

*Empowering Decent Lives for Refugees
and Host Communities in East Amman*



Impact Evaluation Report of SHINE Project

Collateral Repair Project (CRP), Jordan, July 2025

Impact Evaluation of *“Enhancing livelihood opportunities and improving housing conditions for vulnerable refugees and Jordanians in East Amman, Jordan - SHINE Project,”*

© Collateral Repair Project (CRP)

Amman, Jordan

July 2025

Acknowledgement

The evaluation team would like to thank first and foremost all beneficiaries and community members who generously gave their time and shared their stories for this evaluation, as well as the SHINE project team for sharing their knowledge, expertise, and recommendations, helping to clarify and enrich the understanding of the project *“Enhancing livelihood opportunities and improving housing conditions for vulnerable refugees and Jordanians in East Amman, Jordan - SHINE Project.”* The evaluation team is also grateful to the teams at CRP for their support throughout the evaluation process. Special recognition goes to *Ruba Hattar, Louise Bossiere, Fadi Al Madanatt, and Ekhlass Abutaima* for their exceptional facilitation, which ensured smooth coordination and collaboration during the evaluation.

This evaluation was led by *Qasem Alnewashi*, with the support of *Jena Baker, Jeannine Jirka, and Raghda Al-Masri*.

Amman, July 2025

Contact:

CRP: *Louise Bossiere*, louise.bossiere@collateralrepairproject.org

Lead Evaluator: *Qasem Alnewashi*, qasem@srd.edu.jo

Table of Contents

<i>Acronyms</i>	5
<i>Executive Summary</i>	6
Background and Context	8
Introduction	8
Collateral Repair Project (CRP)	8
The Project	8
Target Population	9
Evaluation Approach	9
Evaluation Design	9
Purpose of the evaluation	10
Evaluation Methodology	10
Data Collection Tools	10
Sampling	11
Data collection Process	12
Evaluation Limitations	13
Findings	14
Overview	14
Upcycling Training	16
Effectiveness	18
Relevance	25
Efficiency	30
Impact	41
Sustainability	47
Conclusion	51
General conclusions	51
Conclusions related to upcycling training	52
Conclusions related to home maintenance	52
Conclusions related to cross-cutting themes	52
Lessons Learned	53
General lessons learned	53
Lessons learned related to upcycling training	53
Lessons learned related to home maintenance training	54
Lessons learned related to cross-cutting themes	54
Recommendations	55
General recommendations	55

Recommendations related to upcycling training	57
Recommendations related to home maintenance	58
Recommendations related to cross-cutting themes.....	58
Annexes.....	60
Annex 1: Terms of Reference of the project impact evaluation.....	Error! Bookmark not defined.
Annex 2: Impact evaluation data collection tools (English version), including:	71
Annex 3: Impact evaluation data collection tools (Arabic version)	90
Annex 4: Project Logical Framework	109

Acronyms

CRP	Collateral Repair Project
CSO	Civil Society Organization
FGDs	Focus Group Discussions
FHH	Female Heads of Household
GoJ	Government of Jordan
JoD	Jordanian Dinar
JRS	Jesuit Refugee Service
MENA	Middle East and North Africa
MoIT	Ministry of Industry and Trade
MoL	Ministry of Labor
PwDs	Persons with Disabilities
SHEA	Skillful Hands for Empowerment Association
SHINE project	Enhancing livelihood opportunities and improve housing conditions for vulnerable refugees and Jordanians in East Amman - Jordan
SMEs	Small and Medium Enterprises
SOPs	Standard Operating Procedures
TVET	Technical and Vocational Education and Training

Executive Summary

Within the framework of the strategic objective of the Collateral Repair Project (CRP) in Jordan to ensure that refugees and host populations living in host communities access their rights, are safe and self-reliant, and refugees are able to avail themselves of a durable solution, a development cooperation project, “*Enhancing livelihood opportunities and improving housing conditions for vulnerable refugees and Jordanians in East Amman, Jordan - SHINE Project*,” is being implemented. It started in January 2023 and will continue through December 2025. The main objective of the 3-year project, funded by the Drosos Foundation, is to enhance livelihood opportunities and improve housing conditions for vulnerable refugees and Jordanians in East Amman, Jordan. The project provided vocational and soft skills training to refugees and disadvantaged Jordanians residing in two underprivileged areas of East Amman (Hashemi Shamali and downtown). The goal of these trainings is to equip beneficiaries with technical skills with an emphasis on business, upcycling, home maintenance, and soft skills. As part of the monitoring and evaluation plan of the SHINE project, CRP has commissioned an independent external consultant to carry out this impact evaluation. Therefore, the purpose of this impact evaluation is to assess the overall achievements of the project against its planned outcomes to generate lessons learned, best practices, and recommendations.

The evaluation **methodology** adopted a mixed method approach, triangulating quantitative and qualitative data collection activities. Data has been collected from the beneficiaries using in-person interviews, phone calls, and focus group discussions (FGDs), while the semi-structured interviews were conducted in person with the project team, trainers, and team leaders. The project team has facilitated the planning of the data collection activities; however, the *evaluation team* has conducted the data collection and analysis independently. As of June 2025, the project contributed to supporting 217 beneficiaries (78 participants in home maintenance training, 62 in upcycling training, and 77 beneficiaries whose living and housing conditions improved). Out of the 217 beneficiaries, this impact evaluation reached 91 beneficiaries (34 participants in home maintenance training, 36 participants in upcycling training, and 21 beneficiaries whose living and housing conditions improved) and 5 staff from the project team. The evaluation reached 41.9% (56% female, 44% male) of the project population.

Based on the **desk review** of the project related documents, the project has achieved significant progress toward its main goal of increasing self-reliance and fully using and applying the learned skills in the beneficiaries’ daily lives. The project had already achieved 86.67% (as of June 2025) of its target for vocational skill acquisition, suggesting significant progress toward complete completion by the project's conclusion date in December 2025. These findings indicate that the project is on course to meet, and in some cases exceed, its objectives and outputs through the effective execution of vocational and business skills training.

The project has made strong progress toward its goal of training 90 participants in home maintenance skills by December 2025, with 78 individuals already trained. It has also surpassed its targets for improving participants skills, including vocational, soft, and business skills (71.43% vs. a 70% target) and enhancing participants' ability to generate income (64% vs. a 50% target), demonstrating the **effectiveness** of its vocational and business training courses. However, challenges such as high demand, difficulty reaching certain refugee groups, and legal work restrictions have limited the extent to which some beneficiaries can fully apply the learned skills in their daily lives, highlighting the need for more inclusive and enabling support mechanisms.

The project demonstrated strong **relevance** by directly addressing the needs of its target population through a context-driven, community-informed design. Drawing on lessons from previous initiatives and leveraging the firsthand knowledge of CRP staff, many of whom are residents or community leaders, the project was closely aligned with local priorities. Its activities were shaped by direct feedback from beneficiaries, ensuring responsiveness to actual needs. The choice of implementing the project in East Amman's most underserved areas (Hashmi Shamali and Downtown) further reinforced its relevance, as

these neighborhoods host large numbers of vulnerable refugees and low-income Jordanians. Additionally, the project's active engagement with local and international stakeholders across key service sectors enabled a robust referral network through the CRP Help Desk, ensuring beneficiaries had access to health, legal, and social support. This strategic integration of community insights, geographic targeting, and stakeholder collaboration made the project highly relevant and well-suited to the realities of the target population.

The project had a clear and positive **impact** on both individual trainees and the wider community by equipping participants with practical skills in upcycling and home maintenance, as well as soft and business skills, enabling beneficiaries to produce marketable goods, support their families, and serve vulnerable households in East Amman. Some beneficiaries have already begun earning income through the nonformal sector or small works for neighbors and relatives. Many beneficiaries expressed newfound confidence and a shift in mindset toward environmental sustainability and resource efficiency. Despite this accomplishment, a number of institutional and logistical constraints, such as a lack of access to work tools and materials, workspace, and legal work permits, have hindered participants' ability to fully use and implement their newly acquired skills in their daily lives. This emphasizes the importance of combining vocational training with enabling support mechanisms, such as access to equipment and legal facilitation, to fully realize the long-term impact and potential of such a project.

The project demonstrates strong **sustainability** through its focus on practical, long-lasting skills that beneficiaries continue to use beyond the training period. Participants reported applying the learned knowledge and skills in daily life, such as in fixing electrical and plumbing issues, painting, and addressing home maintenance needs, which confirms the financial benefits of the training. The upcycling component, in particular, stands out as highly sustainable due to its use of low cost, upcycled materials and the establishment of fully equipped workshops that can be maintained and expanded after the project ends. The integration of vocational skills with social goals, such as community engagement and gender inclusion, further strengthens the project's long-term sustainability. Additionally, the enthusiasm of beneficiaries to continue learning and producing upcycled items, even without incentives, highlights the project's potential for ongoing impact, skill development, and market responsiveness. Together, these elements reflect a well-integrated, enduring model that fosters self-reliance and community resilience.

The evaluation presented several **recommendations** to enhance the effectiveness, inclusiveness, and sustainability of the project. These include improving the selection of competent and culturally sensitive trainers, with an emphasis on female trainers where appropriate, to create a safe and supportive learning environment. It also recommends strengthening partnerships with legal aid organizations to offer accurate information and support for refugees seeking work permits and engaging in multi-stakeholder advocacy efforts to address systemic barriers to legal employment. To improve the quality of vocational training, the report advises developing a comprehensive individual planning tool to track and guide trainee skill development during and after the training course. Furthermore, CRP is encouraged to formalize a stakeholder coordination strategy to deepen collaboration with private sector actors and online platforms, supporting participants' transition into employment or entrepreneurship. Reaching hard-to-reach refugee groups through trusted networks and mobile outreach is also highlighted as essential to ensuring the inclusivity and equity of the project, as well as the report emphasizes the importance of disability inclusion, urging CRP to adopt a comprehensive strategy involving accessibility improvements, staff training, inclusive program design, and strong referral mechanisms for individuals with protection needs. Finally, to strengthen the long-term impact, the evaluation suggests expanding access to basic toolkits and workspaces for upcycling graduates, enhancing post-training follow-up mechanisms for mentorship and advanced training, and adding garment upcycling and plumbing repairs to the curriculum to diversify vocational training opportunities.

Background and Context

Introduction

Both Jordanians and non-Jordanians are frequently at risk of vulnerability. It is mostly caused by a lack of infrastructure, the rise of multidimensional poverty, high unemployment rate 21.3%: (Male 18.6% vs. Female 31.2%),¹ and inflation. Although incomes have somewhat increased since 2017, Jordan's future as a prosperous middle-income nation has been jeopardized by the insufficient delivery of essential services.² In addition, the refugee crisis has also added tremendous pressure on the social infrastructure, natural resources, and employment in Jordan. Jordan hosts one of the world's largest population of refugees per capita, with one in six citizens being refugees³. In addition to putting additional strain on the usage of natural resources, refugees are suspected of accepting lower-paying occupations and posing legal hurdles to work permits.

Lack of aid and limited access to livelihood resources, increase daily risks which are pushing refugee families into negative coping mechanisms and irreversible spiral of vulnerability. Therefore, in 2015, GoJ launched a 10-year National Vision and Strategy (Jordan 2025) to guide the socioeconomic development for both Jordanians and non-Jordanians.⁴ The strategy emphasized the importance of creating sustainable backward connections between service providers and other commercial networks and outlets. More specifically, the strategy emphasizes supporting service providers by supplying information and marketing to respond to the demand requirements for locally sourced products including handicrafts and other creative industries' products and services.

Collateral Repair Project (CRP)

Since 2006 Collateral Repair Project (CRP) has been responding to the influx of refugees in Jordan. CRP's services and programs address the complex needs of the refugees' different settings, as well as vulnerable host populations. The main objective of CRP' 3-year Project - SHINE, funded by Drosos Foundation,⁵ is to enhance livelihood opportunities and improve housing conditions for vulnerable refugees and Jordanians in East Amman, Jordan.

The Project

The project provided vocational and soft skills training to refugees and disadvantaged Jordanians residing in two underprivileged areas of East Amman (Hashemi Shamali and downtown). The goal of these trainings is to equip beneficiaries with technical skills with an emphasis on business, upcycling, home maintenance, and soft skills. In order to change attitudes and perspectives toward women's labor and to enhance women's role in livelihood opportunities, the project's activities place greater emphasis on women's roles in the community. Participants are assisted in acquiring the skill set necessary for future self-reliance and fostering social cohesiveness by a group of team leaders and trainers. Specifically, the project aims to achieve the following three objectives:

1. To enhance the vocational and business skills for community members to allow them to have an opportunity to generate income and increase self-reliance in their own communities.
2. To improve living and housing conditions for vulnerable households in East Amman neighborhoods.

¹ [Department of Statistics, June 2025.](#)

² [Human Development Report - Jordan, 2025.](#)

³ [UNHCR – Jordan.](#) Last visited 6 June 2025.

⁴ [Jordan 2025: A National Vision and Strategy.](#)

⁵ Drosos Foundation was established in 2003 in Zurich, Switzerland as a private not for profit organization dedicated to supporting community development. Drosos Foundation is committed to enabling disadvantaged people to live a life of dignity in Jordan, Egypt, Lebanon, Morocco, Palestine and Tunisia as well as in Switzerland.

3. To increase sense of neighborhood social cohesion and belonging, and positive perspective around changing gender norms and the perspective on women workers.

Along with improving housing conditions for 90 members of the most vulnerable households in the community, the project plan aims to increase future economic opportunities, upcycle wood and plastic products, and foster social cohesion and resilience, all of which will benefit approximately 1000 beneficiaries. In order to address the pressing issues and problems of East Amman, the project takes a comprehensive, community-based approach.

Target Population

The refugees in target sites are typically extremely vulnerable and find it difficult to pay for necessities including clothing, food, education, healthcare, and transportation for their families. They typically struggle to obtain legal work permits, deal with issues associated with relocation, and have trouble integrating into society, which leads to negative coping mechanisms.

Men and women of various ages and nationalities who need to realize their potential and talents make up the target group. The project's target age range is 18 – 55 years old, but if at all feasible, 18–35 years old. Given the demand and applications from the pilot phase, participation from female heads of household (FHH) and persons with disabilities (PWDs) is strongly encouraged. In order to support themselves and their families in their existing host communities as well as in potential new places where they may be resettled, the project aims to provide individuals with the necessary skills and knowledge. Beneficiaries can find a sense of purpose, maintain their dignity, become more robust, and be more accepted and appreciated in their new surroundings due to their newly acquired skills.

Evaluation Approach

Evaluation Design

As part of the monitoring and evaluation plan of the SHINE project, this impact evaluation was conducted as per objectives specified below. CRP has commissioned the independent external *evaluation team* to carry out the study in the project's targeted two sites. Based on the analysis of the project related documents, and the clarifications received during the kick-off meeting, the evaluation was structured around the three main groups of the target beneficiaries:

1. Beneficiaries who participated in the upcycling training (including vocational and business skills) (29%).
2. Beneficiaries who participated in the home maintenance training (including vocational and business skills) (36%)
3. Beneficiaries whose houses were maintained (35%).

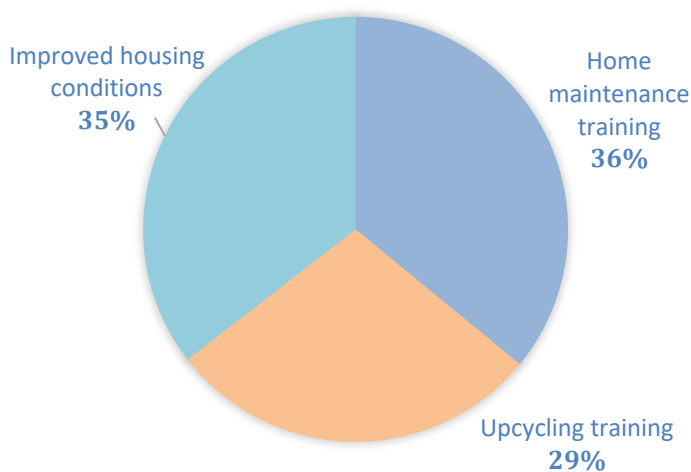


Figure 1: Percent of beneficiaries reached by the project

In total, the project contributed to supporting 217 beneficiaries. Whilst this structuring of the project components is still in line with the project's objectives, it will also support a systematic and practical

analysis and help avoiding overlapping between the project components and activities. At the same time, cross-cutting themes, such as perceptions of social cohesion, gender roles (e.g., women working in the sector), and sustainable waste management, will be then explored across all three groups through interviews and FGDs.

Evaluation team Composition

The *evaluation team* was composed of a group of experienced professionals with diverse expertise relevant to the scope of the project. The team was led by *Dr. Qasem Alnewashi*, who brings over 18 years of experience in Technical and Vocational Education and Training (TVET), labor market dynamics, and livelihoods across the MENA region. He has worked with numerous international and multilateral agencies, including UNESCO, UNICEF, ILO, UNFPA, USAID, EU, UNDP, and several international NGOs. Labor market assessment expertise was provided by *Ms. Jena Baker*, while *Mrs. Jeannine Jirka*, a native English speaker from the United States, supported the team with editing and reporting to ensure clarity and quality. *Ms. Raghda Al-Masri* contributed to the data cleaning and analysis, ensuring the accuracy and reliability of findings. Together, the team combined technical, analytical, and editorial skills to deliver a comprehensive and high-quality evaluation.

Purpose of the evaluation

The main goal of this final evaluation was to assess the formative results of the projects in relation to its intended outcomes and its contribution to the overall impact. It documented the lessons learned, and informed CRP, Drosos Foundation, beneficiaries, and other relevant stakeholders about the results and findings. Moreover, the evaluation provided insights to CRP regarding accountability, both in terms of implementation and cost-effectiveness. This was an impact project evaluation conducted during the final year of the project lifetime. CRP will use the findings of the evaluation for the project completion review process in December 2025. The specific evaluation objectives are indicated below:

1. Measure progress toward achieving the project's intended outcomes, including economic participation, social inclusion, and behavioral change.
2. Examine the relevance of the project design in addressing the needs of the target population.
3. Analyze enabling factors and barriers influencing participants' ability to generate income.
4. Identify best practices, challenges, and lessons learned for future program design and scale-up.
5. Provide actionable recommendations to enhance program implementation and improve sustainability of outcomes.

Specific objectives of the evaluation are set out in the [Terms of Reference \(Annex 1\)](#).

Evaluation Methodology

This impact evaluation included both qualitative and quantitative data collection activities. These activities involved a desk review of project-related documents, semi-structured interviews with the project team, structured interviews and Focus Group Discussions (FGDs) with beneficiaries, and in-depth interviews for case studies.

The evaluation used individual interviews and FGDs with beneficiaries that were conducted in person at CRP centers, where both male and female beneficiaries participated together. Additionally, the *evaluation team* carried out semi-structured interviews with five project staff members, four trainers, and three team leaders to gather insights on the implementation and effectiveness of the project.

Data Collection Tools

The evaluation conducted using the following six data collection tools:

Data Collection Tool # 1: SHINE Project Team

Data Collection Tool # 2: Interview with Beneficiaries

- Data Collection Tool # 3: FGD with Beneficiaries
- Data Collection Tool # 4: Interviews with Trainers
- Data Collection Tool # 5: Systematic Activity Observation
- Data Collection Tool # 6: Interviews with Team Leaders

Please refer to [Annex 2: Data Collection Tools \(English version\)](#) and [Annex 3: Data Collection Tools \(Arabic version\)](#)

Sampling

The selected sample for the evaluation included the diverse stakeholder groups involved in the implementation of the SHINE project. To ensure the representativeness of the sample, the *evaluation team*, in consultation with the CRP team, employed a stratified random sampling approach. This approach applied for the selection of the beneficiaries who participated in all structured interviews and FGDs. The random samples have been distributed and selected based on the categories of the project beneficiaries (3 categories), and the geographic areas (2 areas) from the beneficiaries’ database. Based on the nature of the impact evaluation and the timelines available, beneficiaries were selected and invited via phone to attend the individual interview or FGD.

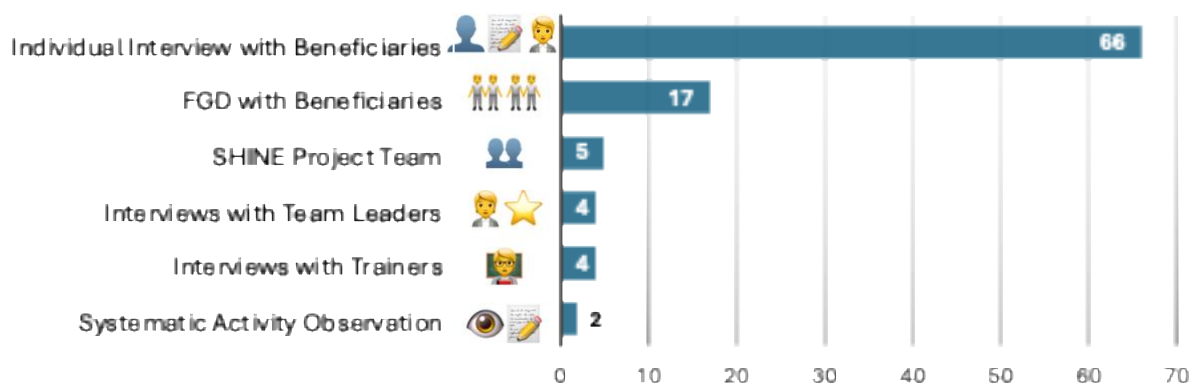


Figure 2: Distribution of the selected sample

As of June 2025,⁶ the project contributed to supporting 217 beneficiaries (78 participants in home maintenance training; 62 in upcycling training; and 77 beneficiaries whose living and housing conditions improved). As outlined in table 1, out of the 217 beneficiaries, this impact evaluation reached 91 beneficiaries (34 participants in home maintenance training; 36 participants in upcycling training; and 21 beneficiaries whose living and housing conditions improved) and 5 staff from the project team. The evaluation reached 41.9%⁷ of the project population. Also, *Table 1* shows the distribution of the sample in terms of respondent categories, geographical area, and sex (56% female, 44% male).

⁶ The data collection activities for this evaluation assignment conducted in June and July 2025.

⁷ Note: 90 beneficiaries reached by the evaluation out of 215 covered by the project from the inception to June 2025.

Table 1: Distribution of Interviews and FGDs

Respondent Category		Total		Sex	
		planned	Actual	Female	Male
Upcycling Training (Downtown Amman Center)	Individual Interview	20	23	13	10
	FGD	4 to 12	9	6	3
	Trainer	2	2	1	1
	Team Leader	1	2	1	1
	Total	31	36	21	15
Home Maintenance Training (Hashmi Shamali Center)	Individual Interview	20	22	14	8
	FGD	4 to 12	8	3	5
	Trainers	2	2	1	1
	Team Leader	1	2	1	1
	Total	31	34	19	15
beneficiaries whose houses were maintained	Individual Interview	20	21	11	10
Total of beneficiaries		82	91	51	40
Project Team		6	5	3	2
Total		88	96	54 (56%)	42 (44%)

Data collection Process

Secondary data

To comprehend the project, its activities, and its operational mechanism, the *evaluation team* conducted an extensive review of related literature. The documents that were studied in the literature review stage included:

- Project proposal
- [Project logical framework \(Annex 4\)](#)
- Project monitoring and evaluation matrix
- Pre- and post-assessments
- Annual Reports for years 1 and 2
- progress reports for years 1 and 2
- Beneficiaries database
- House selection criteria
- Attendance sheets of the upcycling training
- Sample of training certificates
- Social media database (photos and videos)

The review process of the above documents helped the *evaluation team* deepen their understanding of the project and complement the primary data with facts and figures extracted from the meta-analysis of the secondary data. It is worth mentioning that the project management maintains a massive social library consisting of thousands of photos and videos documenting all stages of theoretical, practical, and on-the-job training, as well as various activities. CRP shared a link to this data with the *evaluation team*, who reviewed the work of all groups and learned about the project's journey from its inception to the date of this evaluation. Besides the running training courses on upcycling that the *evaluation team* observed at the time of the evaluation exercise in the plastic and carpentry workshops, the *evaluation team* also

watched videos that highlighted the beneficiaries' initiative, engagement, and willingness to learn. These videos also showed the beneficiaries' technical and professional skills as well as soft skills like cooperation, communication, teamwork, and respect for others, regardless of gender or nationality.

Primary data collection

Once the evaluation tools were drafted and approved, the *evaluation team* gathered the primary data in person from beneficiaries in the two CRP centers in East Amman. The *evaluation team* followed all cultural and social norms in the center as well as instructions and CRP policies. The *evaluation team* interviewed both male and female respondents. Only two of the female beneficiaries were accompanied by their family members (sister and mother). The data under evaluation was collected through direct typing using a laptop; data quality was reviewed and cleaned daily.

As an ethical consideration, the *evaluation team* got consent from the respondents for the use of the data and pictures taken from them during the interview and FGD process. The process of obtaining the consent was that at first the *evaluation team* explained the consent to the respondents, who were assured of confidentiality and his/her participation in the interview or FGD is voluntary.

Evaluation Limitations

1. *Transportation fees.* The lack of transportation fees for beneficiaries interviewed for this evaluation, whether in individual interviews or FGDs, led them to express their dissatisfaction because they expected that the organization would cover the cost of transportation. Some of them came from areas far from the interview site at CRP's centers. They asked directly when they were contacted by phone to invite them to attend the interview or inquired immediately after the interview or meeting had concluded. Consequently, clear communication about the unavailability of transportation fees has been provided in advance to manage expectations and avoid dissatisfaction. Also, this limitation informs future project planning to allocate a modest budget to cover beneficiaries' transportation costs for activities such as evaluation interviews or FGDs, at least for those coming from far-away areas in Amman.
2. *The use of phone calls instead of in person interviews.* Some beneficiaries, mostly the beneficiaries whose houses were maintained, were unable to come to the CRP center for the interview due to different reasons which limited the opportunity to collect data using face-to-face modality. The *evaluation team* used phone calls as a second option. When face-to-face interviews were not possible, the *evaluation team* ensured clear scheduling and sometimes another follow-up call to improve the depth of data collected through phone calls.
3. *Measuring the impacts of the project while the project was continuing.* The SHINE project continued while it was undergoing impact evaluation. As it is clear, it takes a while for a project to produce impacts. The best thing about this project was that it was implemented in cohorts, as each group of beneficiaries remains covered by the project services for a maximum of six months, and then it moves to new applicants and beneficiaries. Therefore, each cohort represents a standalone project package of deliverables. Besides having long-term impacts on the community members, it produces immediate impacts too. The evaluation focused more on the immediate impacts the project has produced.
4. *Request to register for new training programs.* During the interview, some participants attempted to interrupt the data collection process to ask the *evaluation team* about the possibility of registering them for new training programs or assistance in obtaining employment in or through CRP. Although the *evaluation team* made it clear from the outset that the *evaluation team* is not at the CRP center to register names for any upcoming projects or programs, many insisted on forwarding their request to CRP's management and registering them for any upcoming projects. While these requests reflect the extent of need and the level of vulnerability experienced by

residents of the targeted areas, it may also have an impact on the degree of reliability in the data they provide, as it is influenced by the need for assistance. Therefore, the *evaluation team* was keen to check the accuracy and credibility of the data they provided to avoid false data just to gain the *evaluation team's* support and enable them to register for new courses.

5. *Participant Fatigue from Evaluation Activities.* When initially approached, several recipients were unwilling to engage in an evaluation interview or FGD. Their expressions showed exhaustion from the numerous monitoring and evaluation activities they had participated in for the same project. To overcome this challenge and lessen participant fatigue, the *evaluation team* has clearly explained the purpose and significance of this external evaluation activity, emphasizing how participants' feedback will be used to improve services or influence future programming plans. However, it is equally critical to cooperate internally with CRP to prevent collecting comparable data during the same period of the impact evaluation.

Findings

Overview

Based on the desk review of the project-related documents, it is obvious that the SHINE project has made substantial progress toward achieving its overall objective of enhancing self-reliance and enabling beneficiaries to fully use and apply the learned skills in their daily lives. By June 2025, it has already reached 86.67% of its target for vocational skills acquisition, indicating strong momentum toward full achievement by the project's end in December 2025. Moreover, the project has not only met but exceeded its outcome targets, with 71.43% of participants reporting improved access to income-generating opportunities (above the 70% target) and 64% reporting acquiring vocational and soft skills relevant to the market needs (exceeding the 50% target). These results suggest that the project is well on track to achieve, and in some areas surpass, its intended outcomes and outputs through effective implementation of vocational and business skills training. A summary of the key findings presented in *Table 2*.

Table 2: Key Findings

Evaluation Criteria	Key Findings	Data Source	Recommendations
Effectiveness	<ul style="list-style-type: none"> The project made strong progress in vocational training (including upcycling and home maintenance), as well as business, and soft skills, but legal barriers limited the ability of some participants to apply skills and access the labor market. Evaluation data indicates that the project has made significant progress toward shifting beneficiaries and community perceptions about women in the vocational sector. The training effectively enhanced participants' life and soft skills, preparing them for real business interactions and promoting social inclusion. 	Training records; target vs. achieved outcomes; interviews with beneficiaries.	<ul style="list-style-type: none"> Strengthen partnerships with legal aid providers; improve outreach to underrepresented groups; enhance selection of qualified, culturally sensitive trainers. Continue integrating soft skills into all vocational training; align curricula with local labor market needs.
Relevance	<ul style="list-style-type: none"> The project was highly relevant due to its community-informed design, geographic 	Project documents; project team;	<ul style="list-style-type: none"> Continue engaging local communities in project design; formalize stakeholder

Evaluation Criteria	Key Findings	Data Source	Recommendations
	<p>targeting, and alignment with local needs.</p> <ul style="list-style-type: none"> ● The home maintenance training workshops directly responded to the social and emotional needs of vulnerable refugee families, improving living conditions and fostering respectful, culturally sensitive engagement between trainees and homeowners. 	<p>and beneficiary feedback.</p>	<p>coordination with local and international actors.</p> <ul style="list-style-type: none"> ● Continue prioritizing home maintenance for vulnerable families; train participants in cultural sensitivity and ethical engagement.
Efficiency	<ul style="list-style-type: none"> ● Training was well-organized, transportation fees were fairly paid (with improved timeliness over time), and beneficiaries appreciated the certification and graduation ceremonies. ● Trainers were highly appreciated for their practical teaching style and clear communication; concerns were raised about inconsistent trainer selection and leadership assignment processes. 	<p>FGD feedback; field observations; comparisons with other organizations' fee rates.</p>	<ul style="list-style-type: none"> ● Ensure consistent and timely fee payments; provide meals for long training days; expand training to include garments and practical online marketing. ● Develop clear criteria for selecting trainers and team leaders.
Impact	<ul style="list-style-type: none"> ● The project had a positive impact on skills, confidence, and on enabling beneficiaries to produce marketable goods. Many beneficiaries expressed newfound confidence and a shift in mindset toward environmental sustainability and resource efficiency. ● The project contributed to shifting gender roles and social norms, promoting greater gender equity in homes and communities. These mindset changes support long-term impact beyond the project's lifespan. 	<p>FGDs feedback; interviews; and field observations.</p>	<ul style="list-style-type: none"> ● Expand access to basic toolkits and shared workspaces; support advocacy for legal work opportunities; add garment upcycling to expand vocational training opportunities. ● Integrate gender equity messaging across all training activities; highlight positive role models; engage families and communities to reinforce norm change.
Sustainability	<ul style="list-style-type: none"> ● The project is sustainable because it equips beneficiaries with practical home maintenance skills, such as painting, plumbing, and electrical repair, that they continue to use after training, leading to greater independence and improved living conditions. ● Project investments, such as workshops, support long-term use. 	<p>Beneficiary feedback; field observations; FGDs.</p>	<ul style="list-style-type: none"> ● Provide post-training mentorship; offer advanced courses; adopt a disability-inclusive strategy. ● Continue focusing on practical skills; explore refresher or advanced courses to build on existing skills.

Reaching out beneficiaries

Beneficiaries who interviewed and participated in the training courses learned about the project and the training courses through CRP's Facebook page or Instagram, while some participants who are less digitally connected or literate learned about it through friends or WhatsApp groups. When participants were asked about their journey and how they joined the training program, they reported that they filled out an easy-to-use application form in Arabic. After approximately one week or two, participants received a phone call from CRP's help desk inviting them for a personal interview.



Immediately after the interview, CRP informed them about the duration of the training, working hours, and working conditions and arrangements in relation to the composition of the training group of males and females. They also have been informed that they would receive a monthly transportation allowance. After formal approval, CRP took copies of the ID cards and asked them to sign a short agreement and code of conduct. Also, CRP staff made an orientation about the training location and introduced them to the trainer. The trainer explained the daily training plan and the importance of adhering to working hours and break times. The training also included a free lunch meal made by the CRP's production kitchen (called Hope Kitchen) for the first phase of training, which took place at the CRP center and lasted approximately one and a half months.

“At the beginning of my enrollment there were many long documents to sign, and some employees and colleagues would tell me, ‘Just sign, just sign,’ that these are routine procedures. But moments later, a CRP employee came and explained the documents to us point by point and answered all our questions and inquiries.” Female Sudanese

During the visit to the CRP's downtown center, in the plastics upcycling workshop, the *evaluation team* observed a group of trainees (five females and one male) being trained by an Iraqi female trainer. They were all busy working with used and new plastic sheets and fabric to create products such as beach bags and plastic kitchen aprons. Additionally, they had just started producing kitchen hangers to store the most frequently used equipment and supplies. In the wood upcycling workshop, a group of seven trainees (two females and the rest males) were working together and wearing professional uniforms and safety equipment such as eye protection when using machinery such as the woodchipper. The *evaluation team* also observed products such as shelves, chairs, tables, and many beautifully crafted wooden pieces made from upcycled wood.

Upcycling Training

Beneficiaries who participated in upcycling training indicated that at the beginning of the upcycling training, participants receive a week of orientation and training in the plastic upcycling workshop, then the following week they moved to another one week on carpentry and wood upcycling. Participants are then assigned to the training workshop based on their interests, in addition to evaluation and guidance from the project management to help the beneficiary choose the training that best-fit them. One of the beneficiaries stated that during the first week of the plastic upcycling training, she decided to choose plastic upcycling training because she initially thought it would suit her better as a woman. She added, *“After I started attending the social cohesion training sessions, I started to think differently. I told the*

trainer that I had changed my mind about being placed in the wood upcycling. When the workshop grouping results were announced, I was assigned to the carpentry training workshop. I was therefore genuinely able to realize my full potential.” Female Syrian

Some of the FGD participants (5 out of 8) were new to the home maintenance profession and lacked relevant prior knowledge or abilities, whereas three had previous experience. Two of the participants had worked in the profession and profited from the training on an intermittent basis, working once or twice a month, and they confirmed that their income was insufficient to cover a one-week expense.

A 42-year-old Iraqi man tells his story with SHINE project:



I learned a lot and enjoyed it even more!

Before joining the CRP training, I worked as a house painter with emulsion paint and primer, but from the project, I learned new skills like how to remove and treat the mold and damp from walls.

Prior to the project, I used to work in empty houses only. Through the project, I learned how to work in an inhabited house with family and furniture around. I learned how to handle and protect the furniture from damage during work while respecting the homeowner’s privacy. I am not required to move any item by myself, unless approved by the homeowner and it is safe and not about to be destroyed. I asked the homeowners to move the furniture by themselves, because if any of the furniture was destroyed. This increased my self-awareness, courage, and confidence when dealing with service recipients and homeowners.

Finally, I recall the enjoyable and beneficial activities I engaged in during the social cohesion sessions. I learned new skills and practiced them in my work and in my interactions with customers. For example, in the "Elevator Conversation" activity, I learned how to introduce myself and share my experience clearly and effectively in 30 seconds. I really learned a lot and loved it even more.

Iraqi, Male, 42 years old



This story demonstrates the tangible and transformative impact of the CRP training program on participants’ professional and personal development. Through a combination of technical skill building and social cohesion activities, the project equipped beneficiaries with the tools needed to excel in their jobs while strengthening their interpersonal abilities and self-awareness. For this participant, the training not only expanded his professional capabilities but also enhanced his confidence, communication, and

respect for client relationships. His experience is a clear testament to the project’s success in delivering meaningful, practical change in the lives of its beneficiaries.

Effectiveness

Is the project achieving its objectives? To what extent has the project achieved, or expected to achieve, its objective, outcomes, outputs?

As of June 2025, the project has made significant progress toward its goal of training 90 participants in home maintenance skills by December 2025, with 78 of them (86.67%) already trained. It has also exceeded its targets for increasing access to income-generating opportunities (71.43% vs. a 70% target) and enhancing participants' skills (vocational, soft, and business skills) relevant to the market demands (64% vs. a 50% target), demonstrating the effectiveness of its vocational and business training courses. However, challenges such as high demand, difficulty reaching certain refugee groups, and legal work restrictions have limited the extent to which some beneficiaries can fully realize the long-term impact and potential of the project, highlighting the need for more inclusive and enabling support mechanisms.

These findings demonstrate that the strategies employed, such as vocational training and business skills development, have effectively addressed the participants’ needs and created tangible improvements in their ability to access livelihood opportunities.

Table 3: Summary of the project effectiveness

<p>Home maintenance training:</p> <ul style="list-style-type: none"> ○ 78 out of 90 participants trained by June 2025 (86.67% of the target). ○ 98% of trainees graduated and acquired vocational and business skills. ○ Training highly valued and applied both in homes and freelance work. ○ Participants appreciated skills like mold removal, painting, and basic electrical/plumbing repairs. ○ High community interest with 2,779 applicants. 	<p>Upcycling training:</p> <ul style="list-style-type: none"> ○ 62 out of 60 trained participants completed training (103.3% achievement). ○ 530 items upcycled, indicating strong skill application and sustainability impact. ○ Gender-inclusive: 24 males and 38 females participated. ○ Diverse nationalities: participants from 8 different countries. ○ Strong community demand: 4,632 applicants. ○ Clear evidence of behavior changes and increased environmental awareness.
<p>Maintained houses:</p> <ul style="list-style-type: none"> ○ 77 out of 90 households (85.6%) reported improved conditions. ○ 134 homes assessed (149% of target), showing extensive outreach. ○ 45 follow-up visits conducted, indicating strong post-intervention support. ○ 215 total home visits and 1,070 trainee field hours show high hands-on involvement and community service. 	<p>Cross-cutting themes:</p> <ul style="list-style-type: none"> ○ Participants gained communication, problem-solving, and client-relations skills valued by employers. ○ Gender-balanced team compositions fostered cooperation and comfort. ○ Inclusion of vulnerable refugees and host community members across nationalities. ○ Training enabled women to work confidently in non-traditional roles.

[Enhancing vocational and business skills](#)

The project set a target of 90 participants acquiring vocational skills on home maintenance by the end of its duration in December 2025. As of June 2025, 78 participants have successfully acquired these skills, representing 86.67% of the target. Given that the project still has six months remaining, it is on track to achieve or come close to its target. This progress indicates significant success in equipping community members with vocational skills, directly contributing to the project's key objective of enhancing self-reliance and acquiring vocational and soft skills relevant to the market needs. This significant overachievement highlights the effectiveness of the project's components in empowering participants with the skills and resources needed to improve their economic self-reliance. It reflects the success of the project in meeting and surpassing its objectives in this area.

Some challenges made it harder for individual beneficiaries to fully benefit from the project. There were a large number of people who applied and needed support, which made it difficult to help everyone equally. Also, it was hard to reach some refugee groups, as CRP wanted to be inclusive but found it difficult to connect with certain nationalities. In addition, many refugees face legal barriers that prevent them from working. These limitations highlight to what extent the individual beneficiaries will be able to use the training outcomes to fully realize the long-term impact and potential of the project.

[Perspective of women in the vocational sector](#)

As of June 2025, the project has made limited progress toward achieving its target of increasing the number of community members with a positive perspective of women in the vocational sector. With only 5 individuals reporting such a change in perception out of a target of 60, which represents just 8.3% achievement. Given that the project has six months remaining, the project management staff confirmed that due to planning and implementation challenges, FGDs and awareness outreach activities were postponed to the end of the project. Nevertheless, based on the individual interviews and FGDs conducted by the *evaluation team*, the evaluation findings clearly confirmed that target beneficiaries possess a positive perspective of women in the vocational sector. Despite these delays, the evaluation found that the project is probably close to meeting the target of increasing the number of community members with a positive perspective of women in the vocational sector.

Upcycling Training

As of June 2025, the project has successfully exceeded its target for the percentage of training participants who graduated and acquired new skills in the upcycling and furniture making component. With 62 participants completing the training compared to the target of 60, this represents 103.3% achievement. This result reflects the strength of the training design and delivery and indicates that participants were both retained and equipped with practical, marketable skills. Exceeding the target at this stage suggests the project is well on track to sustain or further build on this success by the end of 2025.

The training component attracted significant interest, with 4,632 applicants expressing a desire to participate. This high number reflects strong community demand and recognition of the program's value in promoting practical skills and expanding vocational training opportunities in the target communities. It also indicates that the project's outreach and community engagement strategies were effective in promoting the opportunity to a wide audience.

From these applicants, 62 participants were selected, with a gender distribution of 24 males and 38 females, demonstrating meaningful inclusion of women in a non-traditional vocational field. In terms of nationality, the group was highly diverse, including participants from Jordanian, Syrian, Sudanese, Iraqi, Yemeni, Eritrean, Egyptian, and Somali backgrounds. This diversity highlights the project's commitment to inclusivity and its responsiveness to the needs of various refugee and host communities.

Additionally, a total of 530 items were produced or upcycled as part of the training, showcasing both the productivity of the participants and the practical application of their new skills. This output reflects the hands-on nature of the training and provides tangible evidence of learning, while also supporting sustainability goals through waste reduction and creative reuse.

The training's comprehensive curriculum, providing participants life and soft skills, business development and entrepreneurship skills, and the vocational skills necessary to upcycle wood and plastic, has inspired some beneficiaries to start their own businesses. One female participant stated, "*What I learned about upcycling and business development skills stimulated me to think of other waste things. I established a business based on upcycling coffee waste to make a face mask, as coffee waste contains healthy ingredients that exfoliate skin, open pores, and fight aging! I succeeded in producing it. However, I was unable to produce the materials in large quantities because I needed special equipment that I could not afford.*"

During the *evaluation team's* field visit to the plastic upcycling training workshop in the downtown CRP center, the *evaluation team* inquired about how trainees' skills development is tracked and what tools are used to help them reflect on their future career paths. It has been clear that the project is effectively supporting participants in translating training into personal and professional growth, and there are some tools being used. Also, it was obvious that the project provides trainees with this support and guidance based on trainers' and supervisors' own experiences and knowledge. The *evaluation team* believes there is still room to develop tools to ensure proper professional development for each individual trainee.

Based on the feedback received during the FGD with the participants in the upcycling training, a clear change in knowledge and behavior about upcycling to actively collecting plastic and creating useful products. A participant said, "*I didn't know anything about upcycling before, but after joining the project, I learned the value of used plastic, and I started collecting it and making valuable and useful things.*" This transformation in awareness and action is direct evidence of the project's effectiveness in achieving its learning and capacity building objectives.

An FGD participant stated, "*The project was very successful in providing us with the technical skills that we needed to recycle plastic and wood. And we learned from the social support sessions skills on how to adapt and interact with people from different nationalities and how to interact with the opposite sex.*" This quote reflects how well the project achieved its intended outcomes and developed technical and interpersonal skills among trainees.

Cross-cutting themes

Beneficiaries who took part in the upcycling course emphasized the value of the training for life and soft skills, as well as social inclusion. One female beneficiary stressed the importance of these abilities in communicating professionally and successfully with clients and others in the community, as she believes they are critical to business success and expansion. This finding indicates that the training has effectively prepared participants for the market demands of local businesses and employers by going beyond vocational skills to include essential life and soft skills. Beneficiaries from the upcycling training stated that the training provided them with communication, problem-solving, and interpersonal skills that are essential for customer interaction and business growth. This comprehensive approach aligns well with the expectations of local employers, who value not only technical competence but also the ability to engage effectively within a business and community context.

In the wood upcycling workshop, the *evaluation team* watched two female participants while they were working together to repair and replace the blades of an electric wood-cutting machine under the supervision of an Iraqi male trainer. The observation of two female participants confidently repairing and replacing the blades of an electric wood-cutting machine, an activity typically associated with male-dominated tasks, strongly indicates that the project has contributed to shifting perceptions of women in

non-traditional vocational roles. Their active engagement in technical tasks, under the supervision of a male trainer and in a workshop setting, reflects growing acceptance and normalization of women’s presence and competence in such fields.

Awareness of upcycling and waste management

Regarding the indicator on community members with enhanced awareness of upcycling and sustainable waste management, the project has reached 30 out of the target of 60 participants by June 2025, achieving 50% of the goal. This demonstrates moderate progress and indicates that the awareness activities are yielding results. Again, the project management staff confirmed that additional resources and efforts will be mobilized in the remaining project period to fully meet the target. Strengthening community-based outreach and integrating upcycling messages into broader neighborhood engagement would support further improvements.

It was quite clear from the beneficiaries' terminology and vocabulary used in the interviews that they had become aware of and knowledgeable about the environment, waste management, and the preservation of its resources. Their involvement in the upcycling training program has effectively enabled them to gain this understanding.

Home Maintenance Training

As of the latest reporting period, the project has achieved 98% of its target for the percentage of training participants who graduated and acquired new vocational and business skills in home maintenance. This high level of achievement reflects the effectiveness of the training curriculum and delivery methods, as well as strong participant engagement and retention. The nearly complete attainment of this indicator demonstrates that the project is highly successful in equipping participants with relevant, marketable skills aligned with its intended output.

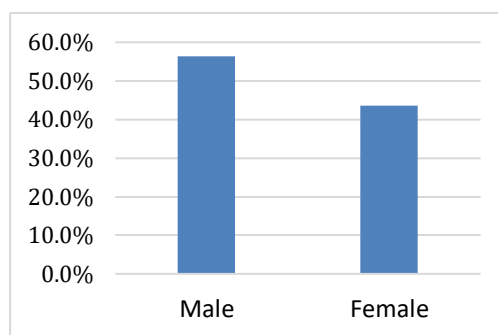


Figure 3: Beneficiaries Per Sex

The project also saw a strong level of interest, with 2,779 individuals applying to participate in the training. This high number of applicants indicates both the relevance of the program to the local context and the demand for skills training in home maintenance. It also suggests that the project succeeded in outreach and community engagement, generating widespread awareness and enthusiasm.

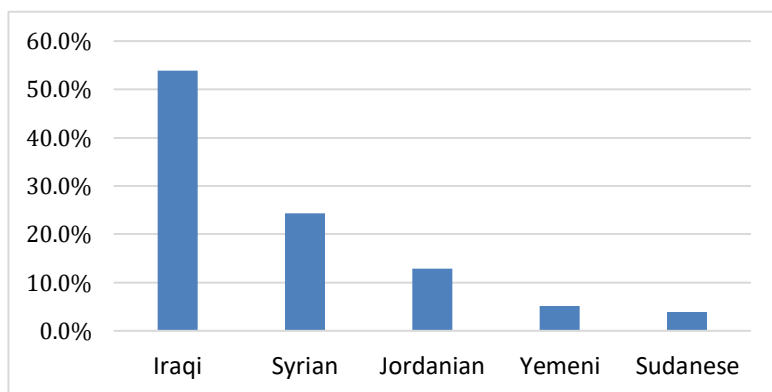


Figure 4: Beneficiaries Per Nationality

Out of the applicants, a total of 78 participants were selected, with representation across gender and multiple nationalities. The group included 44 males and 34 females, demonstrating a relatively balanced gender inclusion. Nationality breakdown included 42 Iraqis, 19 Syrians, 10 Jordanians, 4 Yemenis, and 3 Sudanese participants, reflecting the project’s commitment to inclusivity and diversity. This composition highlights the project's success in reaching vulnerable groups from different backgrounds and fostering equitable access to vocational opportunities.

Individual interviews with beneficiaries confirm that they gained practical skills and were able to apply them at least in their homes or relatives, which is a direct indication that the project achieved its immediate learning objectives. A Syrian beneficiary trained in maintenance, painting, and electrical repairs stated, "*I benefited from the skills acquired, and after completing the training, I performed maintenance on my home and my sister's.*" She expressed her disappointment with CRP, claiming that while the training was useful, the organization did not follow up with them because the project did not connect them with companies.

On the other hand, FGD participants agreed that they acquired the basic home maintenance skills, especially regarding protecting the walls from damp and mold, painting the walls, and maintaining the electrical wiring. This was important for both freelancing jobs and home maintenance, as most of them had been dealing with mold and damp issues for years and were unclear how to address them. This result confirms that home maintenance training successfully equipped beneficiaries with useful and relevant skills (such as, mold removal and painting, electric repairs, and plumbing). Participants have not only learned new skills but also recognized its practical value for both employment and personal use, indicating that the project delivered meaningful outcomes.

The participants considered these skills very useful for them; they benefited from these skills in their freelance work, and it provided a good income for them. They also benefited from these skills to maintain their personal homes, especially female participants. One participant noted that after completing the training workshop, she carried out maintenance procedures on her family's home walls, which they had been suffering from damp and mold problems for years. She said she was proud to have been able to present something to her family, and she was happy to see the happiness on their faces and how she was able to reduce their long-standing suffering and sequences caused by the damp and mold, like shortness of breath and psychological discomfort. However, some FGD participants expressed that they wished the training workshop had been longer so they could have gained more new skills in the same field, such as designing and constructing decorations on house roofs (such as gypsum board or Edition Two⁸), because it's in demand, especially in Amman city.

[Selection criteria for home maintenance](#)

The house selection criteria adopted by the SHINE project for home maintenance prioritize the inclusion of vulnerable groups, particularly refugee women and men. The criteria assess both the socioeconomic and physical conditions of the household. Factors considered include employment status, whether the household receives refugee benefits from other organizations, and the educational background of the residents. The physical safety and habitability of the house are evaluated, along with the landlord's willingness to support repairs. Additional considerations include whether among the residents there are persons with disabilities, the tenants' capacity to conduct repairs themselves, and the number of individuals living in the house, especially if it is an overcrowded or supported family.

After inquiring about the nature of the expected support from the landlord, it became clear that the goal was to obtain his/her approval and non-objection to the maintenance work that will be carried out in the house. In fact, the actual indirect beneficiary of this work is the landowner, as it is his/her duty to ensure that the house he/she rents to others is a suitable, healthy, and clean one. The *evaluation team* believes that it would have been possible to negotiate with the owner of the house to contribute to the maintenance work by exempting the tenant, who is the direct beneficiary of the maintenance work, from a month's or half-month's rent. This would not only provide financial assistance but also foster a spirit of cooperation and goodwill between the tenant and landlord.

While the criteria reflect a comprehensive approach to identifying vulnerability, there are other critical dimensions that are in use by the project team to enhance fairness and impact. For example, gender-

⁸ Edition Two is the name of a high-quality emulsion paint with a matte finish for interior and exterior surfaces.

specific vulnerabilities, such as single female-headed households and risk of gender-based violence, are highly relevant for refugee populations and are included in the selection process, as per the interview with the field officer, who confirmed that even if such criteria are not explicitly written in the selection sheet, they are taken into consideration in practice during the field visits to the target houses.

The project is achieving its objective related to completing home maintenance works within the available resources, team capacity, and timeframe. It also highlights how adjustments were made to improve performance and outcomes of the team. Participants in the FGD reported that some of the selected homes for maintenance work required extensive work, while the FGD participants working as volunteers were unprofessional with limited experience. According to the participants, the intensity of the work was overwhelming and exhausting for the team. Especially that the project management set a short deadline for completing the work. When the *evaluation team* enquired about this issue, the project management confirmed and said that they assigned the field officer who conducts the physical inspection of each home before approving it for the project to determine the volume of work and make sure if they could carry it out within the available resources, time, and tools. Consequently, the number of team members was often adjusted to ensure a sufficient number of participants were available to ensure the work was completed according to the required conditions and on time.

While exploring how effective the project was in achieving its intended results, several FGD participants indicated that the length of the home maintenance training was adequate, especially for those with prior experience in the field. However, participants with no prior experience in the field would find the training content ineffective. Teams included both kinds of participants. Participants in the FGD were divided on this agreement; some believe that differences in experiences allow those without prior experience to learn from their colleagues, while the other group proposed organizing two types of training courses, one for basic technical skills and another for advanced skills. This dialogue among participants revealed how well the training met the needs of different participants and how the objectives of capacity building were achieved for both experienced and inexperienced trainees. It also reflects on how the structure of the training affected learning outcomes and peer support.

Some participants from the first cohort noted that the training program for subsequent groups has been expanded and includes new skills, such as how to use Vinyl Silk paint⁹. And they suggested that they wish to be given the opportunity to get additional training (even if for a few days) about these skills that they missed in the previous training, and if this happens, it will enhance their skills and refresh the skills that they already have. The participants' feedback highlights the extent to which a project achieves its objectives and delivers the intended results. Moreover, the feedback indicated also that the training program has evolved to include new skills, and they recognize the value of these additions. Therefore, their request for additional training suggests it can be seen as a way to enhance the effectiveness of the project.

Cross-cutting themes

Participants in the FGD reported that the project effectively promotes gender balance within field teams, fostering a positive and cooperative working environment. A participant said, *"This gender composition of our team was convenient and created a sense of familiarity, cooperation, and enthusiasm."*

Maintained Houses

As of June 2025, the project has achieved 77 out of its target of 90 households reporting improved housing conditions, representing 85.6% of the overall target. With six months remaining until the project's completion in December 2025, this progress indicates that the project is well on track to fully achieve or

⁹ Vinyl silk is paint for bathrooms and kitchens which is very easy to wipe clean.

come very close to achieving its objective in this area. The significant number of households already reporting improvements reflects effective implementation of housing components and strong engagement with the targeted communities in East Amman neighborhoods, as well as effective mobilization of trainees and successful outreach to vulnerable households in need of support.

In terms of home assessments, the project has significantly exceeded its target. By June 2025, 134 houses were examined, surpassing the initial goal of 90 by nearly 49%. This overachievement demonstrates proactive engagement with the community and a comprehensive approach to identifying households requiring intervention. It also indicates the project's flexibility and capacity to respond to a broader range of needs than originally anticipated. Regarding follow-up visits, 45 houses had received additional inspections or support as of June 2025. While no explicit target was stated for this indicator, the number indicates a substantial level of post-maintenance engagement. These follow-up visits are critical to ensuring the sustainability and effectiveness of repairs conducted and reflect a commitment to quality and continued support for vulnerable families beyond the initial intervention.

The project has demonstrated strong achievement in involving trainees in home maintenance activities, a key output of the project. With a total of 215 home visits as of June 2025 conducted by project teams and 1,070 field hours spent by trainees on repairs, the data reflect a high level of engagement, practical training application, and community service. These figures indicate that trainees are gaining hands-on experience in real-world settings, while also contributing meaningfully to improving housing conditions for vulnerable households. The scope and scale of field involvement underscore the project's success in linking vocational training with direct community impact.

Interviews with homeowners show that the home maintenance training successfully equipped participants with the skills and conduct needed to perform their tasks responsibly. A homeowner said, *"The CRP team was very careful with our furniture and belongings. They covered everything with plastic sheets before they started painting."* Another homeowner stated, *"It was clear that the CRP team were trained well. They worked professionally and made sure nothing in the house was damaged."*

These quotations indicate that the project achieved its intended results, and the trained beneficiaries have the knowledge and skills to work professionally and avoid harm, thus meeting core objectives of the project.

[Homeowners' privacy](#)

FGD participants reported that when they were working in homes, they learned how to protect the privacy of the homeowners and their tools and their furniture. For example, they learned not to move or shift any piece of furniture from its place, and we let the homeowners themselves shift it to the center of the room. The participants learned how to carry out the task by covering the items (i.e., home furniture) with plastic sheets to protect it from paint splashes. A participant stated, *"To avoid accidental damage, we learned to let the homeowners transfer their furniture themselves."* In general, this feedback from the participants highlights how well the training equipped participants with practical skills and professional behavior needed in real settings. Learning to respect homeowners' privacy and protect their belongings reflects effective skill transfer and the application of learned values and practices during the implementation of activities.

[Cross-cutting themes](#)

The challenge for women, according to a female beneficiary who received training on home maintenance, is not that society traditionally views certain jobs as exclusive to men, but rather that it is difficult for a woman to go to the market or homes to seek work or to work alone. She says, *"My problem is not the type of work, but that as a refugee woman, I cannot look for work on my own. As for the young men, they can go to the local market and homes to work. I would love it if CRP, after final evaluation of the trainee's*

competences, would provide support to help them seek work opportunities or implement an arrangement supervised by CRP, for example, every two or three girls are helped so that they have a specific nonformal business and a systematic channel to search for work and communicate with customers."

Relevance

Is the project doing the right things? To what extent is the project suited to the priorities, policies, and the needs of the target group?

The project demonstrated strong relevance by directly addressing the needs of its target population through a context-driven, community-informed design. Drawing on lessons from previous initiatives and leveraging the firsthand knowledge of CRP staff, many of whom are residents or community leaders, the project was closely aligned with local priorities. Its activities were shaped by direct feedback from beneficiaries, ensuring responsiveness to actual needs. The choice of implementing the project in East Amman's most underserved areas (Hashmi Shamali and Downtown) further reinforced its relevance, as these neighborhoods host large numbers of vulnerable refugees and low-income Jordanians. Additionally, the project's active engagement with local and international stakeholders across key service sectors enabled a robust referral network through the CRP Help Desk, ensuring beneficiaries had access to health, legal, and social support. This strategic integration of community insights, geographic targeting, and stakeholder collaboration made the project highly relevant and well-suited to the realities of the target population.

Table 4: Summary of the project relevance

<p>Home maintenance training</p> <ul style="list-style-type: none"> ○ The sector aligns well with local labor market demands, offering participants relevant job skills. ○ The project fosters technical skills that match real employment needs in vulnerable neighborhoods. ○ The home maintenance job is increasingly socially accepted for women, with many female participants reporting encouragement from their families to enter this field. ○ Plumbing training was repeatedly highlighted by beneficiaries as especially useful and relevant. 	<p>Upcycling training</p> <ul style="list-style-type: none"> ○ Participants gained skills to generate income from low-cost materials, increasing sustainability and self-reliance. ○ The training increased environmental awareness and sparked interest among participants' friends and communities. ○ Participants expressed a desire for more frequent or longer sessions, indicating the training's relevance and strong demand. ○ Product marketing and sustainability improved through collaboration with actors like JRS, Centro Mada Hotel, Clothing Bank, and others in the upcycling sector.
<p>Maintained houses</p> <ul style="list-style-type: none"> ○ Renovations directly improved the daily lives of vulnerable families, with positive impacts on emotional well-being, family relationships, and household stability. ○ Maintenance work enabled families to better engage in livelihood activities, showing strong alignment with practical community needs. ○ Trainees' behavior and work ethic were praised by homeowners for showing respect, professionalism, and cultural sensitivity. ○ The intervention demonstrated effective outreach and referral systems, matching services to real household needs. 	<p>Cross-cutting themes</p> <ul style="list-style-type: none"> ○ Strengthened participants' self-confidence, communication, and sense of social responsibility. ○ Widely viewed by participants as one of the most needed and impactful aspects of the program. ○ Female participants reported strong family and community support for entering traditionally male-dominated fields (e.g., plumbing, carpentry). ○ The project reinforced gender equity by enabling women to confidently take on technical roles. ○ Implementation in East Amman's most underserved areas (Hashmi Alshamali, Downtown) ensured access for highly vulnerable populations.

The project design demonstrated a high level of relevance in addressing the needs of the target population by leveraging lessons learned and recommendations from previous initiatives implemented in the communities surrounding the two CRP centers. The incorporation of the CRP staff's knowledge about the community further ensured its alignment with local needs. This knowledge is particularly credible as some staff members are residents of the area, providing them with firsthand understanding of the community's challenges, concerns, and priorities. Additionally, the involvement of community leaders and a social activist among the staff deepened their connection to the community and enhanced their awareness of its dynamics. Furthermore, the selection of project activities was guided by direct feedback from beneficiaries engaged in other CRP initiatives, ensuring that the activities were both relevant and responsive to the community's expressed needs. This comprehensive approach underscores the project's strong focus on addressing the specific requirements of the target population effectively.

Relevance of geographic areas covered by the project

CRP's two centers are located in East Amman, in the most popular, crowded, and poorest areas in Amman: Hashmi Alshamali and Downtown Amman. These areas are home to a high percentage of informal businesses and affordable rental housing compared to other areas in Amman. For these reasons, the majority of refugees of various nationalities settle in these areas, hoping to rent a house at a reasonable cost and secure employment opportunities that will help them cover the cost of living. This means that the project serves the neediest areas in Amman and the largest segment of the most vulnerable groups in Jordan, both refugees and Jordanians residing in these two areas. The project's implementation in these areas makes it more suitable for the needs of the beneficiaries than if the centers were located in other areas of Amman or Jordan in general.

Stakeholder Engagement

Stakeholder engagement significantly enhances the relevance of a project to the needs of its target population by fostering collaboration and forming a support system that addresses diverse and specialized requirements. In this case, the SHINE project actively communicated and coordinated with both international and local organizations operating in key sectors such as health, legal support, social protection, marketing, and education. These organizations played a critical role in supporting the project by forming a referral network through which beneficiaries could access specialized services. The CRP Help Desk facilitated this engagement by referring beneficiaries to these organizations, ensuring that their specific needs, such as health-related or legal assistance, were met effectively. This strategic collaboration not only broadened the scope of services available to beneficiaries but also ensured that the project remained highly responsive to their critical and immediate needs, thereby enhancing its overall relevance and impact.

CRP has established valuable partnerships with a range of stakeholders, such as businesses, INGOs and charitable organizations, which surely has enhanced the quality and relevance of its training programs. These collaborations have provided CRP and participants with practical experience, safety knowledge, and market access for their upcycled products. CRP engages with several stakeholders within closed lines and for specific purposes. For example, the project management team, including the team leaders, mentioned that CRP cooperated with Centro Mada Amman Hotel for on-the-job training related to home maintenance and safe measurement and with charity Clothing Bank for producing bags made from upcycled plastic. Also, CRP coordinates with Civil Defense, which provides training sessions for participants in various training programs at CRP centers in the field of public safety. This aims to educate beneficiaries on how to handle various emergencies, such as fires and first aid, in addition to training them on public safety procedures and risk prevention. Finally, CRP cooperates with JRS to assist in marketing the upcycling products in the bazaars usually organized in the network of churches and charities associated with JRS.

Upcycling Training

Almost 87% of the participants interviewed individually and in person (20 of 23 beneficiaries) reported that they were unemployed prior to enrolling in the training, and most of them were seeking jobs in the nonformal sector. The majority had also previously completed different training courses with other organizations or with CRP, covering a variety of topics, including ICT skills¹⁰, embroidery, accessory and cosmetic design, gender equity, project management and business development, and data analysis skills. The majority of participants believe that the upcycling training course provided them with the information and skills they need for themselves, their families, and their businesses. They now feel confident that these skills and hands-on experience they acquired will enable them to generate income from simple materials, or materials previously considered useless and damaged, when they have the necessary tools and equipment. A beneficiary said, *"I used to see a lot of people collecting used plastic and damaged furniture piled up in different areas in East Amman, and I would wonder why they did that and what the benefit was in it. After enrolling in the training course, I started collecting plastic and making useful things at home."*

A beneficiary stated, *"When I tell my friends about the plastic upcycling course, they are really excited because most of them are unaware of upcycling and waste management. They ask me for the CRP's phone number and address so that they can attend the training with me."* The beneficiary's friends' keen interest demonstrates the plastic upcycling training's great relevance to community needs, notably in raising awareness and developing practical skills in an area that is mostly unknown but increasingly crucial for sustainable lifestyles.

The beneficiary's desire for more frequent training suggests that the current schedule is well-received, but it may be insufficient in duration to adequately meet participants' learning and skill development needs. *"I love that we could work every day of the week, not just three days, so we can gain more skills and practical experience."* The project effectively engages and motivates participants to develop their abilities; nevertheless, increasing the frequency or duration of training sessions may improve practical learning results and better promote participants' preparation to fully use and apply the learned skills in their daily lives.

The project is more relevant and responsive to the beneficiary's needs compared to their previous experiences. It offered a new and valuable learning opportunity (upcycling course) that had not been available before, and it provided better support, such as adequate transportation fees, that helped reduce barriers to participation. This suggests that the project was thoughtfully designed, taking into consideration the beneficiaries' actual needs and challenges. A participant in the FGD said, *"I had received many training courses with CRP and other organizations, such as embroidery, nail art, accessory design, and English language, but for the first time I had taken a upcycling course. Also, in my previous courses, I didn't get paid for transportation, and if they did, the amount was not enough for anything."*

Clearly, CRP has learned from previous project experiences that transportation support is an essential factor for ensuring equitable participation. As reflected in participant feedback, earlier trainings, whether with CRP or other organizations, frequently failed to provide transportation stipends or offered amounts that were insufficient to meet actual expenses.

An FGD participant stated, *"I can work without a work permit, and this matter doesn't represent an obstacle to me. I can produce the upcycling product from home. I reach out to the customers through Facebook and WhatsApp groups. I wish there was a mobile application for this purpose to help me reach customers."* It is clear that the participant is adapting the project to fit their needs and local context. Also,

¹⁰ ICT: Information and Communication Technologies, such as Microsoft Office, graphic design, and remote communication.

their desire to connect with customers reflects on potential efficiency improvements and better resource use for impact.

When a project includes multiple target populations, fairness and consistency in its internal structure, staffing, and beneficiary experience are essential for coherence. Some beneficiaries who participated in the FGD expressed a sense of unfair treatment. From their perspective, they believed that the project gave Iraqis an advantage over the other nationalities. Iraqi participants in the FGD justified it by claiming that the project was originally designed for Iraqis only and the other nationalities had been added later to the project. The non-Iraqi nationalities felt that they were less fortunate than Iraqis. And when they asked why they felt this way, they said because most of the team leaders, trainers, and those hired as staff within CRP are Iraqis. One participant commented, "*Nationality is not a skill. A person may be very skilled at a job, while he/she cannot lead the team or communicate appropriately.*" This concern was raised by only two beneficiaries from the Sudanese community and appears to be an isolated issue rather than a systemic or widespread challenge. Such feedback reflects individual perspectives on team dynamics or leadership but does not represent a broader pattern observed among participants from other nationalities or across the project.

After analyzing the beneficiary's database, it was evident that Iraqis beneficiaries represent the majority of the beneficiaries (42%), followed by Syrians (19%), while other nationalities are hard to reach in Amman. Proportionally, it is reasonable and acceptable that more Iraqis are being selected or hired than other nationalities. But if non-Iraqi participants feel excluded or less supported, it may suggest that the project needs to ensure transparency in selecting trainers, team leaders, and other staff. This feedback should inform the design or delivery of the activities to fully reflect the diversity of needs in order to avoid negative impacts of feeling excluded.

Engaging more actors in the plastic and wood upcycling sector has been welcomed by the team leaders and trainers. They see this arrangement will help ensure sustainability and have more options to market the products. The *evaluation team* also sees engaging actors, particularly from the private sector, to ensure market relevance of the project by integrating it into real value chains. There are several companies that can support technical mentorship, design collaboration, assist in sourcing upcycling materials, promoting eco-projects, and access to raw materials, such as Fabrica for Wood & Design, GreenJo, and EcoTech Jordan.

Cross-cutting themes

The social cohesion activities had a strong and meaningful impact on participants, helping them develop personal confidence, communication skills, and a deeper understanding of their role within the community. The quotes below reflect how the social cohesion training sessions promoted mutual respect, responsibility, and dialogue, while also empowering individuals to express themselves, listen to others, and adapt their views constructively.

"I learned from the social cohesion sessions how to shape my personality in my community and overcome all challenges."

"We learned how to build a cohesive, connected community through simple things. Imagine that through the "ball of wool" activity, I understood how everyone suffers, how each of us bears a share of the responsibility, and how everyone should contribute to the success and sustainability of the cohesion."

"I loved the social cohesion activities because I'm usually hesitant. I learned how to speak clearly and express my opinion in a way that would make others reject it, without anyone interrupting me while I was speaking. I also learned how to change my mind if new evidence or information emerged, without withdrawing from the conversation."

"The social cohesion activities were what we needed most; they helped me improve my understanding of members of my family and community. The activities were interactive, and the

approach was very structured. The training methods are effective, and the program content was clear and consistent with our common values and ethical principles.”



It was obvious from the interviews and FGDs that participants felt the training was well-structured, relevant, and aligned with their values, making it one of the most needed and appreciated components of the program. This suggests that the project successfully strengthened both individual and collective capacities for social connection and cooperation.

Home Maintenance Training

Trainers and team leaders emphasize the relevance of engaging more actors in the home maintenance sector, recognizing it as a critical area aligned with market demand and employment potential for trainees. This sector offers practical exposure opportunities through partnerships with companies specializing in home repair, painting, plumbing, AC maintenance, and electrical services. Such collaboration enhances the alignment of training outcomes with local labor market needs. Potential partners for on-the-job training or short-term employment include Zain Fiber & Smart Home Services and HomeFix Jordan.

Maintained Houses

The home maintenance works and improvements carried out through the project directly addressed the social needs of vulnerable refugee families in East Amman. One beneficiary, a mother of four girls, shared that the enhancements significantly improved her family's living conditions, contributing to their sense of well-being and emotional stability. These changes have not only strengthened family relationships but also supported their ability to engage in livelihood activities, demonstrating the project's alignment with the everyday needs and priorities of the community.

Interviews with homeowners demonstrate that the project is meeting the real needs and priorities of beneficiaries and cooperation between both trainees and homeowners fostered respectful and thoughtful engagement. A homeowner stated, *"The CRP team didn't just do the painting and remove the mold and damp; they also did it with thoughtfulness. I tried to give them some juice or food, but they didn't accept."*

Another homeowner said, *"I appreciated how respectful the CRP team were, they asked before touching anything and let us move our furniture. Also, they helped me when I asked."* These quotations reflect how well the trainees' behavior aligns with social norms, cultural sensitivity, and ethical standards.

A female homeowner said, *"I didn't know anything about the organization, but by chance, I heard a woman in our area talking about her home being renovated by the organization. She gave me the organization's number, and I contacted them. They came and evaluated the house. Then, a team from the organization arrived and renovated my home."* This quotation demonstrates the project's outreach relevance to community needs and the effectiveness of its referral and service delivery mechanism.

Cross-cutting themes

All of the women in the individual interviews indicated that they did not face resistance from their families or challenges from the community when they pursue roles traditionally reserved for men. An Iraqi beneficiary who participated in home maintenance said, *"Everyone in my household encouraged me to pursue this profession."* Her family's encouragement indicates that the profession is socially acceptable and desirable, suggesting that the project aligns with personal and cultural aspirations.



Efficiency

How well are resources being used? To what extent does the project deliver, or is likely to deliver, results in an economic and timely way?

The project demonstrated a high level of efficiency in its implementation, as evidenced by timely and sufficient transportation support, well-organized training sessions, and appreciated graduation ceremonies. Beneficiaries expressed satisfaction with the training quality and logistics, noting that sessions were engaging and enjoyable, with some even requesting extended hours to deepen their skills. The project also ensured gender-balance in field teams. However, feedback suggests room for improvement in optimizing resource use and training impact. Suggestions included expanding the training to include plumbing work and upcycling garments and enhancing the online marketing training with practical components. Overall, the project efficiently utilized its resources but could further boost its efficiency by refining and broadening its activities based on participant input and contextual realities.

Table 5: Summary of the project efficiency

<p>Home maintenance training</p> <ul style="list-style-type: none"> ○ Efficient gender-balanced team composition: Each fieldwork team typically included at least two female members, showing gender-sensitive design. ○ Efficient transport usage: Participants shared a daily CRP vehicle to work in multiple homes, showing good resource use. ○ Tool sharing delays: Teams often had to share limited tools (e.g., one ladder), causing workflow delays and inefficiencies. ○ Seasonal inefficiencies: Maintenance work like painting and damp treatment is less effective in winter. Participants recommend scheduling such work in summer and using winter for plumbing or electrical tasks. ○ Cost-effective engagement of trainers/team leaders: Trainers also took on admin, reporting, and logistics tasks, reducing the need for additional staff. 	<p>Upcycling training</p> <ul style="list-style-type: none"> ○ Fair and timely transportation fees: Comparing with other NGOs, beneficiaries receive a fair amount; payments improved over time. ○ Training satisfaction: Requests for more hours show high engagement and learning interest. ○ Certification: Well-received graduation certificates and ceremonies demonstrated effective delivery. ○ Lack of compensation during production phase: Trainees contributed unpaid labor producing goods for sale, raising equity concerns. ○ Suggestion for improved trainers' selection: Trainers should receive facilitation training and be selected through fair, transparent processes—possibly from among past beneficiaries. ○ Space usage: Participants suggested reallocating showroom spaces in CRP centers for hands-on training to maximize space efficiency.
<p>Maintained houses</p> <ul style="list-style-type: none"> ○ Positive homeowner feedback: Homeowners appreciated the respectful, professional work with minimal disruption. ○ Supervision gaps: One trainer overseeing multiple teams led to trainees feeling unsupported during difficult situations. ○ Tool shortages: Limited availability of key tools like ladders slowed progress and caused participant stress. ○ Efficient theoretical-to-practical training flow: One to 1.5 months of in-center theory followed by practical work provided good hands-on learning, despite supervision and tool challenges. 	<p>Cross-cutting themes</p> <ul style="list-style-type: none"> ○ Diverse trainer representation: when trainers came from multiple nationalities (Iraqi, Syrian, Yemeni, Somali) it reflected inclusive outreach. ○ Gender norm transformation: Project helped normalize women working in traditionally male roles; men showed openness to mixed-gender work environments. ○ Effective project management: Internal promotion (e.g., volunteer to trainer), strong documentation, and responsive leadership contributed to smooth logistics and efficient outcomes.

Transportation fees

Beneficiaries who participated in the upcycling training reported that CRP promptly paid their transportation fees at the end of each month. They also reported that they received 11 JoD¹¹ (\$15.50), which they deemed appropriate, with some claiming it was sufficient for transportation and lunch. According to the *evaluation team's* best knowledge, the transportation charge was comparable to what other organizations in Amman pay. UNICEF, for example, pays between 10 and 15 dinars per day for transportation to training participants in Amman, but other international organizations normally pay between 5 and 15 JoD. This means that the project pays participants a fair sum that covers the expenditures of traveling to the CRP's center while still falling within the fee range charged by other organizations.

Moreover, FGD participants also indicated that CRP pays them for transportation fees, and it was enough for the participants living near the center's location in Hashmi Shamali. But some participants live far from

¹¹ JoD: Jordanian Dinner.

the center, which costs them a lot in transportation fees. Nonetheless, in the *evaluation team's* opinion, the amount they received was sufficient and enough regardless of any participant's location in Amman.

Unpaid labor concerns during training program

The participants in the FGD highlight that they contribute unpaid labor for several months, producing items that are sold with a fair price, but they do not receive any share of the profits. Specifically, participants reported that they got training for the first month and a half, and for the rest of the training course, they produce upcycled items as per the orders from clients, such as bazaars, and this work and production they do during the four months of the training program is unpaid. They only get transportation fees. On the other hand, some FGD participants indicated that the home maintenance work was unpaid, except for the transportation fees, without breakfast or lunch meals. One participant said, *"I worked on home maintenance from morning until the end of the day, a full-time job. I was feeling exhausted when I finished and didn't have enough money in my pocket to even buy a meal."*

This feedback is in line with other feedback received from the participants in the upcycling training, as one of them said, *"We, as beneficiaries, get nothing from the net profit of selling the products that are sold at high prices. The net profit goes only to CRP. Don't we have the right to a percentage of this profit in appreciation of our efforts and time?"* This issue raises concerns about whether project resources (human effort) are being used fairly and productively and whether the benefits are equitably distributed.

The issue of unpaid home maintenance work or the production of upcycling items, raised by participants from various nationalities during focus group discussions, points to a systemic concern related to labor rights and fair compensation. Many beneficiaries expressed frustration over working full days without receiving financial compensation beyond transportation fees and without being provided with basic meals. This recurring feedback highlights the need to reevaluate the compensation structure and ensure that beneficiaries' time and effort are respected and supported in line with basic labor standards.

Timely payment of transportation fees

Participants in the FGD who participated in the last few training groups indicated that CRP paid their transportation fees on time, approximately at the end of each month. While the participant groups that joined the project in the early stages expressed their dissatisfaction that CRP was late in paying the transportation fees. One participant expressed this by saying, *"They used to call me to come to the CRP center to receive transportation fees, and when I arrived, they were telling me that they would delay the payment until another day. This situation happened to me more than five times. I paid around half of the transportation fees on taxi rides and travel expenses for just useless delays."* Obviously, the issue of delayed transportation fee payments, which affected early participants, was efficiently resolved by the project management, as beneficiaries from later training groups confirmed receiving their payments on time, which demonstrates improved efficiency and responsiveness to beneficiary feedback.

Upcycling Training

Requests for additional training hours

During the *evaluation team's* field observation visits to the upcycling training sessions, one of the trainees asked for additional training hours. She explained that more training time would allow her to apply what she had learned, acquire new abilities, and have more time to create new designs. These kinds of expressions show how effective and enjoyable the training program is for the recipients.

Certification

Participants were really pleased with the certificates and the graduation ceremony provided by the organization following the graduation of each group. One beneficiary stated, *"I was really pleased with*

the certificate, which was issued by an international organization and was in English. I went to the Jordanian Ministry of Foreign Affairs to have it stamped because I applied for immigration to Australia, and I hope that this certificate will lead to numerous work opportunities for me."

The upcycling training is efficiently delivering valuable skills that beneficiaries find useful and relevant to both their home life and future employment. The participant's satisfaction indicates that the project is meeting its immediate learning objectives effectively. For example, one beneficiary said, *"I enjoy the training and find it useful to learn new skills for myself, my home, and my future career. I suggest incorporating garment upcycling into the project to ensure that our upcycling experience is full, encompassing plastic, clothing, and wood."* It was clear from individual interviews, FGDs, and direct observations that the project is operating efficiently by providing practical and engaging training; however, there is room to enhance its impact and resource use by broadening the program by incorporating garment upcycling to create a more integrated and comprehensive upcycling program. This arrangement would maximize the use of training resources and better align with participant interests and market opportunities.



[The online platform for formalization of product sales](#)

Participants indicated that they have received training on how to market their products using online channels, but they agree that the training was a presentation without practical applications or follow-up. The project made significant progress in establishing an online platform for marketing the produced wood and plastic upcycling items. However, further integrating online marketing platforms is a highly effective strategy by showcasing handmade, environmentally friendly products on social media, e-commerce sites, and local digital marketplaces. Beneficiaries could then access a wider customer base beyond physical bazaars.

It seems that establishing a platform might take more time than expected, but to help beneficiaries and CRP market their wood and plastic upcycling items, many popular local platforms that are common for refugees and youth in Jordan to sell upcycled goods can be used, such as [Souq Fann](#), [OpenSoog](#), [JoMarket](#), and [Facebook Marketplace](#). The use of popular local platforms will expand the visibility of the project and increase sales opportunities, as well as raise awareness about sustainable practices. Additionally, online platforms enable direct feedback from customers, helping beneficiaries refine their products and respond to market demand more efficiently.

[Improving space use for better training outcomes at CRP centers](#)

Participants in the FGD suggest better use of physical spaces in both CRP centers, such as reallocating display areas for more practical training purposes. This reflects their concern over whether resources (space, equipment) are being used in the most efficient way to benefit the project and its goals. A participant in the FGD suggests, *"CRP needs to allocate some space for a larger carpentry workshop, sewing workshop, and plumbing workshop, while the displaying of the products can be done through hanging them on the walls and in the center's corridors."*

It is worth mentioning here that CRP has already delivered plumbing training in 2023, funded by the Australian embassy and the Drosos collective, in collaboration with the Skillful Hands for Empowerment Association (SHEA), targeting 15 underprivileged women in East Amman. Another participant stated, *“I remember that CRP was providing a plumbing training course, and the participant was getting the plumbing tools after the training. Participants wondered why the project stopped the plumbing course and why tools were not distributed to other specialties as the project did with the participants in the plumbing training course.”*

Based on direct observation of the *evaluation team* in CRP’s downtown center, CRP may assess the possibility of allocating a space for plumbing training courses. Also, in the Hashemi Shamal Center, there is a large area dedicated to displaying products that took over the space with minimal worthy benefits.



[Selection of Trainers](#)

Participants in the upcycling FGD emphasized that selecting the trainer should not be based only on their experience in the profession that they will train participants on. In their opinion, there were highly skilled trainers with extensive experience in the profession, but they lacked the training skills, leadership skills, and communication skills. Some trainers even acted in dominating and superior ways. We think that the selected trainer should get special and advanced training to become someone who interacts positively with everyone, treats all nationalities equally without bias or discrimination, and is professional in problem-solving skills.

[Cross-cutting themes](#)

As of June 2025, the project has successfully exceeded its target for training future trainers, selecting 19 individuals compared to the original target of 18. This outcome marks a key step toward ensuring the sustainability and continuity of the program beyond its formal end date in December 2025. The group includes 14 males and 5 females, reflecting a degree of gender inclusion, although further efforts may be needed to promote greater gender balance. While data on nationality (12 Iraqi; 5 Syrian; 1 Yemeni; 1 Somali) reflects the diversity of the communities served and the project is inclusive of all possible refugee

nationalities. Overall, the achievement of this output contributes significantly to the long-term institutionalization of CRP program goals.

The project appears to be using its resources efficiently, as evidenced by the timely and cost-effective achievement of its target for training future trainers. Exceeding the target ahead of the project's end date suggests that implementation is progressing at a strong pace, with resources allocated toward activities that directly support long-term sustainability. The early delivery of this output indicates that the project is on track to achieve results in an economic and timely manner, laying a solid foundation for continued impact beyond the project's duration.

Home Maintenance Training

Usually, the field work team consists of four to five members, assorted equally by gender, with at least two female participants in each working group. However, participants in the FGD reported that this number of team members is large, especially since home sizes are often small. When the homeowner's family got together with the workers, the house became extremely crowded. This feedback indicates that the project is efficient in designing positive aspects related to gender balance, and there is a need to explore in each individual house whether the team size and structure are practical and efficient for the settings.

Most participants in the FGD indicated that they had been joined in the field maintenance work in about three houses, and they were heading to these homes daily by a CRP vehicle which was by different teams. This arrangement indicates that the project resources were used efficiently, as participants were able to carry out maintenance work in multiple homes while sharing the same daily transportation vehicle. However, some participants indicated that the vehicle is small to the extent that it was not suitable for the large tools they needed for work, such as ladders. They suggested that CRP buys a small truck or pickup truck. However, the project budget does not include provisions for such items.

Efficiency in handling participant withdrawals

FGD participants confirmed that the participants who withdrew from the groups did that for personal reasons not related to the project. They mentioned that there was one participant, a Yemeni national and a professional painter, who withdrew after several days of the workshop. He found that attending the workshop would disrupt his well-paying job, and he thought that there was no benefit to his participation in the course except the transportation fees. There was also a girl who withdrew because she had received a job offer. Then, the project management replaced the withdrawn participants with other beneficiaries. This feedback shows how the project handled participant withdrawals, which is an operational challenge, and how quickly and effectively the management responded by replacing those participants, ensuring continuity. It also implies that project resources (like training slots and transportation fees) were reallocated efficiently rather than being wasted.

Efficiency of trainers

"The skilled trainer often has a simple and efficient method for teaching skills." This quote was said by a participant to express his appreciation for a trainer who had professional experience and leadership skills, and that he learned skills from him and enjoyed working with him. Participants in the FGD reported that they have learned from the trainer creative shortcuts to accomplish many tasks. One FGD participant noted that he was very engaged in the training because the trainer combined theoretical and practical aspects at the same time, and the trainer simplified and repeated the information and skills for them and was unbothered by their many questions. On the other hand, one FGD participant of Sudanese nationality tried to disagree with other participants when he said, *"I confirmed that the trainer's professional experience alone is not enough, but he/she must also have leadership skills and a positive attitude towards the trainees from different nationalities. Because if the trainer does not have good communication and*

interaction skills with his/her team, or if he/she has previous psychological issues in his/her life, he/she may transfer the impact of these experiences to the trainees and cause frequent problems during the training.”

This issue was raised in only one FGD; however, several participants from different nationalities agreed with the concern. The feedback emphasized that while technical expertise is essential, it is not sufficient on its own. A trainer must also demonstrate strong leadership skills, effective communication, and a respectful, positive attitude toward trainees of diverse backgrounds. Although not commonly raised, this issue is important and should be addressed to enhance the quality of training delivery and improve project outcomes.

To ensure that CRP truly supports and respects diversity, CRP needs to prioritize the selection and continued development of trainers who not only have strong professional skills but also demonstrate emotional intelligence, cultural sensitivity, and effective leadership skills. Providing extensive training on inclusive communication, team dynamics, and trauma-informed techniques can help trainers handle their own issues while also creating a positive, supportive environment for trainees of different nationalities. Furthermore, implementing regular feedback mechanisms and support systems for trainers helps address any interpersonal issues early on, ensuring that the learning environment remains respectful and inclusive to all participants.

The FGD participants suggested that the trainers and team leaders’ selection should be based on systematic and professional criteria, and the trainers must receive intensive training on training methods and facilitation before they start working as a trainer. They added that the selection of trainers and team leaders for the upcoming training should be drawn from the previous beneficiaries. Participants confirmed that they didn’t notice that there were explicit criteria for selecting trainers or team leaders. As for the team leader, they said that the supervisor promotes a beneficiary, then trainees have been encouraged to choose him/her in an open session for nominating the team leader publicly. They see that this arrangement embarrassed them because they didn't select leaders based on subjective criteria but rather based on shyness, a participants explained, *“we act in this way because we do not want to appear like aggressive or envious people against anyone of the team, so that's why we chose those who we were manipulated to select, and after a while we find that the team leader turned to trainer.”*

This issue was raised specifically by beneficiaries from non-Iraqi nationalities, and most participants in the FGD agreed on its validity. They expressed concern over the team leader selection process, describing it as a superficial and uncomfortable exercise influenced by social pressure rather than objective merit. This practice undermines transparency and fairness and should be addressed as a systemic concern to ensure that leadership roles are based on clear and equitable criteria.

When the *evaluation team* inquired of the project management about their policy for selecting trainers and team leaders, they stated that they organize interviews for the candidates with specific selection criteria and the interview includes questions about their technical and leadership skills. Also, the project management informs the team leaders about the code of conduct to make sure that he/she is sufficiently informed and able to respect the participants during the training.

Efficiency of home maintenance

The participants describe external factors, such as seasonal weather conditions, that affect the efficiency of implementing home maintenance, specifically wall painting and mold and damp treatment. FGD participants explained that in the winter they suffered because the paint took a long time to dry due to the cold weather and the water evaporated slowly. Also, the damp and mold treatment process are often temporary in winter, using solutions such as acetic acid and diluted chlorine, but the radical treatment must be done in the summer. Basically, the cause of mold or damp on walls is water leakage or atmospheric humidity, and in the winter, the materials we use for treatment and cleaning will not react

and dry properly due to the low temperatures and because homes are inhabited, so the windows are closed for extended periods, which leads to reduced and slowed drying of walls.

Conversely, the wall maintenance and painting work are ideal in the summer because the high temperatures help to dry the dampness fast and prevent mold proliferation. And windows can be opened for longer periods, which increases ventilation and accelerates the drying of walls because most materials, such as moisture-resistant paints and wall putties, require a dry surface to stick and work effectively. Therefore, the participants suggested organizing the summer training workshops to be devoted to wall maintenance and painting, while winter workshops should be devoted to plumbing, door and window maintenance, and water and electricity network maintenance.

Cross-cutting themes

Almost all female beneficiaries interviewed confirmed that they had not experienced any harassment during their training at the CRP's downtown center or during field training and that they enjoyed the work. Participants said they knew how to report any incident, knew exactly who they had to report it to, and had a designated phone line to report any emergency or abuse they may have.

Tracking changes in gender norms

The project showed good efficiency in tracking changes in gender norms by observing and discussing with participants during the FGD. It helped men and women work together in training sessions, even in fields usually dominated by men, like painting. This allowed the team to see how comfortable women felt in these roles and whether their attitudes were changing. There was no strong resistance, except for one case where a father was uncomfortable with mixed-gender training. However, after meeting the team and seeing how serious and respectful the environment was, he accepted it. This shows that the project was flexible, responsive, and able to create a supportive space for changing gender norms.

Maintained Houses

Although beneficiaries clearly expressed their appreciation for the capabilities of the trainers who were delivering the training sessions, they felt that one trainer for a group of up to 10 trainees was too large. They suggested assigning to each group two trainers, one as the master trainer and one as an assistant. Beneficiaries expected this arrangement would help them learn more useful and practical skills they are learning, as it would be easier for the trainee to ask one of the trainers if the other was busy, rather than having to wait in line. Furthermore, during the field training phase for home maintenance, where trainees are divided into two or three groups, each trainer would supervise one group at all times in the home where they were working.

Interviews with homeowners highlighted both what was accomplished, as well as a limitation in capacity or resources, suggesting room for better designing and planning future training. A homeowner said, *"The CRP team consisted of four members, two women and two men, they did maintenance to the walls, sealing, and removed the mold and damp. They also repaired the electricity points, but they were unable to repair the plumbing pipes and faucets."* Another homeowner stated *"All items I moved in my house for the home maintenance have been put back in their original place after the work was completed. Also, they cleaned the floor."* These quotations suggest that the work was conducted professionally and respectfully with efficient delivery, as well as minimizing disruption and promoting trust.

Moreover, participants in the FGD explained that the theoretical (in-center) training lasted between one month and a month and a half, and the rest of the training time was spent performing practical field maintenance work at homes under the supervision of a team leader or trainer. However, they noted that the trainer or team leader was managing and supervising two or three teams at the same time. But he/she was not available with the other team all the time, especially because each group was divided into two or

three teams, and each group was going to a separate home to carry out the required maintenance work. From the participants perspective, this arrangement put them in an embarrassing position, especially because they were still new workers, and it left them alone in the work environment without a leader, facing the homeowners while they were unable to handle some difficult situation. On the other hand, the two or three teams who participated in home maintenance shared tools such as the only available ladder every time one team or more needed a ladder. The lack of tools caused delays and embarrassment in front of homeowners.

Cost-effectiveness in engaging trainers and team leaders

Engaging trainers and team leaders in the project has proven to be a cost-effective method. The *evaluation team* noticed that CRP centers are very busy, with training rooms often full and limited space for activities. Despite the heavy workload, the support from trainers and team leaders helps manage these challenges. Their active involvement makes the work more organized and smoother without needing to hire extra staff.

Trainers and team leaders do more than just training. They also help with many other tasks like supervising trainees, handling admin work, entering data, writing reports, organizing lunch breaks, and even checking the quality of purchased items. Sometimes they step in to do these tasks on short notice. This flexible support saves resources and helps keep the project running effectively, making it a smart and efficient use of staff.

Adaptability to changes on the ground

During the implementation period of the project, there were frequent protests in downtown Amman. The project's response to these challenges demonstrates a clear level of efficiency and operational adaptability. Management acted swiftly to assess the emerging risks and implemented precautionary measures to ensure the safety of both staff and beneficiaries. By promptly canceling events and awareness sessions, and communicating safety guidance, the team was able to minimize disruptions to the overall timeline and avoid potential harm. This flexibility in adjusting plans in response to external challenges highlights the project's ability to respond rapidly and responsibly to changes on the ground, maintaining a balance between continuity of operations.

Social Cohesion Trainer and More

An interesting conversation with the social cohesion trainer, who began by saying, *"I work and train beneficiaries, especially refugees, based on the wisdom that says: the most beautiful thing in life is to generate hope in others in a lake of despair."*

Ms. Raghda Alqadomi started working for CRP as a volunteer in the SHINE project since its inception, having learned about it through social media. After a personal interview with the CRP committee, she was selected to work on the project as a trainer. Raghda, in collaboration with her colleagues, developed a work plan and selected training methods based on her previous experience with other organizations and associations. In addition, Raghda is a social activist, she is a member of the Educational Development Council for Al-Hashemi District Schools; a member of the Health Committee - Al-Hashemi Health Center; a member of the Security Council - Al-Hashemi Security Center; and representative of the Basman District for the Greater Amman Municipality with the Zaha Center for Recycling and Solid Waste Programs.



Raghda participated in the following key tasks that contributed to the project's success:

- Community Support Trainer. This training targets all beneficiaries of the home maintenance and recycling programs and covers topics such as community integration, leadership, problem-solving, self-awareness, teamwork, and institutional work ethics.
- Assessing houses in need of maintenance work. This includes a site visit and discussion sessions with the homeowner to select the most damaged homes. She also participates in the post-evaluation of home maintenance work and verifies the homeowner's satisfaction with the team's performance.
- Monitoring fieldwork teams, participating in the assignment of tasks and the selection of team leaders and trainers at all stages.
- Participation in selecting beneficiaries for training programs.

In addition to the above, Raghda maintains paper and electronic files to document all activities and stages of work in training and at home. Based on her network of relationships, Raghda has contributed to providing career guidance and supporting many beneficiaries to obtain advanced training with other organizations or secure employment opportunities.

The *evaluation team* interviewed Raghda for a second time to verify some of the observations he gathered after interviewing the beneficiaries (both trainees and homeowners). They thanked CRP for the excellent services they received and for its success in selecting employees like Raghda. Most of them mentioned Raghda by name, as she played a major role and was the most prominent factor in their access to services and as their first point of contact when facing any problems or challenges. Most of the beneficiaries stated that the social cohesion training had a significant impact on reshaping their personalities and their outlook on life and society. Raghda says, *"I guide each team member throughout*

the project, building relationships with them based on respect, professionalism, and flexibility. I make sure to provide them with occasional guidance on teamwork and communication skills. They accept my feedback without embarrassment or sensitivity. At the same time, I ensure that the female trainees or homeowners feel safe and that their rights and dignity are protected at all times, despite the constant presence of men on the team or in the home."

Raghad also helps her colleagues receive and store tools, equipment, materials, and merchandise in the warehouse. She also oversees their safe and proper distribution to teams and houses. Raghad says that she had never known about or thought about many of the tools, equipment, and devices before. She also says that although some members of society view these tasks as for males, she says, *"I learned from the project that my performance should make me feel proud, not embarrassed, so that I can be a practical model to the female trainees that there is no job reserved for men, and that a woman, with her skills, can prove herself and achieve success."*

Female, Jordanian, 35 years old



The success and efficiency of the CRP project are clearly reflected in its effective project management, as illustrated by the role of the social cohesion trainer. Her progression from volunteer to trainer demonstrates strong internal capacity building, while her structured planning, organized documentation, and tailored support to beneficiaries indicate a well-coordinated and results oriented approach. By leveraging her local knowledge and managing both human and material resources effectively, project management contributed to smooth logistical operations and enhanced service delivery. The positive feedback from beneficiaries further confirms that the project's management succeeded in maximizing impact through efficient use of resources, responsive leadership, and strong community engagement.

Impact

What difference does the project make? What are the positive and negative changes produced by a project, directly or indirectly?

The project had a clear and positive impact on both individual trainees and the wider community by equipping participants with practical skills in upcycling and home maintenance, as well as soft and business skills, enabling beneficiaries to produce marketable goods, support their families, and serve vulnerable households in East Amman. Some beneficiaries have already begun earning income through the nonformal sector or small works for neighbors and relatives. Many beneficiaries expressed newfound confidence and a shift in mindset toward environmental sustainability and resource efficiency. Despite this accomplishment, a number of institutional and logistical constraints, such as a lack of access to work tools and materials, workspace, and legal work permits, have hindered participants' ability to fully use and implement their newly acquired skills in their daily lives. This emphasizes the importance of combining vocational training with enabling support mechanisms, such as access to equipment and legal facilitation, to fully realize the long-term impact and potential of such a project.

Table 6: Summary of the project impact

<p>Home maintenance training</p> <ul style="list-style-type: none"> ○ Beneficiaries gained practical skills in painting, wall repair, and electrical work and expressed increased self-reliance. ○ Business development training helped participants strategize around resource limitations but highlighted that tool access remains a critical barrier. ○ Civil Defense training had life-saving real-world applications, though it lacked practical components. ○ Inclusion of a female beneficiary with a speech impairment led to her first job opportunity, boosting her confidence and sense of purpose. 	<p>Upcycling Training</p> <ul style="list-style-type: none"> ○ Beneficiaries learned and enjoyed carpentry and wood upcycling, gaining technical proficiency and expressing vocational interest. ○ Many refugees saw the training as a steppingstone for future jobs in their home countries but cited current barriers in Jordan (e.g., work permit, cost of tools, lack of workspace). ○ Participants viewed their work as both environmentally friendly and capacity building opportunity. ○ Many beneficiaries can now produce marketable items (e.g., bags, cases) from upcycled materials.
<p>Maintained houses</p> <ul style="list-style-type: none"> ○ Maintenance services (mold removal, painting, electrical) were tailored to household needs, improving safety, comfort, and dignity. ○ Beneficiaries reported emotional and social benefits, including increased confidence to host guests and reduced stress. ○ Many homeowners noted a visible transformation in their homes, from poor conditions to clean, comfortable living spaces. ○ Homeowners appreciated the CRP teams' respectful and privacy-conscious conduct, increasing community trust. ○ Impact extended beyond physical repairs to broader improvements in mental health and social integration. 	<p>Cross-cutting themes</p> <ul style="list-style-type: none"> ○ Social cohesion training had the most profound impact on beneficiaries' attitudes and behaviors, particularly among women who felt safer and more comfortable in mixed-gender settings. ○ Exposure to inclusive environments led to a transformation in community attitudes toward gender roles, enabling women to pursue non-traditional vocations with confidence. ○ A self-funded social trip organized by beneficiaries demonstrated enhanced social bonds and empowerment beyond formal project activities. ○ Many female participants described a shift from isolation and insecurity to confidence and active participation in male-dominated spaces, highlighting transformative personal and social change.

The project had a positive impact on the trainees and the wider community. Many men and women gained strong skills in upcycling wood and plastic, creating hundreds of useful products that they now sell in bazaars and display in the 'Hopeshop' in downtown Amman. Others became skilled in-home maintenance, helping in repair and fixing wall issues like mold and dampness in home walls for vulnerable families in East Amman. Most trainees shared positive feedback, as some of them have already been hired as part-time workers or started doing jobs for relatives and neighbors. This shows that the project helped beneficiaries gain real skills and support their families and communities.

Upcycling Training

Beneficiaries confirmed that they learned new skills in carpentry and wood upcycling and became proficient in these fields; also, they enjoy this vocation. Some of the refugees believe that if they return to their home countries, they will have a fantastic opportunity to create their own businesses, but they are unable to do so in Jordan for a variety of reasons. One of these reasons is that this task necessitates a separate workspace (i.e., a workshop), which must be located outside the home and away from children owing to the presence of dangerous equipment and materials. The Jordanian government required licensing for the workplace, which refugees are unable to obtain. In addition, the tools and equipment required for the job are unavailable because the cost exceeds their financial capacity.

Knowledge Changing

One participant said, *"I've always heard the concepts of upcycling, reuse, and waste management, but I didn't ever understand anything about it or believe that it could generate sufficient income. But through the project, I learned knowledge and practical skills about upcycling plastic and wood, and I am confident it would be my career path."* Some beneficiaries noted that their outlook has changed. Participants reported that they consider themselves to be acting as environmentally friendly people and utilizing available resources as efficiently as possible. On the other hand, they see that these materials are a source of income that helps them, as refugees, to live with dignity.

Post-training barriers

One of the main barriers that hinders the participants from investing in the learned skills is the lack of physical space and tools needed to start home-based plastic upcycling projects. Some participants emphasized that they now possess the skills and ability to produce beach bags, lady's handbags, school bags, pencil cases, makeup bags, laptop bags, or other items that can be produced from upcycled plastic and textile materials. They also stated that their intended projects can be set up in a single room at home, but because their homes are small, even this room is not available.

An FGD participants said, *"The project didn't support me to create my own job and earn an income for two reasons: first, we weren't provided with the tools and equipment to do work, and second, it didn't solve the work permit problem that we cannot obtain because it is very expensive."* This quotation highlights the gap between training and real economic empowerment due to systemic and logistical barriers. Also, it reflects challenges in translating the project's outcomes into long-term impact. Another FGD participant stated, *"We are unable to have our home-based businesses (i.e., inside our houses) due to the lack of the tools. If each participant had been provided with simple tools, it would really help us to start working on our own."* This feedback highlights the missed opportunity to support long-term self-employment due to a lack of necessary tools, which somehow limits the continuation of project benefits after completion.

An interview with an Iraqi team leader, who started as a trainee and later advanced to a leadership role, highlights the positive impact of the project on beneficiaries. Now employed permanently at CRP, he shared that his journey through the project significantly supported his income generation and fostered greater self-reliance. He expressed satisfaction with his work environment, noting that his strong IT skills allow him to take on more computer-based tasks.

Cross-cutting themes

Almost all the beneficiaries interviewed reported that among the soft and technical training sessions (non-vocational), the social cohesion training had the most impact on their skills and attitudes. A beneficiary said, *"I will never forget those social cohesion sessions. Before the training, we would sit in small groups of two or three beneficiaries or only beneficiaries of the same nationality. But after these sessions, we were able to break down all barriers and interact with each other with respect and cooperate as if we were one family."* Another beneficiary said, *"I have been a refugee in Jordan for three years, and I have been living in complete isolation from others. I did not communicate and knew only very few people in my community. I wish I had attended the social cohesion training sessions when I first arrived in Jordan. My life would be completely different now."* In fact, all the beneficiaries interviewed emphasized the importance and value of the impact of social cohesion training on the success of the whole training, especially its role in making female trainees feel safe and at home while training at the center or when going out to work at homes. On the other hand, most of the beneficiaries thanked CRP for its role in selecting a trainer (female) who possesses the capabilities, talent, and deep experience in the society in which they live, as she was able to provide the trainees with the information, skills, and attitudes they need to live safely and with dignity in their community.

The results of individual interviews reflect a positive systemic shift in community attitudes toward gender norms, particularly in relation to vocational work. One of the beneficiaries stated, *"I heard a common saying in the center: 'Plastic upcycling is for women, and carpentry and wood upcycling is for men!'" But in less than a month, this way of thinking has altered, and we now feel free to choose and perform jobs that were previously thought to be reserved for men."* Initially, traditional beliefs reinforced rigid traditional gender roles. However, within a short period, exposure to inclusive training environments and hands-on experience challenged these norms. As a result, beneficiaries now feel empowered to pursue roles based on interest and ability rather than gender expectations, indicating a meaningful transformation in how gender roles are perceived and practiced within the community.

The beneficiaries' motivation and increased awareness demonstrate the project's impact in empowering them not only to benefit personally from the acquired skills but also to transfer this knowledge to their communities. This contributes to greater environmental consciousness and creates opportunities for launching small businesses that utilize damaged or used materials, such as wood, plastic, and other recyclable resources.

Home Maintenance Training

Beneficiaries agree that they have learned and mastered painting, wall repair, and electrical work, and that they can become self-reliant and fully use and apply the learned skills for themselves and their families. They do, however, agree that obtaining the necessary tools and equipment will be a huge difficulty. When asked how they intend to manage this difficulty, they stated that the entrepreneurship training sessions taught them how to deal with challenges in their careers. However, they indicated that no matter how hard they attempt to overcome this obstacle, all solutions demand a minimum level of funding to pay the costs of purchasing new instruments or renting used ones. They also wonder why CRP does not help each group of trainees who have successfully learned the skills by providing them with the required equipment to form a joint project under the organization's direct or indirect supervision. To do this, they propose allocating specified hours in the CRP's workshops to each work group so that this does not interfere with the CRP's regular training courses. Others propose that CRP connect them with enterprises in the same sector or businesses in the local informal sector.

Participants in the FGD indicated their need to have work tools and equipment, or at least the basic tools that are indispensable, regardless of the intensity or the kind of required work, whether for wall maintenance, electrical wiring, or any other work. They mentioned examples of these needed tools, such as pliers, cutters, multipurpose screwdrivers, paintbrushes, trowels, measuring tapes, and uniforms.

Participants were sure that the cost of all these tools is very low, perhaps less than \$50. If the participant had them after graduation, they could carry out side-hustle work by using them and earn money to buy bigger and more expensive tools.

Providing participants with basic work tools will significantly maximize the impact of the project. As highlighted in the interviews and FGD, participants expressed a clear need for essential tools to help them start small jobs immediately after completing the training. These tools are low in cost but high in value, as they empower graduates to work independently, build confidence, and gradually invest in more advanced equipment. Ensuring access to these tools not only enhances the practical application of the skills learned but also supports long-term sustainability and self-reliance.

[Impact of Civil Defense training](#)

The training on public health and safety skills provided by Civil Defense staff was very useful, and the participants benefited from it in their personal lives. One of the FGD participants mentioned that an accident occurred in their home when his brother choked on his throat and was unable to breathe or cough to throw up what was stuck in his airway when his face turned blue. He said, *“I grabbed him from behind, and I pressed on his stomach several times until he threw up the stuck object from his bronchus.”* Another FGD participant commented that the Civil Defense staff that trained them did not have any tools for practice, so most of the training was by lecture without any practical training. It is clear that the Civil Defense training had a positive and potentially life-saving impact, as participants were able to apply the knowledge in real-life emergency situations.



[Cross-cutting themes](#)

The project contributed to achieving positive social and behavioral changes among beneficiaries, even outside its formal activities. The participants' initiative to organize a self-funded, inclusive trip reflects strengthened social bonds, increased confidence, and a sense of social cohesion, which are indirect yet meaningful outcomes of the project. FGD participants reported that they organized a self-funded trip at their own expense. Out of the project, men and women joined and enjoyed the trip, saying that it helped them to know each other better and they had a great time. They also noted that because most of them were non-Jordanian, they hadn't been able to visit some tourist sites in Jordan that they had always wanted to visit. However, the trip made it easier for them to visit these sites; also, they played together at an entertainment park, and they shared lunch at the forest of northern Jordan.

[Inclusion of Persons with Disabilities](#)

A Jordanian female beneficiary with a speech impairment said that her participation in the home maintenance course led to her first job chance. Going to houses and working with a team to give real-world services is an accomplishment in and of itself, according to her, and it has had an impact on her personality and self-confidence. She remarked that this event would never be forgotten. The same beneficiary adds that she continues to visit the organization in the hopes of receiving a new and advanced training course in the same field she was trained in (wall maintenance, painting, and electrical repairs) or in any other topic, such as a computer course, English language, or teaching methods.

According to project management staff, there were no explicit procedures, methods, or programs in place to meet the requirements of persons with disabilities (PWD). This finding is supported by the fact that the CRP center in downtown Amman is located on the second floor of an old building with no elevator. Furthermore, access to the building is via a single door, a staircase with more than 25 steps. This means that individuals with physical limitations will encounter considerable barriers to accessing and participating in project activities.

A participant in the FGD noted that one of the trainee groups who they were maintaining at home noticed a young woman with a physical disability. Her father treated her harshly; he was tying her up with a rope to prevent her from moving inside the house. The participants reported that immediately, they informed the project management about this case, and CRP immediately notified the responsible authority, the Family Protection Department. Unfortunately, the participants confirmed that they did not see serious or quick action taken by the official authority, even though the case was a humanitarian matter that required immediate attention. The situation described was not a planned or direct objective of the project, yet it occurred as a result of participants' field involvement. It reflects how the project created opportunities for trainees to engage with the community in a way that identified a case of abuse and triggered a protective response, even if the outcome was not fully effective. This is an example of a community-level impact related to the project activities.

FGD participants described their feelings at the beginning of the training in two words, *"isolated and inactive,"* and the girls were sitting with each other, separating themselves from the male participants. One girl noted that she was often hesitant and found it difficult to get involved in this unfamiliar environment, wondering how she would work with a lot of men around and what people would think about her. She said, *"Once we got involved in the social cohesion training sessions, we started working in groups easily, each group consisting of men and women. We developed friendly friendships and an innocent familiarity, and we exchanged polite conversations. We began working together, whether at the training center or at home as a family, without any feeling of hesitation or embarrassment about interacting with male colleagues."*

These findings highlight a transformational change in participants' behavior, attitudes, and social interactions, especially in gender dynamics and female self-confidence. It shows that the training led to a positive personal and social shift, which goes beyond the immediate outputs and reflects deeper, long-term effects on individuals' lives.

Maintained Houses

The project made a real difference by giving beneficiaries the exact help they needed to improve their homes and lives. For example, it provided special services like removing mold and dampness from walls, painting rooms, and fixing plumbing and electrical problems. These services were especially important for families who couldn't afford to make these repairs on their own. By offering support based on what each household needed, the project helped beneficiaries feel safer, healthier, and more comfortable in their homes.

Most beneficiaries whose houses were maintained expressed their overwhelming happiness with these maintenance works and renovations, saying they have significantly changed their lifestyles. It is obvious that the project has made a strong and positive impact on the lives of the target beneficiaries. Many beneficiaries whose houses were maintained shared that the repairs made to their houses helped them feel safer and healthier. Some said that fixing problems like damp walls made their homes more comfortable and reduced stress in their families. Others mentioned that they no longer feel embarrassed to invite guests, which helped them feel less isolated and more connected to others. Moreover, these changes show that the project didn't just improve homes, but also it improved lives. Here are some quotations of what homeowners said:

"I feel safer now, the works improved my health and eliminated dampness in the walls and ceilings,"
"Home maintenance conducted by the CRP team reduced the likelihood of family conflicts."
"We have gotten out of a social isolation as we are now able to receive guests at home after years of avoiding doing so because the home was unsuitable for receiving guests."

Interviews with homeowners reflect a significant and visible change in the living environment, enhancing emotional well-being and household dignity. A homeowner stated, *"My house looked like a cave. It has been transformed into a beautiful place, with all the walls now clean and white. It is now a cheerful home."*

Another homeowner said, *"I felt comfortable having the CRP team in my home because they respected our privacy and handled everything with care."* These quotations suggest a positive change in community trust and social dynamics as a result of the project. It is an unintended but valuable outcome reflecting broader impact.

The need for plumbing training

Since many existing trainees stated they still require plumbing training, it is imperative that it be continued. Although the training was postponed before due to difficulty in finding proper training locations and the training being too short and rushed. These problems can be addressed with better planning. The first challenge of finding training houses can be solved by starting the search early. The second challenge of the short in-class training can be improved by giving enough time and using a better training curriculum. Since plumbing is a key part of home maintenance, bringing this training back will help trainees gain the skills they really need.

A 29-year-old Iraqi, woman tells her story with SHINE project:

A trainee tells her journey with the project

I remember my first week and how I learned technical skills for plastic upcycling. During the second week I learned about wood recycling. The supervisor and trainer who evaluated my skills then approved my decision to attend the wood upcycling (carpentry) workshop. Then I moved to the next phase and started working in the field, using and practicing the techniques and skills I had learned. When I encounter new challenges, I stop to observe and learn how the trainer will handle these types of technical issues.

Today, I am capable of using tools and equipment professionally, as well as repairing the instrument if it malfunctions. I am very appreciative of this opportunity. I used to wish that training sessions were longer so that I could master more advanced skills.

I do love the team. I've never been troubled with them. They were my safety zone, something I had been missing since arriving in Jordan as a refugee three years ago. Before joining the CRP project, I was always worried because I used to work for companies without having a work permit, but my work under the CRP umbrella made me feel comfortable, secure, and proud.

I still recall how I spent my training days. They were happy days; I wasn't bored or tired. I had hours of training, and then we took a break to have lunch prepared by the CRP's production kitchen, and at the

end of the month, I collected my transportation expenses. Everything was excellent. I've never had such effective training. I hope a similar training will take place again.

The project helped me enhance my life and professional abilities, as well as my social skills, such as problem-solving, communication, and business entrepreneurship. My family and friends told me that they noticed positive changes in my conduct while I was interacting with them.

Iraqi, female, 29 years old



This story illustrates how the CRP project contributed to transforming traditional gender roles by empowering a young Iraqi woman to enter and excel in a traditionally male sector like carpentry. Through hands-on training in wood and plastic upcycling, she gained technical proficiency, equipment handling skills, and the confidence to address real challenges independently. Her journey reflects a significant shift not only in her professional capabilities but also in her self-perception and social standing. By creating a safe, supportive, and inclusive environment, the project enabled her to reshape gender norms, gain financial and emotional security, and earn recognition from her community for her growth and independence.

Sustainability

Will the benefits last? To what extent are the net benefits of the project continuing or likely to continue?

The project demonstrates strong sustainability through its focus on practical, long-lasting skills that beneficiaries continue to use beyond the training period. Participants reported applying the learned knowledge and skills in daily life, such as in fixing electrical and plumbing issues, painting, and addressing home maintenance needs, which confirms the financial benefits of the training. The upcycling component, in particular, stands out as highly sustainable due to its use of low cost, upcycled materials and the establishment of fully equipped workshops that can be maintained and expanded after the project ends.

The integration of vocational skills with social goals, such as community engagement and gender inclusion, further strengthens the project's long-term sustainability. Additionally, the enthusiasm of beneficiaries to continue learning and producing upcycled items, even without incentives, highlights the project's potential for ongoing impact, skill development, and market responsiveness. Together, these elements reflect a well-integrated, enduring model that fosters self-reliance and community resilience. Moreover, the project management confirmed plans to integrate upcycling activities into the Hope Ecoshop, a component of the Hope Workshop. Under this initiative, participants will produce upcycled products for

sale and receive a stipend for their work, following the current model implemented by CRP within the Hope Workshop.

Table 6: Summary of the project sustainability

<p>Home maintenance training</p> <ul style="list-style-type: none"> ○ Beneficiaries continue to apply skills in real life, maintaining their own homes and helping family and friends, reflecting long-term personal and financial benefits. ○ Training empowered participants with practical skills in painting and electrical repair, reducing their reliance on paid services. ○ Trainees have shown increased independence, self-reliance, and pride in maintaining their households. ○ Some participants transitioned into leadership roles or employment within CRP, showcasing internal capacity-building. 	<p>Upcycling training</p> <ul style="list-style-type: none"> ○ Upcycling is viewed as the most sustainable project component due to its reliance on low-cost or upcycled materials. ○ Workshops are already equipped and can be used beyond the project, with potential for scaling up. ○ Many participants apply upcycling skills at home using basic tools to create shelves, decorative items, and repairs, reducing household expenses. ○ Beneficiaries continue to produce items and respond to real customer demand (e.g., bazaars) even without incentives, indicating motivation and market potential.
<p>Maintained houses</p> <ul style="list-style-type: none"> ○ The long-term impact of the electrical and mold repairs has contributed to sustained behavioral changes among beneficiaries, including decisions to purchase higher-quality or new furniture. ○ Improved housing conditions foster emotional well-being and dignity, encouraging homeowners to sustain positive changes. ○ Beneficiaries expressed pride and ownership of their improved homes, which supports continued upkeep and sustainability. 	<p>Cross-cutting themes</p> <ul style="list-style-type: none"> ○ The project challenged gender norms, enabling women to work in non-traditional fields and fostering mutual respect across genders which shifts likely to endure beyond the project. ○ CRP provides a rare safe space for undocumented refugees to learn and work without fear, supporting emotional and psychological sustainability. ○ Participants feel empowered and safe at CRP, creating a sense of community and belonging that promotes ongoing participation and personal development.

Sustainability of capacity building components

The project is sustainable because, simply, it gives beneficiaries practical skills that stay with them for a long time. Beneficiaries in the FGDs reported that after finishing the training, many of them are still able to use what they learned. This means the impact of the training continues in their daily lives. One of the most important parts of the project is that it builds beneficiaries' ability to take care of their own homes. For example, they can do painting, repair electricity issues, fix plumbing problems, and remove mold and damp from walls. These are real, useful skills that help them save money and live in better conditions. This kind of transformation, where beneficiaries become more independent and skilled, is a strong sign that the project creates long-lasting change and is sustainable.

Sustainability in the project components

The project key components work well together and support each other which is a strong sign of sustainability. The home maintenance training helps people learn useful skills like painting, mold treatment, and electrical repairs, which they can use to improve living conditions. At the same time, the upcycling workshops teach them how to reuse old wood and plastic to make new items, which saves money and protects the environment. These practical activities are also linked to social goals, such as building stronger community ties and encouraging both men and women to take on new roles. By

combining skills training with social change, the project creates lasting benefits for individuals and their communities.

Sustainability of upcycling component

Most respondents interviewed, including the project team, trainers, and beneficiaries, believe that the upcycling of wood and plastic is the most sustainable component of the project. These activities use low-cost or re-use of materials and provide beneficiaries practical skills they can keep using in the future. Because the workshops are already set up and running well, CRP can continue using them even after the project ends. With the right support, these workshops can also be expanded to help more people, making the results long-lasting and easy to grow over time.

Upcycling training

Many beneficiaries reported that, despite the difficulties they experienced in finding work after finishing the program, they had profited from these skills in their own homes. They noted that most homes have basic tools that are sufficient to complete some of the jobs they learned without the need for specialized equipment, so they do things like maintain cabinet doors and make shelves, wooden models, and medals.

“Every day, I learn something new in the plastic upcycling workshop, and we receive new orders and requests for unique designs for bazaars. I wish the training period were longer so I could learn more, even without the transportation fees.” A young Iraqi female. The continual demand for upcycled items, as well as the beneficiary's enthusiasm to learn even in the absence of incentives, show a realistic promise for the project's sustainability through continuous skill development and market-driven manufacturing.

Living without documents

One beneficiary expressed the fear and anxiety that her family experiences due to the lack of residency documents or a work permit.

“My husband spends most of his time inside the home, but he doesn't mind me leaving the home for training or work. He encourages me to learn skills. The only thing he fears is that I'll be arrested by the police on my way to the CRP center. He won't be able to help me because he fears being imprisoned. We're in a foreign country and don't have residency or work permits. Under the law, this is considered a violation, but we are unable to obtain these documents. As soon as I enter the CRP's center, I feel safe and at home. There are no police, no surveillance cameras, and no fear of anything. We receive training and can work under the CRP's umbrella.”

The psychological stress and harm such beneficiaries are suffering daily require decisive measures and initiatives to address them, as they place refugees in constant pain and severe anxiety, depriving them of their most basic human rights, such as the right to learn and work. To overcome this challenge, CRP needs to explore options that it can pursue, such as advocacy efforts and mapping external sources of funding or support that refugees can access to reduce their exposure to legal risk and improve their livelihood opportunities. As reflected in the participant's words, as soon as the beneficiary enters the CRP center, he/she feels a deep sense of safety and belonging because the center is a place free from police, surveillance, and fear. CRP intentionally creates a welcoming and secure environment where all beneficiaries, regardless of their refugee status or registration, can access training and support without concern for legal repercussions. This inclusive approach distinguishes CRP as one of the few organizations in Jordan committed to providing services and activities to vulnerable populations, ensuring that everyone feels protected, respected, and empowered to learn and grow under its supportive umbrella.

Participants in the FGD agreed that they cannot benefit from the skills they learned because they cannot obtain the costly work permit. One participant said, *“I couldn't take advantage of the amazing skills I had learned because, as a refugee, I couldn't work in Jordan without a work permit. Work permits in Jordan*

are exclusive to the Syrian refugees, while the other nationalities of refugees, like me, must pay about one thousand JoD (USD 1,410) per year.” Other participants in the FGD said, *“The work permit with residency fees may reach up to two thousand JoD per year.”* Also, the project management agrees that obtaining a work permit is costly and is a significant challenge facing the refugees in Jordan due to high fees. While checking the website of the Ministry of Labor (MoL), the normal work permit fees for foreign nationals (except Syrians) for most of the common jobs are JoD 350 (USD 494), with a possible decrease or increase depending on the job sector and type. Moreover, each non-Jordanian must pay the residency fees of around JoD 30 (USD 42) per year, with additional fees in case of late fees for each year since the refugee's arrival in Jordan. It is evident that non-Jordanians face fines for living without a residency and work permit for a specified period of time, which explains the high amount mentioned by the FGD participants.

A FGD participant said, *“I learned wonderful new skills, and I have the willingness and desire to work and earn enough income to support myself and my family, but I don't have the tools to work.”* This feedback highlights that while participants have acquired valuable skills and demonstrate a strong motivation to work and support their families, the lack of access to essential tools remains a significant barrier to sustaining the benefits of the training. Although legal restrictions present complex challenges, despite CRP's efforts to employ some participants as refugees, provide stipends, and pursue legal registration of the Hope Workshop, including upcycling activities through the EcoShop, the provision of tools could meaningfully enhance the program's impact. Such support could be considered, contingent upon the availability of sufficient budget to ensure equitable distribution among all participants.

Cross-cutting themes

The project helped change gender roles and norms in a positive way in the communities it worked with. These changes will stay with the beneficiaries even after the project ends. For example, both men and women are now more open to sharing different types of work and supporting each other. This shift in thinking makes the project sustainable because it changes how people see their roles at home, at work, and in the community, leading to long-term impact that does not depend on continued funding.

Home Maintenance Training

The majority of beneficiaries said that they used the skills independently (for example, to maintain their own houses, family, or friends), indicating some long-term influence. However, the lack of job placement or link to employers reveals a gap in long-term effects. As a result, beneficiaries struggle to make the transition from training to work.

Maintained Houses

Interviews with homeowners indicate how the project had a lasting impact on quality of life and motivated further personal investment, showing that improved living conditions are likely to be sustained. A homeowner stated, *“We didn't buy quality furniture or any other belongings because the house wasn't suitable for us. After we completed the maintenance work, it became reasonable to renew the bedding and some of the furniture until the house was completely transformed.”* This quotation highlights the profound impact that thoughtful home maintenance can have on long-term sustainability in the lives of the beneficiaries. By investing in improvements that made the home more functional and comfortable, the homeowners were able to purchase new items and reduce the need for frequent replacements. Ultimately, a well-executed renovation not only enhances quality of life but also fosters more sustainable living practices over time. These outcomes reflect the project's potential for lasting impact and sustainability beyond its implementation period.

Sustainability in unexpected results

The project has shown that it is sustainable because it led to several unexpected but positive results. For example, some of the trainees who finished the course were later given work opportunities within CRP. This shows that the project not only helped them learn new skills but also opened real job opportunities. In addition, some participants developed their skills so well that they became team leaders and then trainers. This means the project is helping beneficiaries grow and become future leaders or professionals in their field.

These positive outcomes were not originally planned, but they are now being used to strengthen the project strategy. The project has started to focus more on building the skills of trainees so that they can take on bigger roles in the future. Some of the trainers who were trained through the project are now being nominated as professional trainers, and this could become their long-term career. This means the project is creating a cycle of growth where trainees become trainers, helping others and keeping the project going strong.

Conclusion

General conclusions

- The project achieved strong progress in delivering vocational training, particularly in upcycling, home maintenance, business, and soft skills, which contributed to effectively preparing participants for real life opportunities and enhancing their social inclusion.
- The strong interest shown by the beneficiaries in registering for new training programs during the evaluation interviews or FGDs reflects both the high level of need among community members and their reliance on CRP as a source of opportunity and support.
- The project has demonstrated strong progress toward its vocational and economic empowerment goals, with most key indicators already achieved or surpassed by June 2025. With 86.67% of the vocational skills target reached and six months remaining, the project is well-positioned to meet or closely approach its overall objective. Notably, the project has exceeded its targets for improved access to income-generating opportunities (71.43%), reflecting the effectiveness of its training and support strategies. These outcomes highlight the project's significant contribution to strengthening self-reliance and economic resilience among participants.
- Clear and transparent communication during administrative procedures at the enrollment and registration phase builds trust and ensures that beneficiaries fully understand their rights and responsibilities.
- The certification provided by the project holds significant value for participants, enhancing their sense of achievement and opening doors to future employment and migration opportunities.
- The beneficiaries' journey into the vocational training program, whether it is for home maintenance or upcycling training course, reflects a structured, participant-friendly process characterized by accessible communication channels, a clear application procedure, and early orientation on training expectations. CRP ensured transparency, inclusivity, and logistical support from the application phase to the training implementation, which contributed to a positive onboarding experience.
- The vocational training courses, both upcycling and home maintenance, effectively targeted unemployed individuals, especially those previously involved in the informal sector, offering them practical skills that are relevant to the market needs.

- Having dedicated and well-connected trainers significantly enhanced the efficiency and impact of the project by bridging services, mentorship, and providing opportunity pathways for beneficiaries.

Conclusions related to upcycling training

- The project has successfully exceeded its target of training participants who graduated and acquired new skills in the upcycling and furniture-making component. Exceeding the target at this stage (6 months before the project's completion date) indicates the project is on pace to maintain or improve on its current success.
- The multi-phase orientation approach allowed participants to explore and test their own interest among different training options (plastic or wood) before making a final decision, enhancing the likelihood of long-term engagement and satisfaction.
- Exposure to social cohesion sessions played a critical role in challenging gender-based perceptions and empowering participants to pursue non-traditional vocational training.
- The upcycling training shifted participants' perspectives on waste materials, empowering them to see value in what was previously considered useless and helping them recognize upcycling as both a sustainable practice and a viable source of income. Therefore, beneficiaries have gained not only practical skills but also environmental awareness, positioning them as potential change agents within their communities.

Conclusions related to home maintenance

- The project's achievement of 98% of its target for participants graduating with new vocational and business skills in home maintenance demonstrates its overall effectiveness. This high success rate reflects the strength of the training curriculum, the quality of delivery, and the strong commitment and engagement of participants.
- The strong interest expressed by beneficiaries highlights that plumbing is a highly relevant component of home maintenance training, signaling a clear need for its inclusion and further development to meet practical household demands.
- The selection criteria for home maintenance are effective in targeting households with significant needs and ensuring resources are directed to vulnerable refugee groups. The integration of economic, physical, and logistical factors supports a balanced and inclusive selection process.
- Weather conditions, especially in winter, significantly affect the effectiveness of wall maintenance activities, such as painting and mold treatment, reducing the quality and efficiency of project outcomes.

Conclusions related to cross-cutting themes

- Social cohesion training had the most significant impact among the non-vocational training components, fostering mutual respect, cooperation, and a sense of belonging among beneficiaries of different nationalities. It significantly contributed to personal growth, effective communication, and mutual understanding, empowering participants to engage constructively in the training course and within their communities.
- The social cohesion training played a transformative role in helping participants develop self-awareness and confidence, enabling them to make more informed and empowered decisions about their vocational paths.
- The success and emotional safety of female trainees in particular was strongly influenced by the training's atmosphere and the presence of a capable, culturally aware female trainer.

- Gender-based mobility and safety concerns, rather than job type, are the main barriers preventing refugee women from accessing employment opportunities, even after receiving technical training.
- The project has not only contributed to helping participants 'acquire vocational skills, but also the project has succeeded in creating an environment that challenges gender stereotypes and empowers women to pursue roles traditionally reserved for men.
- The project provided valuable opportunities for PwDs to participate, gain skills, and build self-confidence; however, there is a need for clear accessibility measures and inclusive planning to ensure broader participation and support for this group of beneficiaries.
- The CRP project successfully empowered women in leadership positions by providing opportunities for them to take on technical, training, logistical roles, traditionally reserved for men.

Lessons Learned

General lessons learned

- Trainers who understand the local context and have strong technical skills greatly improve both the learning experience and emotional well-being of trainees. Therefore, it's essential to set clear criteria for selecting trainers and to provide them with proper training in facilitation and communication.
- Clearly explaining formal documents to beneficiaries is crucial. It helps them participate with full understanding and prevents confusion or mistrust. We should never assume that beneficiaries fully understand documents, even if the paperwork is only for internal use.
- Involving a range of stakeholders, such as employers, community leaders, and service providers, in a focused and purposeful way strengthens vocational training programs. It connects what participants learn to real-world safety standards, job opportunities, and market needs.
- Legal barriers and the lack of clear, accessible information about work permit fees and processes are major obstacles for refugees, especially non-Syrians. These challenges prevent many from using their training to build sustainable livelihoods.
- Certificates issued by recognized organizations, especially in English, can increase the credibility of the training and serve as a valuable asset for participants seeking work locally or abroad.

Lessons learned related to upcycling training

- *Social media and messaging apps are effective outreach tools:* Platforms like Facebook, Instagram, and WhatsApp played a key role in successfully reaching potential participants, especially within refugee and community networks.
- *Simple, accessible application forms encourage participation:* Offering an easy-to-use application form in Arabic helped make the process more inclusive, particularly for refugees and individuals with limited formal education.
- *Clear information upfront improves commitment:* Providing detailed information early on, about training schedules, group makeup, allowances, and expectations which helps participants feel prepared and confident, increasing their commitment.
- *Building trust reduces dropouts:* Personal interviews, pre-training orientations, and introductions to trainers helped establish trust, reduce anxiety, and lower dropout rates.

- *Hands-on orientation supports better choices:* Allowing participants to explore different upcycling disciplines before final placement helps them make informed decisions based on their skills and interests.
- *Social cohesion training shapes mindsets:* Integrating social cohesion components into vocational training encourages positive shifts in attitudes, especially around gender roles and stereotypes.
- *Practical learning boosts impact:* Linking training to participants' previous experiences and focusing on hands-on, real-world skills made the courses more relevant and impactful.
- *Exposure to upcycling inspires behavior change:* Learning about sustainable practices like upcycling not only encouraged eco-friendly behavior but also opened new opportunities for acquiring vocational and soft skills relevant to the market needs.
- *Refugees and marginalized communities can lead on sustainability:* When equipped with practical tools and knowledge, participants can contribute to environmental solutions while improving their economic well-being. These skills remain valuable whether they stay in Jordan or return to their home countries.

Lessons learned related to home maintenance training

- *Beginner trainees need strong support:* Practical training in people's homes can be overwhelming for beginners. Proper supervision and access to tools are crucial to help them feel confident in communicating with homeowners and handling tasks.
- *Team sizes must fit the space:* The number of team members assigned to each home should match the available space to avoid overcrowding and ensure the work runs smoothly.
- *Balance workload and team capacity:* Failing to assess the workload accurately or assigning too few or too many people to a task can harm both the quality and timing of the work.
- *Plan maintenance work based on the season:* Scheduling certain home repairs during the right season, such as avoiding painting during high humidity, can improve results and make better use of time and materials.
- *Unpaid, full-day work can cause fatigue:* Long, unpaid workdays in the field can lead to participant exhaustion and frustration, especially if basic needs like meals and fair compensation are not provided. This may reduce their motivation and willingness to stay engaged.

Lessons learned related to cross-cutting themes

- Combining social cohesion with vocational training helps shift participants' mindsets, boosts motivation, and encourages them to explore opportunities that match their skills and interests.
- Early social cohesion support, especially when offered soon after refugees arrive in a host country, can reduce isolation, promote integration, and prevent harmful coping behaviors.
- Refresher or follow-up training is essential, especially for women, to ensure they can confidently apply their skills in real-life community settings after the initial course ends.
- Interactive, values-based approaches, such as FGDs or symbolic activities such as "30 seconds in the elevator" or the "ball of wool" are powerful tools to build empathy, communication, and teamwork.

- Involving persons with disabilities (PwDs) in hands-on training boosts their confidence and job readiness. However, without accessible facilities, personalized support, and continued follow-up, full inclusion remains a challenge.
- Gender-inclusive training and mentorship not only challenge stereotypes about gender roles in the community but also inspire female participants to pursue non-traditional roles with courage and competence.

Recommendations

General recommendations

<p>High Urgency & High Importance: should be immediate priorities.</p>	<ol style="list-style-type: none"> 1. Improve outreach to underrepresented nationalities: Evaluation findings show some nationalities are underrepresented. Assign outreach focal points within these communities and organize mobile outreach visits to increase trust and participation. 2. Recruit qualified and gender-sensitive trainers: Based on participant feedback and the CRP's values that emphasize safe, inclusive spaces, prioritize the recruitment of technically competent trainers who are also culturally sensitive. Ensure a balance of female trainers, particularly in settings where gender dynamics affect learning comfort. 3. Enhance community outreach to underserved groups: While social media is effective, evaluation findings indicate limited reach to less digitally connected participants. Expand outreach through in-person community events, partnerships with local CBOs, and printed materials in community centers to ensure equitable access. In addition, provide printed forms, in-person registration days, and a phone hotline to assist applicants, especially those from vulnerable backgrounds. 4. Formalize orientation procedures at registration: Evaluation shows gaps in beneficiary understanding of procedures. Introduce a structured orientation checklist for staff to review all rights, responsibilities, and project components with trainees/beneficiaries before any documents are signed. 5. Promote informal, home-based income activities: In light of legal work restrictions, expand training on how to generate income from home-based services or product sales (e.g., online platforms), with an emphasis on practical steps, safety, and digital tools. In addition to coordination with the Ministry of Industry and Trade (MoIT) to provide trainees with clear, step-by-step guides and access to registration pathways, particularly for women and legally vulnerable refugees.
<p>Medium-Term & High Importance: Strategic and impactful,</p>	<ol style="list-style-type: none"> 6. Strengthen legal partnerships for work permit guidance: Given the complexity of the work permit process, establish MoUs with legal aid organizations to offer monthly info sessions and one-on-one consultations, ensuring that refugees from all nationalities can access accurate, actionable support. 7. Introduce individualized career planning tools: Current individual monitoring tools are fragmented. Develop a comprehensive career development plan template to be used from Day 1 of training through post-graduation, including weekly updates on skill acquisition, career goals, and employer mapping.

<p><i>plan proactively.</i></p>	<ol style="list-style-type: none"> 8. Develop a stakeholder coordination platform: To align efforts and maximize post-training employment opportunities, CRP should create a shared digital platform and coordination group for private sector partners, use existing online sales platforms, and support agencies to offer integrated services. 9. Continue and strengthen certified credentialing: Ensure that training certificates are in English, include QR Code verification, and are co-branded with recognized institutions. Seek partnerships with employers or embassies to ensure acceptance in employment or migration pathways. 10. Invest in graduate follow-up and support: Create a structured post-graduation system for follow-up through periodic check-ins and tracers, refresher workshops, and job placement support, using digital platforms and alumni groups to sustain engagement.
<p><i>Long-Term: due to its policy advocacy nature, yet it holds high strategic value.</i></p>	<ol style="list-style-type: none"> 11. Lead advocacy coalitions for legal reform: In response to systemic barriers, CRP should co-lead advocacy campaigns with NGOs and UN agencies to lobby for policy flexibility, such as home-based business licenses and temporary protection measures for participants in certified training programs.
<p><i>Medium Importance: it supports program quality and sustainability but can follow critical items.</i></p>	<ol style="list-style-type: none"> 12. Use CRP media assets to boost pre-training engagement: Leverage CRP’s extensive database of beneficiary videos and photos to create short, targeted media clips showcasing success stories. Use these in orientation sessions or social media to motivate incoming beneficiaries and clarify expectations. 13. Map external support and funding channels: To reduce vulnerability, develop a live mapping tool that lists external sources of small grants, micro-business support, remote work platforms, and legal aid services. Update this regularly and distribute it during training sessions to the trainees and follow-up visits. 14. Supplement civil defense awareness sessions with practical demos: Although technical knowledge alone builds awareness, ensure that external training providers, such as civil defense, are integrating practical demonstration and hands-on simulations during the training to reinforce learning and build participant confidence in emergency response. 15. Conduct advanced leadership and facilitation skills training for trainers/team leaders: Based on field observations, design a modular training course that includes emotional intelligence, collaboration, conflict resolution, and training methods and techniques. 16. Provide logistical and technical training to all staff: To reinforce gender equality and enhance field efficiency, train all staff, regardless of gender, on the use, maintenance, and inventory of work tools and equipment, using standardized manuals and hands-on workshops.

Recommendations related to upcycling training

<p><i>Urgent & high Importance: should be fast-tracked to maximize immediate impact and sustain training outcomes</i></p>	<p>1. Distribute starter toolkits with tailored follow-up: Based on participant feedback showing strong interest in launching small upcycling businesses, provide graduates with essential starter toolkits (pliers, cutters, paintbrushes, etc.) immediately after training. Complement this with targeted follow-up such as workspace referrals, digital marketing workshops, and peer mentoring to support scaling efforts and to avoid misusing the toolkits.</p>
<p><i>Medium-Term & high Importance: It provides high value and strengthen sustainability and inclusion. These should be incorporated into strategic planning.</i></p>	<p>2. Create shared community workspaces: Responding to the lack of space reported by participants, CRP needs to establish shared community workspaces equipped with core upcycling tools and machinery. Where permanent hubs aren't feasible, maybe introducing a mobile workshops or tool warehouse for lending and rotating between neighborhoods. Provide small in-kind grants to help at least one or two participants from each cohort to setting up micro-workspaces in homes or shared spaces.</p> <p>3. Expand social empowerment sessions to increase inclusion: To address societal constraints affecting refugee women and host community members, scale up social cohesion components during training. Include modules on gender roles, self-confidence, and navigating family expectations to support freedom of career choice.</p> <p>4. Scale training impact through community-level replication: Leverage the skills of successful trainees by turning them into peer trainers within their own communities. Select skilled graduates from each nationality and provide them with micro-grants, access to the CRP workshop (especially during off-hours), and curriculum kits to lead mini-trainings or awareness campaigns targeting new beneficiaries in their communities and neighborhoods.</p> <p>5. Integrate garment upcycling into the upcycling training curriculum: To broaden the project's appeal and align with participant interests, expand the current curriculum to include garment upcycling. This will create more inclusive livelihood pathways, especially for women, and increase the project's overall environmental and economic impact.</p>
<p><i>Medium Importance: It enhances efficiency, informed choices, and safety but can follow after more pressing needs.</i></p>	<p>6. Reuse eligible applicants for future training cohorts: To reduce administrative workload and build trust, CRP needs to implement a system that retains high-potential applicants from previous calls. This should include an internal applicant database, with periodic communication to inform candidates about upcoming training rounds, thus eliminating repeated application burdens and improving CRP's credibility.</p> <p>7. Maintain integrated orientation across upcycling fields: Given the benefits observed from exposing participants to various materials, continue offering cross-disciplinary orientation during the early training phase. This supports informed career decisions and enables participants to pivot to the most suitable upcycling field, such as plastic, wood, or future options like garments.</p>

Recommendations related to home maintenance

<p>High Urgency & High Importance: <i>They are operationally critical and should be prioritized to maintain fairness, participation, and on-site effectiveness.</i></p>	<ol style="list-style-type: none"> 1. Refine home selection criteria to better target vulnerability: To ensure a fair and impactful selection process, integrate refined vulnerability criteria tailored to refugee populations, such as female-headed households, families at risk of gender-based violence, and those with chronic illness or elderly members. Establish a clear scoring and prioritization system during the selection process to improve consistency and transparency, as supported by feedback on perceived selection fairness. 2. Provide meals or stipends during full-day activities: Given the physical and time demands of full-day practical sessions at the CRP centers or in the field work, and concerns raised about participant fatigue and wellbeing, allocate resources for meal provisions or small daily stipends to maintain motivation, reduce dropout risk, and ensure inclusive participation, especially for low-income participants. 3. Strengthen team supervision and tool access: Evaluation findings show gaps in supervision and team productivity. Assign a lower trainer-to-team ratio by recruiting additional trainers or redistributing oversight responsibilities. Ensure every team is equipped with a standard toolset prior to deployment to improve efficiency and professional outcomes on-site.
<p>High Importance: <i>It ensures technical accuracy and prevents resource misallocation.</i></p>	<ol style="list-style-type: none"> 4. Enhance technical inspection with expert input: Feedback shows that mismatches between work demands, and team capacity have affected project effectiveness. Involve architect engineer or technical specialists in the inspection process before home selection. Their assessments will help define realistic work scopes and inform decisions on team structure, tool requirements, and timeframes.
<p>Medium Importance: <i>It improves logistics and efficiency but are not urgent.</i></p>	<ol style="list-style-type: none"> 5. Tailor team size based on household layout: Due to overcrowding challenges in small homes reported by both field teams and homeowners, conduct a rapid layout sketch for each household. Use this data to determine the optimal number of team members per site to maintain work quality and minimize disruption to resident family. 6. Seasonal scheduling of weather-sensitive training modules: Align training schedules with seasonal conditions for better learning outcomes. Schedule mold treatment, wall painting, and similar tasks in the summer months when drying conditions are optimal, and reserve winter periods for indoor-friendly tasks like plumbing, electrical work, and door/window repairs.

Recommendations related to cross-cutting themes

All the following four recommendations are medium-term in urgency: They require design, planning, and integration into future training cycles. Also, they are high in importance: They address core inclusion and protection issues—critical to CRP’s mission and long-term program effectiveness in Jordan. The following recommendations can be considered as medium-term in urgency and high in importance.

- 1. Institutionalize social cohesion as a core training component:** Based on the project's focus on fostering inclusion and participant feedback on group dynamics, CRP needs to formally integrate culturally relevant social cohesion modules into all non-vocational training, particularly in early stages of displacement. These modules should include empathy-building exercises, storytelling,

and facilitated dialogue to promote mutual respect and self-expression, strengthening community ties and psychological resilience.

2. **Develop safe, group-based employment models for women:** To address gender-specific barriers to entering the labor market, design group-based employment opportunities, such as supervised micro-enterprises, rotating work collectives, or shared online sales accounts. These models should provide a structured, safe environment for trained women to begin earning income, build confidence, and gradually connect with broader customer bases without facing social or legal risks.
3. **Embed gender-sensitive guidance during the field work:** To promote inclusion during practical training phases (e.g., in home maintenance), institutionalize weekly gender-integrated group sessions. These might include interactive discussions, role plays, and teamwork activities designed to promote understanding of gender dynamics, challenge stereotypes, and encourage respectful cooperation across genders and cultures—all within a monitored, safe environment.
4. **Implement a comprehensive disability inclusion strategy:** Evaluation findings reveal a need for more inclusive practices. CRP should develop a disability inclusion strategy that includes: (1) physical accessibility upgrades to training centers; (2) staff training on inclusive communication and engagement; (3) adaptation of training content to the needs of persons with disabilities (PwDs); and (4) the creation of clear referral pathways to protection or specialized services for participants facing compounded vulnerabilities.

Annexes

	Page Number
Annex 1: Terms of Reference of the project impact evaluation	61
Annex 2: Impact evaluation data collection tools (English version), including: <ul style="list-style-type: none">● Interview guide with SHINE Project Team● Interview guide with Beneficiaries● FGD guide with Beneficiaries● Interview guide with Trainers● Interview guide with Team Leaders● Systematic Activity Observation Checklist	71
Annex 3: Impact evaluation data collection tools (Arabic version)	90
Annex 4: Project Logical Framework	109