt: What discouraged you before?]</i></p>	
15	<p><b>To what extent do you feel like the programme affected the rest of your life (friends, family, etc.)</b>  <i>[Prompt: Please elaborate.]</i></p>	
<b>Section 5: Recommendations and Final Remarks</b>		
	<b>Question</b>	<b>Answer</b>
16	<p><b>What recommendations, if any, would you make to improve the MSME support activity</b></p>	



	of the IEO programme for future beneficiaries?	
17	Is there anything you would like to add or share?	

### KII with Start-Up Support Beneficiaries

SECTION 1: Introduction & Relevance		
	Question	Answer
1	<b>Please introduce yourself, with your name and nationality?</b> <i>[Prompt: Can you describe your circumstances before participating in the IEO programme?]</i>	
2	<b>What challenges do youth, such as yourself, face in Jordan?</b> <i>[Prompt: Reflect on challenges in terms of education, culture, and legal restrictions. Do these challenges differ for Jordanian youth in comparison to Syrian Refugees? If so, please describe.]</i>	
3	<b>What challenges do youth face in access to employment? Could you describe a few differences between male and female youth?</b> <i>[Prompt: Please describe the reason for such challenges (i.e. culture, traditions, legal restrictions, stereotyping, nationality, etc.)?]</i>	
4	<b>What things hindered you specifically to gain employment experience / skills before you participated in the IEO programme?</b> <i>[Prompt: Please elaborate.]</i>	
5	<b>How were you selected to receive start-up support from the IEO programme?</b> <i>[Prompt: Can you describe the selection procedure? Was the application form easy to understand and complete? How was the selection procedure and selection communicated to you by IEO?]</i>	
SECTION 2: Effectiveness		
	Question	Answer
6	<b>Which activities did you participate in and what kind of support did you receive?</b> <i>[Prompt: Please describe.]</i>	
7	<b>In what ways did the support you received help in the development of your business idea and concept?</b> <i>[Prompt: Please provide an example that illustrates this.]</i>	
8	<b>How have IEO's project activities contributed to the development of business plans and longevity for your start-up?</b> <i>[Prompt: Please provide an example of how a programme activity assisted you in preparing for</i>	



	<i>the future of your start-up.]</i>	
9	<b>How did your participation in the IEO programme assist in your access to finance?</b> <i>[Prompt: What hindered your access to finance before participation in the programme?]</i>	
10	<b>What are your thoughts on the programmes' ICT systems?</b> <i>[Prompt: Were you comfortable using them? What role, if any, did the ICT systems play in scaling your MSME? Please elaborate. How likely will you continue to use the ICT system after the programme ends?]</i>	
11	<b>In your opinion, what was the most beneficial programme activity? What was the least beneficial?</b> <i>[Prompt: Please provide an example.]</i>	
<b>SECTION 3: Sustainability</b>		
	<b>Question</b>	<b>Answer</b>
12	<b>How have the skills and support you have acquired during the programme prepared you as a MSME owner?</b> <i>[Prompt: Please describe the skills and how you plan to use them in the future.]</i>	
13	<b>After MSME support has ended, how likely do you think you will be able to continue your MSME?</b> <i>[Prompt: Please elaborate]</i>	
14	<b>What challenges do you your MSME facing following your participation in the programme? How will you overcome these obstacles?</b>	
<b>Section 4: Impact</b>		
	<b>Question</b>	<b>Answer</b>
15	<b>Please tell me how the MSME Start-Up support received by IEO addressed your needs?</b> <i>[Prompt: For those who presently have a business, please describe your MSME. For those, who have do not presently have an MSME, please describe the plan you have for your MSME. As a young person in Jordan, what challenges did you face in starting the MSME before receiving this support?]</i>	
16	<b>How has the programme help encourage your entrepreneurial spirit?</b> <i>[Prompt: What discouraged you before?]</i>	
17	<b>To what extent do you feel like the programme affected the rest of your life (friends, family, etc.)</b> <i>[Prompt: Please elaborate.]</i>	
<b>Section 5: Recommendations &amp; Final Remarks</b>		



	<b>Question</b>	<b>Answer</b>
18	<b>What recommendations, if any, would you make to improve the MSME support activity of the IEO programme for future beneficiaries?</b>	
19	<b>Is there anything you would like to add or share?</b>	

## **KII with Internship Beneficiaries**

<b>SECTION 1: Introduction &amp; Relevance</b>		
	<b>Question</b>	<b>Answer</b>
1	<b>Please introduce yourself, with your name and nationality?</b> <i>[Prompt: Can you describe your circumstances before participating in the IEO programme?]</i>	
2	<b>What challenges do youth, such as yourself, face in Jordan?</b> <i>[Prompt: Reflect on challenges in terms of education, culture, and legal restrictions. Do these challenges differ for Jordanian youth in comparison to Syrian Refugees? If so, please describe.]</i>	
3	<b>What challenges do youth face in access to employment? Could you describe a few differences between male and female youth?</b> <i>[Prompt: Please describe the reason for such challenges (i.e. culture, traditions, legal restrictions, stereotyping, nationality, etc.)?]</i>	
4	<b>What things hindered you specifically to gain employment experience / skills before you participated in the IEO programme?</b>	
<b>SECTION 2: Effectiveness</b>		
	<b>Question</b>	<b>Answer</b>
6	<b>Which activities did you participate in and what kind of support did you receive?</b> <i>[Prompt: Please describe.]</i>	
7	<b>How did your internship placement assist in gaining practical skills and experience?</b> <i>[Prompt: Please describe the skills you have gained. Did IEO place you in a sector of interest to you? How are you planning to use the skills you have acquired? Overall, how satisfied were you with your internship placement?]</i>	
8	<b>What are your thoughts on the programmes' ICT systems?</b> <i>[Prompt: Were you comfortable using them? What role, if any, did the ICT systems play in accessing internship opportunities? Please elaborate. How likely will you continue to use the ICT system after the programme ends?]</i>	
9	<b>In your opinion, what was the most</b>	





	<b>beneficial programme activity? What was the least beneficial?</b> <i>[Prompt: Please provide an example.]</i>	
<b>SECTION 3: Sustainability</b>		
	<b>Question</b>	<b>Answer</b>
10	<b>How did your participation in the IEO programme assist in your access to employment opportunities?</b> <i>[Prompt: Please elaborate. Were you or someone you know offered a contract following the end of the internship? If so, do you have a contract with the employer? For how long?]</i>	
11	<b>What remaining challenges, in terms of employment, do you foresee following your participation in the programme? How will you overcome these obstacles?</b>	
<b>Section 4: Impact</b>		
	<b>Question</b>	<b>Answer</b>
12	<b>Upon reflection, how did the IEO programme impact your career prospects, income, and financial situation?</b> <i>[Prompt: How was your income changed as part of your participation? Is it stable?]</i>	
13	<b>To what extent do you feel like the programme affected the rest of your life (friends, family, etc.)</b> <i>[Prompt: Please elaborate.]</i>	
<b>Section 5: Recommendations and Final Remarks</b>		
	<b>Question</b>	<b>Answer</b>
14	<b>What recommendations, if any, would you make to improve the internship programme for future beneficiaries?</b>	
15	<b>Is there anything you would like to add or share?</b>	

## KII with Scholarship Beneficiaries

<b>SECTION 1: Introduction &amp; Relevance</b>		
	<b>Question</b>	<b>Answer</b>
1	<b>Please introduce yourself, with your name and nationality?</b> <i>[Prompt: Can you describe your circumstances before participating in the IEO programme?]</i>	
2	<b>What challenges do youth, such as yourself, face in Jordan?</b> <i>[Prompt: Reflect on challenges in terms of education, culture, and legal restrictions. Do these challenges differ for Jordanian youth in comparison to Syrian Refugees? If so, please describe.]</i>	
3	<b>What challenges do youth face in access</b>	



	<p><b>to employment? Could you describe a few differences between male and female youth?</b>  <i>[Prompt: Please describe the reason for such challenges (i.e. culture, traditions, legal restrictions, stereotyping, nationality, etc.)?]</i></p>	
4	<p><b>What things hindered you specifically to gain employment experience / skills before you participated in the IEO programme?</b></p>	
<b>SECTION 2: Effectiveness</b>		
	<b>Question</b>	<b>Answer</b>
5	<p><b>Which activities did you participate in and what kind of support did you receive?</b>  <i>[Prompt: Please describe.]</i></p>	
6	<p><b>In the event that you did not receive the scholarship, how likely were you to not continue your education?</b>  <i>[Prompt: Please describe your financial situation before receiving the scholarship.]</i></p>	
7	<p><b>In your opinion, what was the most beneficial programme activity? What was the least beneficial?</b>  <i>[Prompt: Please provide an example.]</i></p>	
8	<p><b>What are your thoughts on the programmes' ICT systems?</b>  <i>[Prompt: Were you comfortable using them? What role, if any, did the ICT systems play in accessing scholarship opportunities? Please elaborate. How likely will you continue to use the ICT system after the programme ends?]</i></p>	
<b>SECTION 3: Sustainability</b>		
	<b>Question</b>	<b>Answer</b>
9	<p><b>How have the skills and support you have acquired during the programme prepared you to enter the labour market?</b>  <i>[Prompt: Please describe the skills and how you plan to use them in the future.]</i></p>	
10	<p><b>Has your participation in the scholarship made it easier in any way to seek employment?</b>  <i>[Prompt: Please explain how]</i></p>	
11	<p><b>What challenges, in terms of employment, do you foresee following your participation in the programme? How will you overcome these obstacles?</b></p>	
<b>Section 4: Impact</b>		
	<b>Question</b>	<b>Answer</b>
12	<p><b>Please tell me how your scholarship</b></p>	



	<b>helped/didn't help you gain access to employment opportunities?</b> <i>[Prompt: Please provide examples]</i>	
13	<b>Upon reflection, how did the IEO programme impact your career prospects, income, and financial situation?</b> <i>[Prompt: How was your income changed as part of your participation? Is it stable?]</i>	
14	<b>To what extent do you feel like the programme affected the rest of your life (friends, family, etc.)</b> <i>[Prompt: Please elaborate.] [Prompt: Please elaborate.]</i>	
<b>Section 5: Recommendations and Final Remarks</b>		
	<b>Question</b>	<b>Answer</b>
15	<b>What recommendations, if any, would you make to improve the scholarship programme for future beneficiaries?</b>	
16	<b>Is there anything you would like to add or share?</b>	

## KII with Reconstruction Skills Training beneficiaries

<b>SECTION 1: Introduction &amp; Relevance</b>		
	<b>Question</b>	<b>Answer</b>
1	<b>Please introduce yourself, with your name and nationality?</b> <i>[Prompt: Can you describe your circumstances before participating in the IEO programme?]</i>	
2	<b>What challenges do youth, such as yourself, face in Jordan?</b> <i>[Prompt: Reflect on challenges in terms of education, culture, and legal restrictions. Do these challenges differ for Jordanian youth in comparison to Syrian Refugees? If so, please describe.]</i>	
3	<b>What challenges do youth face in access to employment? Could you describe a few differences between male and female youth?</b> <i>[Prompt: Please describe the reason for such challenges (i.e. culture, traditions, legal restrictions, stereotyping, nationality, etc.)?]</i>	
4	<b>What things hindered you specifically to gain employment experience / skills before you participated in the IEO programme?</b>	
<b>SECTION 2: Effectiveness</b>		
	<b>Question</b>	<b>Answer</b>
5	<b>Which activities did you participate in and what kind of support did you receive?</b> <i>[Prompt: Please describe.]</i>	
6	<b>How did your participation in the IEO</b>	



	<p><b>programme assist in your access to employment opportunities?</b>  <i>[Prompt: Please elaborate. Were you or someone you know offered a contract following the end of the internship?]</i></p>	
7	<p><b>In your opinion, what was the most beneficial programme activity? What was the least beneficial?</b>  <i>[Prompt: Please provide an example.]</i></p>	
8	<p><b>What are your thoughts on the programmes' ICT systems?</b>  <i>[Prompt: Were you comfortable using them? What role, if any, did the ICT systems play in training? Please elaborate. How likely will you continue to use the ICT system after the programme ends?]</i></p>	
<b>SECTION 3: Sustainability</b>		
	<b>Question</b>	<b>Answer</b>
9	<p><b>How have the skills and support you have acquired during the programme prepared you to help in the reconstruction of Syria?</b>  <i>[Prompt: Please describe the skills and how you plan to use them in the future.]</i></p>	
10	<p><b>What challenges, in terms of employment, do you foresee following your participation in the programme? How will you overcome these obstacles?</b></p>	
<b>Section 4: Impact</b>		
	<b>Question</b>	<b>Answer</b>
11	<p><b>How has the training you received motivated you to participate in the reconstruction of Syria?</b>  <i>[Prompt: Please provide examples]</i></p>	
12	<p><b>Upon reflection, how did the IEO programme impact your career prospects, income, and financial situation?</b>  <i>[Prompt: How was your income changed as part of your participation? Is it stable?]</i></p>	
13	<p><b>To what extent do you feel like the programme affected the rest of your life (friends, family, etc.)</b>  <i>[Prompt: Please elaborate.] [Prompt: Please elaborate.]</i></p>	
<b>Section 5: Recommendations and Final Remarks</b>		
	<b>Question</b>	<b>Answer</b>
14	<p><b>What recommendations, if any, would you make to improve the Reconstruction Skills Training for future beneficiaries?</b></p>	
15	<p><b>Is there anything you would like to add or share?</b></p>	



## FGD and KII with Beneficiaries

<b>SECTION 1: Introduction &amp; Relevance</b>		
	<b>Question</b>	<b>Answer</b>
1	<b>Please introduce yourself, with your name and nationality?</b> <i>[Prompt: Can you describe your circumstances before participating in the IEO programme?]</i>	
2	<b>What challenges do youth, such as yourself, face in Jordan? How were these challenges addressed by the IEO programme?</b> <i>[Prompt: Reflect on challenges in terms of education, employment opportunities, culture, and legal restrictions. How do you feel these challenges are different between male and female youth and between Syrian and Jordanian youth? Please describe with an example.]</i>	
3	<b>What challenges do youth face in access to employment? Could you describe a few differences between male and female youth and what about Jordanian and Syrian?</b>	
4	<b>What things hindered you specifically to gain employment experience / skills before you participated in the IEO programme?]</b>	
<b>SECTION 2: Effectiveness</b>		
	<b>Question</b>	<b>Answer</b>
5	<b>When you started the programme, how did you feel about working with male youth, female youth, Syrian youth or Jordanian youth?</b> <i>[Prompt: Please describe.]</i>	
6	<b>How did the programme change what you think of male youth, female youth, Jordanian and Syrian youth?</b>	
7	<b>Could you each give me one example of challenges that youth other than you (male vs. female and Syrian vs. Jordanian) face that you did not realize until you joined the programme?</b>	
8	<b>In your opinion, what was the most beneficial programme activity? What was the least beneficial?</b> <i>[Prompt: Please provide an example.]</i>	
<b>SECTION 3: Sustainability</b>		
	<b>Question</b>	<b>Answer</b>
9	<b>How do you foresee your employment prospects and opportunities in the future? What challenges, if any, are you likely to face?</b>	
10	<b>How have the skills and support you have acquired during the programme prepared you to help in the reconstruction of Syria?</b>	



	<i>[Prompt: Please describe the skills and how you plan to use them in the future.]</i>	
<b>Section 4: Impact</b>		
	<b>Question</b>	<b>Answer</b>
11	<p><b>How has the training you received motivated you to participate in the reconstruction of Syria?</b></p> <p><i>[Prompt: Please provide examples]</i></p>	
12	<p><b>Upon reflection, how did the IEO programme impact your career prospects, income, and financial situation?</b></p> <p><i>[Prompt: How was your income changed as part of your participation? Is it stable?]</i></p>	
13	<p><b>How has the programme had a positive impact on you as a young person in Jordan? Did the programme have any negative impact on you?</b></p> <p><i>[Prompt: Please elaborate.]</i></p>	
<b>Section 5: Recommendations and Final Remarks</b>		
	<b>Question</b>	<b>Answer</b>
14	<p><b>What recommendations, if any, would you make to improve the IEO programme for future beneficiaries?</b></p>	
15	<p><b>Is there anything you would like to add or share?</b></p>	

## Annex 2: Quantitative Data Collection Tools

<b>Quantitative Questionnaire IEO Programme</b>	
<b>Phone ID:</b>	
Autocode metadata	
<b>Enumerator Name:</b>	
Open Response	
<b>Enumerator Code:</b>	
Single Response	
101	
202	
303	
404	
505	
606	
<b>Tracking Sheet Number:</b>	
Numeric	
<b>Governorate</b>	
<i>Single Response</i>	
Amman	
Zarqa	
Irbid	
Mafraq	
<b>Please enter today's <u>DAY</u></b>	
<i>Set Date</i>	
<b>Is this a TEST or LIVE case?</b>	
<i>Single Response</i>	
Test	
Live	
<b>Which programme component(s) was this beneficiary part of?</b>	
<i>Multiple Response</i>	
Support for MSMEs	
Support for Start-Ups	
Entrepreneurship Education	
Internship	
Scholarship Programme	
Reconstruction Training	
<b>Good morning/afternoon Sir/Madam, my name is _____. I work for Forcier Consulting and, on behalf of the SPARK, I am here to ask a few questions about your participation in the IEO programme. Your participation in the survey is fully voluntary, and you can end the interview or refuse to answer any question as you choose. Your information is confidential and it will not be possible to link your identity with the responses that you give. Your responses will help in improving the services in your community and we thank you very much for your time and thoughts. Do you consent to participate in this survey?</b>	



<i>Single Response</i>
Yes
No
<b>Demographics Module</b>
<b>First, I would like to ask a few questions about you. After, we will discuss the support you received in more detail.</b>
<b>Gender (Do not ask. Observe)</b>
<i>Single Response</i>
Male
Female
<b>How old are you?</b>
<i>Single Response</i>
Enter Number
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>Enter Number</b>
<i>Numeric</i>
<b>(Do not ask, observe) What is the approximate age?</b>
<i>Single Response</i>
15-19
20-24
25-29
30-34
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>What is your nationality?</b>
<i>Single Response</i>
Jordanian
Syrian
Palestinian
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>What is the highest level of education you have attained?</b>
<i>Single Response</i>
None
Some primary school
Completed primary school
Some secondary school
Completed secondary school
Some university





Some Vocational Training
Completed Vocational Training
University graduate
Religious education
Refused to answer (DO NOT READ)
<b>Are you currently employed?</b>
<i>Single Response</i>
No
Yes, casual labour
Yes, part-time permanent labour
Yes, full-time permanent labour
I have my own business
Refused to answer (DO NOT READ)
<b>If you had an emergency and needed 300 Jordanian Dinar a few days, how likely would you be able to gather the money?</b>
<i>Single Response</i>
Not at all likely
Somewhat likely
Very likely
Refused to answer (DO NOT READ)
<b>What do you think would be the main source of the funds?</b>
<i>Single Response</i>
Household savings
Income from my own work
Sale of household assets
Support from community
Support from extended family
Loan from community
Loan from extended family
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>What do you think are the three most important challenges you have faced in finding employment?</b>
<i>Multiple Response</i>
There are no employment opportunities available in the area I live in
Employment opportunities in the area I live in do not correspond with my skills
Employment opportunities in the area I live in do not correspond with my interests
I did not finish school
I do not have the funds to access the skills training I need
I do not have access to funds to start my own business
My family does not want me to work



I would not feel comfortable working outside of the house
I do not know how to find employment opportunities
My nationality prevents me from accessing educational opportunities
My nationality prevents me from accessing employment opportunities
I want to start my own business but I don't know how
Before the project, I did not have the desire to work
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Overall, how well do you feel like the project managed to help you with your specific challenges?</b>
<i>Single Response</i>
Not well at all
Somewhat
Very well
Refused to answer (DO NOT READ)
<b>MSME Module</b>
<b>What kind of business do you have?</b>
<i>Single Response</i>
My business provides services
My business sells products
My business produces projects
Refused to answer (DO NOT READ)
<b>In which year did you launch your business</b>
<i>Single Response</i>
Before 2015
2015
2016
2017
2018
I am planning to launch my business in 2019
Refused to answer (DO NOT READ)
<b>Did you open your business after graduation?</b>
<i>Single Response</i>
Yes
No
<b>How many employees does your business have?</b>
<i>Numeric</i>
<b>How many of these employees are also participants of the IEO programme?</b>
<i>Numeric</i>
<b>Would you be willing to hire employees of the IEO programme in the future?</b>



<i>Single Response</i>
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>Has the number of employees your business has increased since the start of the programme?</b>
<i>Single Response</i>
No, it stayed the same
It has decreased
It has increased
Refused to answer (DO NOT READ)
<b>What types of groups, organizations, or banks in your community are lending money to <u>maintain existing small businesses</u>? (check all that apply)</b>
<i>Multiple Responses</i>
Banks
Micro Finance Programmes
From family members
From other community members
VSLAs
NGOs
None
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>Other (please specify)</b>
<i>Open Response</i>
<b>How easy is it to obtain capital to <u>maintain an existing business</u>?</b>
<i>Single Response</i>
Very easy
Somewhat easy
Not at all easy
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>How easy is it to obtain capital to <u>maintain an existing business</u>?</b>
<i>Single Response</i>
Very easy
Somewhat easy
Not at all easy
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>In the past two years, has you access to capital changed?</b>
<i>Single Response</i>



Yes, it improved a lot
Yes, it somewhat improved
No, it stayed the same
No, it somewhat worsened
No, it worsened a lot
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>What kind of business skills training have you received through the programme?</b>
<i>Multiple Response</i>
Orientation Training
Advanced Training
Business Plan Writing
Marketing and Sales
Product and Service Development
Access to Finance
Internal Financial Management
Human Resource Management
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>How satisfied were you with the Orientation Training you received?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>How useful do you think the Orientation Training is for your (future) business?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>How satisfied were you with the Advanced Training you received?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>How useful do you think the Advanced Training is for your (future) business?</b>
<i>Single Response</i>
Very useful
Somewhat useful



Not at all useful
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Which training was most useful to you?</b>
<i>Multiple Response</i>
Orientation Training
Advanced Training
Business Plan Writing
Marketing and Sales
Product and Service Development
Access to Finance
Internal Financial Management
Human Resource Management
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Which training was least useful to you?</b>
<i>Multiple Response</i>
Orientation Training
Advanced Training
Business Plan Writing
Marketing and Sales
Product and Service Development
Access to Finance
Internal Financial Management
Human Resource Management
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Have you received a certificate for successfully completing the training?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you received support writing a business plan?</b>
<i>Single Response</i>
Yes



No
Refused to answer (DO NOT READ)
<b>Have you completed writing a business plan?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you received business mentoring/coaching support?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How satisfied were you with the mentoring/coaching you received?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>How useful do you think the mentoring/coaching is for your (future) business?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>What type of business advising support have you received?</b>
<i>Multiple Response</i>
Support with diagnostics of client needs
In-depth review
Consultancy for business strategy and business planning
Consultancy for legal aspects of running a business
Consultancy for management
Consultancy for marketing
Consultancy for quality assurance
Consultancy for patenting
Consultancy for ICT
Consultancy for e-commerce
Consultancy for quality control
Consultancy for acquiring funds
Consultancy for partnerships
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>



<i>Open Response</i>
<b>How useful do you think this support was?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>How satisfied were you with the business diagnostics support you received?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>How useful do you think the business diagnostics support is for your (future) business?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>Have you received a loan from the Loan Guarantee Fund?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>What did you use the loan for?</b>
<i>Multiple Response</i>
Buy new equipment for work
Buy new stock or materials for work
Pay debts
Pay household costs
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Was this loan sufficient for the purpose you wanted to use it for?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How satisfied were you with the loan support you received?</b>
<i>Single Response</i>
Not at all satisfied



Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>If all support would end now, how likely do you think you will be to be able to maintain your business on your own?</b>
<i>Single Response</i>
Highly likely
Somewhat likely
Not at all likely
Refused to answer (DO NOT READ)
<b>Start-Up Module</b>
<b>What kind of business are you starting?</b>
<i>Single Response</i>
My business provides services
My business sells products
My business produces projects
I do not know yet
Refused to answer (DO NOT READ)
<b>What types of groups, organizations, or banks in your community are lending money to start small businesses? (check all that apply)</b>
<i>Multiple Responses</i>
Banks
Micro Finance Programmes
From family members
From other community members
VSLAs
NGOs
None
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>Other (please specify)</b>
<i>Open Response</i>
<b>How do people most often acquire money to start a new business?</b>
<i>Multiple Responses</i>
Banks
Micro Finance Programmes
From family members
From other community members
VSLAs
NGOs
None





Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>Other (please specify)</b>
<i>Open Response</i>
<b>How easy is it to acquire capital this way?</b>
<i>Single Response</i>
Very easy
Somewhat easy
Not at all easy
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>What kind of business skills training have you received through the programme?</b>
<i>Multiple Response</i>
Orientation Training
Advanced Training
Business Plan Writing
Marketing and Sales
Product and Service Development
Access to Finance
Internal Financial Management
Human Resource Management
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>How satisfied were you with the Orientation Training you received?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>How usefull do you think the Orientation Training is for your (future) business?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>How satisfied were you with the Advanced Training you received?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied



Refused to answer (DO NOT READ)
<b>How usefull do you think the Advanced Training is for your (future) business?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Which training was most useful to you?</b>
<i>Multiple Response</i>
Orientation Training
Advanced Training
Business Plan Writing
Marketing and Sales
Product and Service Development
Access to Finance
Internal Financial Management
Human Resource Management
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Which training was least useful to you?</b>
<i>Multiple Response</i>
Orientation Training
Advanced Training
Business Plan Writing
Marketing and Sales
Product and Service Development
Access to Finance
Internal Financial Management
Human Resource Management
Other
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Have you received a certificate for successfully completing the training?</b>
<i>Single Response</i>
Yes



No
Refused to answer (DO NOT READ)
<b>Have you received support writing a business plan?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you completed writing a business plan?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you received business mentoring/coaching support?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How satisfied were you with the mentoring/coaching you received?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>How satisfied were you with the mentoring/coaching you received?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>What type of business advising support have you received?</b>
<i>Multiple Response</i>
Support with diagnostics of client needs
In-depth review
Consultancy for business strategy and business planning
Consultancy for legal aspects of running a business
Consultancy for management
Consultancy for marketing
Consultancy for quality assurance
Consultancy for patenting
Consultancy for ICT
Consultancy for e-commerce
Consultancy for quality control



Consultancy for acquiring funds
Consultancy for partnerships
I have not received business support
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>How useful do you think this support was?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>Have you received a loan from the Loan Guarantee Fund?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>What did you use the loan for?</b>
<i>Multiple Response</i>
Buy new equipment for work
Buy new stock or materials for work
Pay debts
Pay household costs
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Was this loan sufficient for the purpose you wanted to use it for?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How satisfied were you with the loan support you received?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>If all support would end now, how likely do you think you will be to be able to maintain your business on your own?</b>
<i>Single Response</i>



Highly likely
Somewhat likely
Not at all likely
Refused to answer (DO NOT READ)
<b>Entrepreneurship Training</b>
<b>Did you participate in the summer entrepreneurship course?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you completed the course?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Did you complete the course 6 month or longer ago?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How useful was the entrepreneurship training to you?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>Do you feel that the training has prepared you (provided you with the knowledge and tools) to set up your business?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How prepared do you feel to set up your business after receiving the training?</b>
<i>Single Response</i>
Not at all prepared
Somewhat prepared
Very prepared
<b>To what extent has the entrepreneurship training helped to increase the employment opportunities you now have access to?</b>
<i>Single Response</i>
Yes, a lot
Yes, somewhat



No, not at all
Refused to answer (DO NOT READ)
<b>How useful do you think the entrepreneurship training?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>How satisfied were you with the entrepreneurship training?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>Entrepreneurship Training</b>
<b>Did you participate in the summer entrepreneurship course?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you completed the course?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Did you complete the course 6 month or longer ago?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How useful was the entrepreneurship training to you?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>Do you feel that the training has prepared you (provided you with the knowledge and tools) to set up your business?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)



<b>How prepared do you feel to set up your business after receiving the training?</b>
<i>Single Response</i>
Not at all prepared
Somewhat prepared
Very prepared
<b>To what extent has the entrepreneurship training helped to increase the employment opportunities you now have access to?</b>
<i>Single Response</i>
Yes, a lot
Yes, somewhat
No, not at all
Refused to answer (DO NOT READ)
<b>How useful do you think the entrepreneurship training?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>How satisfied were you with the entrepreneurship training?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>Internship</b>
<b>To what extent was the company or organisation where you did your internship a match with your own interests?</b>
<i>Single Response</i>
Very good match
Good match
Not so good match
Match was not good at all
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>How useful did you think the internship was?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)



<b>Have you completed the internship?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Did you complete the internship 6 month or longer ago?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you found a job?</b>
<i>Single Response</i>
Yes, with the company I was an intern with
Yes, with another company
I found another internship
No, I enrolled in another programme to help me find employment
No
Refused to answer (DO NOT READ)
<b>What kind of job have you found?</b>
<i>Single Response</i>
Temporary job (for a low number of months)
Temporary job (per day)
Part-Time Job
Full-Time Job
I started my own business
Refused to answer (DO NOT READ)
<b>Do you have a contract?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How long is this contract for?</b>
<i>Single Response</i>
Less than 3 months
3-6 months
6-9 months
9-12 months
1 year or more
Refused to answer (DO NOT READ)
<b>Why haven't you found a job?</b>





<i>Single Response</i>
I have not tried looking for a job?
I do not want to work
There are no employment opportunities available in the area I live in
I do not have enough skills
My family prefers me not to work
Refused to answer (DO NOT READ)
<b>Would you be interested in starting your own business?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How satisfied are you with the internship experience?</b>
<i>Single Response</i>
Not at all satisfied
Somewhat satisfied
Very satisfied
Refused to answer (DO NOT READ)
<b>To what extent has the internship experience helped to increase the employment opportunities you now have access to?</b>
<i>Single Response</i>
A lot
Somewhat
Not at all
Refused to answer (DO NOT READ)
<b>Scholarship Module</b>
<b>What kind of course did you enroll into?</b>
<i>Open Response</i>
<b>Have you received a scholarship to complete the course?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you completed the course?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Did you complete the course 6 month or longer ago?</b>
<i>Single Response</i>
Yes



No
Refused to answer (DO NOT READ)
<b>Have you also started an internship?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How useful did you think the internship is?</b>
<i>Single Response</i>
Very useful
Somewhat useful
Not at all useful
Refused to answer (DO NOT READ)
<b>To what extent was the company or organisation where you did your internship a match with your own interests?</b>
<i>Single Response</i>
Very good match
Good match
Not so good match
Match was not good at all
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Have you found a job?</b>
<i>Single Response</i>
Yes
I found an internship
No
Refused to answer (DO NOT READ)
<b>What kind of job have you found?</b>
<i>Single Response</i>
Temporary job (for a low number of months)
Temporary job (per day)
Part-Time Job
Full-Time Job
I started my own business
Refused to answer (DO NOT READ)
<b>Do you have a contract?</b>
<i>Single Response</i>
Yes



No
Refused to answer (DO NOT READ)
<b>How long is this contract for?</b>
<i>Single Response</i>
Less than 3 months
3-6 months
6-9 months
9-12 months
1 year or more
Refused to answer (DO NOT READ)
<b>Why haven't you found a job?</b>
<i>Single Response</i>
I have not tried looking for a job?
I do not want to work
There are no employment opportunities available in the area I live in
I do not have enough skills
My family prefers me not to work
Refused to answer (DO NOT READ)
<b>To what extent has the scholarship helped to increase the employment opportunities you now have access to?</b>
<i>Single Response</i>
A lot
Somewhat
Not at all
Refused to answer (DO NOT READ)
<b>Have you graduated from a vocational training institute or university with a graduation certificate?</b>
<i>Single Response</i>
Yes
No
I don't know
Refused to answer (DO NOT READ)
<b>What subject did you study?</b>
<i>Open Response</i>
<b>How many years was this degree?</b>
<i>Numerical</i>
<b>How many months ago did you graduate?</b>
<i>Single Response</i>
Less than 6 months
More than 6 months



Refused to answer (DO NOT READ)
<b>What kind of topics did you learn about during the project activities?</b>
<i>Single Response</i>
Project Cycle Management
Transparency and integrity in post conflict environment programming
Results-based management
Conflict Sensitive Programming and Do-No-Harm principles
Other
Refused to answer (DO NOT READ)
<b>If other, please specify</b>
<i>Open Response</i>
<b>Are you currently enrolled in the coding programme?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Are you engaging in any extra-curricular activities engaging in the reconstruction of Syria?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>Were you already active in these activities before this project?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)
<b>How important is it for you to help in the reconstruction of Syria?</b>
<i>Single Response</i>
Not at all important
Somewhat Important
Very Important
Refused to answer (DO NOT READ)
<b>Do you feel personally obligated to help in the reconstruction of Syria?</b>
Yes
No
Refused to answer (DO NOT READ)
<b>Have you found employment post-conflict reconstruction work?</b>
<i>Single Response</i>
Yes
No
Refused to answer (DO NOT READ)



<b>Thank you for your responses so far. I would now like to read you a couple of statements. For each statement, please tell me on a scale of one to five whether or not you agree with the statement. (1= strongly disagree, 2=slightly disagree, 3=neither agree nor disagree, 4=slightly agree, 5=strongly agree)</b>
<b>I have strong commitment towards my work/internship/MSME</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
<i>Single Response</i>
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>My skills could help with the reconstruction of Syria.</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
<i>Single Response</i>
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I am willing to accept financial risks when necessary.</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
<i>Single Response</i>



Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I feel successful</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
Single Response
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I consider the difficult situation others may be in</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
Single Response
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I enjoy being in charge of my own work.</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
Single Response



Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>It is important that I show respect and dignity to people of all backgrounds?</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme and your participation with others, did this grow stronger?</b>
<i>Single Response</i>
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I make my own decisions.</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
<i>Single Response</i>
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I am motivated to support with the reconstruction of Syria</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
<i>Single Response</i>



Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I need to work in order to support my family financially.</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
Single Response
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I am eager to develop my business.</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
Single Response
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I am eager to reach a higher position in work.</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
Single Response





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Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>I have strong negotiation skills.</b>
<i>Single Response</i>
Strongly agree (5)
Slightly agree (4)
Neither agree nor disagree (3)
Slightly disagree (2)
Strongly disagree (1)
Refused to answer (DO NOT READ)
<b>As a result of the programme, did this grow stronger?</b>
<i>Single Response</i>
Yes
No
Don't know (DO NOT READ)
Refused to answer (DO NOT READ)
<b>We have now reached the end of this survey. Thank you very much for your responses.</b>



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## Forcier Consulting

Forcier is a development research firm that operates in challenging post-conflict environments. Established in 2011 in South Sudan, Forcier has invested in developing methodologies and approaches to research that are contextually appropriate and feasible, whilst adhering to international standards for social science research and utilizing the latest data collection technology available. Our core services include population and social science research, project evaluations, market assessments for livelihoods and vocational trainings, private sector and market research for feasibility studies, strategic planning and representation, and training and capacity building workshops.



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