

CARE International in Jordan
January 2017

BUSINESS PLAN BRIEF

2017-2020

CARE International seeks
a world of hope, tolerance
and social justice, where
poverty has been overcome
and all people live with
dignity and security.





CARE International in Jordan's

Vision

We seek a world of hope, tolerance and social justice, where poverty has been overcome and all people live with dignity and security. In Jordan, CARE will be recognized for our commitment to the humanitarian protection and empowerment of communities, especially women and girls, where rights are secured, and human potential fulfilled for all.

Mission

In Jordan, CARE leads humanitarian protection, economic empowerment, and civic engagement interventions for women and girls from poor and vulnerable communities in the fight to overcome poverty, gender-based violence, and social injustice. We nurture accountability, leadership and political will internally among our partners to achieve this mission.



500,000
Jordanians and refugees affected by humanitarian crisis will be better able to protect themselves and their families



100,000 women and youth will have greater access to and control over economic resources



100,000 Jordanian and refugee women and girls will be protected from various forms of sexual and gender-based violence



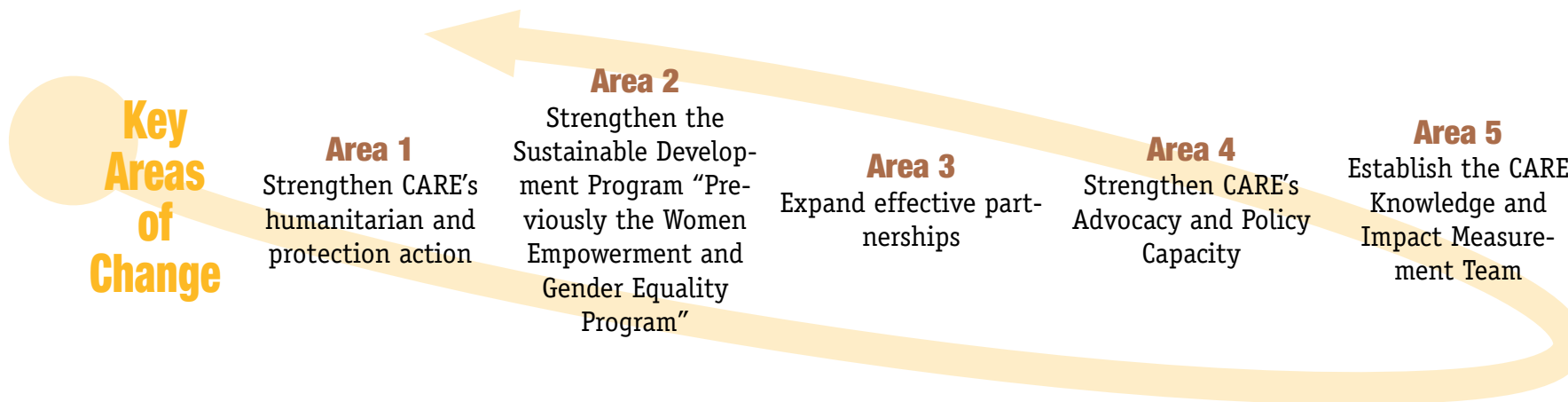
1,000 women's active participation in public life and decision-making processes will be enhanced



50,000 at-risk children will be more protected and have access to educational and support opportunities

**Lives
Impacted**

2017-20 Strategy at a Glance



If Jordan's most vulnerable groups, particularly women and girls, are



Then the underlying causes of poverty and social injustice in Jordan will be addressed.

Jordan in 2016

Of Jordan's nine million people, one-third are below the age of 15, 14% are unemployed, and another one-third are refugees. Women face double the unemployment rate of men, and are increasingly vulnerable to gender-based violence, economic exploitation, and violations of their rights as the social and political climate adapts to the massive influx of refugees. Youth between 15 and 24 face the highest unemployment rates, especially among degree holders.



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CARE values equality, integrity, transformation, excellence, diversity, and respect for the dignity and worth of every human being, where we affirm the dignity, potential, and contribution of all; communities we work with, partners, donors, and staff.

CARE International established a presence in Jordan in 1948, created in the wake of the Palestinian refugee crisis. Over sixty five years later, CARE has served the needs of the Palestinian, Iraqi, Somali, Sudanese, and now Syrian refugee communities. CARE's scope of work has evolved from emergency response to long-term development programming, now encompassing an urban refugee protection program, the women's empowerment

and gender equality program, and the Azraq Camp program. In late 2013, CARE created its Long Term Strategic Plan (LRSP) 2014 – 2016, defining CARE's program goals to fight poverty and inequality by 2016.

Entering its sixth year, the Syrian refugee crisis in Jordan has transformed Jordan's political, social, and natural landscape. Unemployment has skyrocketed, while the Jordanian Government struggles to provide basic services, including healthcare, education, and basic infrastructure, to its citizens and the thousands of urban refugees living throughout the Hashemite Kingdom. Jordanian and Syrian refugee women and youth are facing a massive shift in gender roles, as financial insecurity creates new heads of households, fewer opportunities for economic independence, and greater vulnerability for exploitation. Additionally, young Jordanians and refugees are struggling to find work, suitable housing, and dignified livelihoods.

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CARE Jordan plans to respond to these needs holistically, targeting Jordan's most vulnerable populations directly through personal and economic empowerment initiatives for youth and women, while also utilizing its expertise and trusted reputation to work on community-level change, including the reduction of gender-based violence and increasing women's voices and participation in the public sphere. Finally, CARE Jordan will leverage its partnerships with govern-

mental actors and local NGOs to advocate for policy-level change and reach increased beneficiary pools.

In the summer of 2016, CARE hired Riyada Consulting and Training Firm to support the process of developing and finalizing CARE Jordan's 2017-2020 Business Plan. The strategic planning began with holding preparatory meetings with CARE Jordan senior staff, and then undertook a thorough situation analysis and presence review detailing the humanitarian, operational, and developmental context for CARE Jordan's work and target populations. Multiple meetings, workshops, and brainstorming sessions were held with CARE Jordan staff to then identify the Country Office's (CO) key strategic directions, forming the basis for the 2017-2020 Business Plan. Additionally, these workshops informed CARE Jordan's strategic goals, roles, program approaches, impact groups, accountabilities, and organizational structures in the upcoming programmatic period. After further input from key staff, these directions became the basis for CARE International in Jordan Business Plan 2017-2020.

Following this analysis of Jordan's context, influenced by our understanding of what other actors are doing (particularly peer organizations) and in consideration of the program goals of CARE International globally and regionally, CARE Jordan has identified **key impact groups** for whom we will work to bring about significant, sustainable change:



Poor and Marginalized Women and Adolescent Girls: This group includes all poor, vulnerable and/or socially excluded women living in Jordan. This Impact Group experiences disadvantage and exclusion on

the basis of characteristics such as gender, age, nationality and place of residence.

There are several important sub-groups within this category, whose lives CARE seeks to improve in Jordan:

- Women who experience or are at risk of gender-based violence domestically, in their communities or at work owing to harmful traditional practices, political conflict or exploitative relationships with spouses, employers and other power-holders
- Women whose marital status and/or social position means that society's treatment of them places them in particularly disadvantageous, less powerful, positions (e.g. daughters-in-law, young women who were child brides, spouses of male migrants, widows, homebound women and girls, and orphans)
- Women of reproductive age living in remote locations and hard-to-reach communities whose access to health products and services, including institutional delivery, are severely restricted
- Women and girls who experience legal obstacles, including Jordanian women experiencing citizenship issues



Displaced Persons/Refugees: CARE Jordan will continue to target refugees and displaced people through its humanitarian and emergency response programming, building upon its decades-long work to improve the livelihoods of these target groups in Jordan. Currently, CARE is working directly with Syrian Camp and non-



camp refugees living in Jordan, their Jordanian host communities, and is considering expanding its operations to the southern region of Jordan, where a large community of Syrian refugees live with so little access to humanitarian or emergency support from INGOs. As of June 2016, UNHCR has registered over 655,000 Syrian refugees in Jordan, in addition to the multiple refugee populations that pre-date the Syrian refugee crisis.



Youth (Both Male and Female): Male and female youth (between the ages of 18 and 29) living in Jordan will comprise the second target group, particularly disadvantaged and vulnerable youth who are in considerable need of social and economic empowerment. According to recent assessments carried out by CARE Jordan, youth face the highest unemployment rates of any demographic in Jordan, partially due to the massive gap between educational domains and current labour market needs. Youth are additionally vulnerable as their primary roles change, with an increase in youth heads of household and pressures to provide for the family. Additionally, targeting youth offers an added-value element to CARE Jordan's existing programs. Due to the volatile changes in Jordanian society after the outbreak of the Syrian refugee crisis, youth interventions will necessary expand from solely economic empowerment to include protection interventions, positioning CARE Jordan as one of the only actors to incorporate both. Additionally, youth programming advances the Jordanian government's national priorities to target youth empowerment, education and employment.



Children at risk: A distinct target group from youth, CARE Jordan will target male and female children (between the ages of 0 and 18) living

in Jordan. Particularly, children's interventions will target those out of school, unaccompanied minors, or separated from their families. Also, those who are subject to or at risk of sexual and gender-based violence (SGBV), including early and forced marriage. CARE Jordan will continue and expand its protection programming, in specific, the conditional cash transfer programs, and psychosocial support.

Impact Goals

By 2020, CARE International in Jordan and its partners will support **851,000** vulnerable people in Jordan, specifically Jordanian and Syrian refugee women and girls, youth, children at risk to overcome poverty and social injustice. This will be achieved through the following outcomes:

- **500,000** people affected by humanitarian crisis (refugees and host community) will be better able to protect themselves and their families, through life saving interventions, and long-term, sustainable humanitarian and protection interventions,
- **100,000 women and youth** will have greater access to and control over economic resources;
- **100,000 women and girls** will be protected from various forms of SGBV including early and forced child marriage, access to justice, and access to services (for Jordanian and refugee women and girls);
- **1,000 women** will have enhanced active participation in public life and decision-making processes.

- **50,000 at-risk children** will be more protected and have access to educational and support opportunities.

These goals constitute a contribution to CARE International's **global impact goals of 4.3%**. They derive from an analysis of what we consider feasible, given our historic reach in these areas of impact. These goals represent the scale of CARE's ambition for direct and measurable positive contribution to the lives of Marginalized Women and Girls, Youth and Children at risk in Jordan. In addition to directly attributable impact, it is our expectation that through policy analysis and evidence-based advocacy initiatives, we will further positively impact the lives of at least **100,000** women and girls, youth and at-risk children. We expect to achieve this through targeted enactment of key policies and/or effective enforcement of the same in the following priority areas:

- Prevention of early child marriage – 12.5% of Jordanian girls are married off before the age of 18 (particularly high in Zarqa, Aqaba and Jerash), and 25% of Syrian refugee girls are affected.
- Protection of women and girls from GBV, including access to justice, and scale up models to facilitate access for survivors of GBV, including men, to health and economic services, for Jordanian and Refugee women.

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CARE Jordan's humanitarian response program has shifted from emergency relief to long-term resilience needs, with a focus on women and girls.”

- Promoting women's economic empowerment and inclusion in decent work, for Jordanian and refugee women.
- Strengthening women's access to active participation in decision-making processes, from the household level to local, national and international governance.
- Increasing CARE's ability to respond effectively to emergencies at appropriate speed and scale ensuring that the immediate needs of the most vulnerable households (Syrian, Iraqi and Palestinian refugees, and Jordanian host communities) are met.

Program Goals

After thorough review of CARE Jordan's current programs, larger regional trends, and organizational context, CARE Jordan has decided on three program goals for its work where effective, innovative and replicable interventions can be delivered in the coming four years.

These program goals are not stand-alone, discrete silos, and there is plenty of interplay between them. For instance, **the scope of CARE Jordan's humanitarian response programs has shifted from emergency relief to long-term resilience needs, with a focus on women and girls.** There is lots of overlap between addressing gender-based violence, livelihood programming, and economic empowerment, linking refugees with



host communities. Work with partners is an approach that CARE utilizes in its humanitarian and long-term work. CARE therefore feels that there is huge scope for synergy and achievement of multiple outcomes across these program goals.

CARE Jordan's **Program Goals** outline the changes that we would like to see, and where we can add the most significant value, given our identity and experience. The rationale for selecting the **Program Goals** has been based on the following set of criteria:

- Our core identity and mandate, of gender equality and humanitarian response

- The degree to which a specific issue emerges as a priority from the contextual analysis
- How the issue is related to critical constraints to the realization of the rights of women and girls
- Where CARE can demonstrate significant experience, impact and existing partnerships
- Where there are critical gaps in knowledge and action to which CARE can add significant value
- Alignment with existing CARE International programs at local, national, regional and global levels, which we can build off for significant impact and results.

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CARE in Jordan will strengthen its humanitarian and protection response for the most vulnerable, enhance empowerment programming for Jordan's most vulnerable, targetting women and girls and male and female youth, and expand effective partnerships through strategic engagement.”

Strengthen humanitarian and protection response and action to support Jordan's most vulnerable populations with sustainable solutions. Linking humanitarian interventions with long-term development programming will create an enabling environment for creating and sustaining livelihoods for multiple populations in Jordan.

How CARE will achieve Program Goal One

- **Leverage CARE's unique position and arising funding opportunities** to provide a greater variety and depth of integrated humanitarian and protection programming to Jordan's most vulnerable populations, especially women and girls and youth, in line with CARE's tried and true model. Develop the CARE Emergency Preparedness plan in 2017.
- **Step up media-based advocacy**, which can capitalize upon existing partnerships with local media organizations to provide increased visibility for CARE's humanitarian and protection work.
- **Expand CARE's use of gender planning, CARE's gender marker, and rapid gender analysis** to put the distinct needs of women, girls, boys and men at the forefront of CARE's programming and assessments.
- **Bridge the gap between relief and development**, and linking humanitarian interventions with long-term development programming.





Program Goal

2

Enhance empowerment programming for Jordan's most vulnerable groups; women and youth, with targeted interventions for Jordanian and refugee women and girls, and male and female youth. CARE Jordan will work with civil society and governmental representatives to engage women and youth in economic empowerment initiatives, while additionally scaling up programming tackling gender-based violence, and amplifying women's voices in decision-making and public spheres.

How CARE will achieve Program Goal Two

- **Promote economic empowerment along with government and private sector partners** through micro, small, and medium-sized enterprises (MSMEs) in innovative sectors, vocational training, sustainable livelihoods programs, access to finance and loans, internships for employment, entrepreneurship training, resilience markets and other programs that increase agency.
- **Enable women's voices in the public and private sphere** by strengthening the capacity of women's organizations and networks and their opportunities for taking part in decision-making processes at all levels, advocate with men and power-holders to open space for women's participation, and build from and document its work using Village Savings and Loans Associations (VSLAs) as a platform for women's participation.
- **Equalize power relations by addressing GBV, with a special focus on early/child marriage**, through legislation and services, while performing data collection and advocacy.
- **Capitalize upon unfolding opportunities by establishing a presence in the underserved areas of southern Jordan**, adopting and promoting long-term funding models that are gaining donor interest, and improving the environment by supporting women and girls and building capacity among local partners.

Expand effective partnerships through strategic engagement with civil society and government actors towards inclusive governance and achieving sustainable impact through a strengthened and capacitated civil society.

How CARE will achieve Program Goal Three

- **Expand and develop existing partnerships**, particularly those supportive of engaging and empowering women and girls' voices and decision-making in emergencies and in stable situations.
- **Maximize impact by building partner capacity** in a way that increases the efficiency and intervention quality of partner organizations, while learning from partners' close links to the community and long experience.
- **Strengthen accountability to rights-holders and impact groups through an advisory council** with key experts and stakeholders that can support CARE's objectives with their knowledge, and through a Women's Participatory Council made up of Syrian women and girls advocating for strengthened gender equality, women's voices and participation, and accountability of aid. The establishment of a CARE Knowledge and Impact Measurement Team will ensure proper monitoring and data collection for accountability throughout the organization.





CARE International in Jordan Roles

Based on our theory of change, and our desire to be a catalyst for positive changes, we have prioritized the following roles for CARE International in Jordan:

- Deliver effective and accountable humanitarian response, with a particular focus on protection and gender equality, directly and with partners.
- Generate and disseminate evidence of social change, from our own programs and elsewhere, on how to effectively fight poverty and gender inequality.
- Advocate and influence policies, practices and attitudes directly and with others for pro poor policies and gender equality.
- Strengthen the capacities of women's movements and other organisations working toward poverty eradication and gender equality.
- Work with power holders to ensure they are accountable and responsive to poor communities, especially women and girls.
- Convene and broker space for interaction between organized citizens and power holders.

CARE International in Jordan Approaches

CARE Jordan will be implementing its strategy through the following five Bold Moves that will be **cross-cutting approaches**:



Business Plan Key Areas of Change

For CARE International in Jordan to remain effective in a changing world and deliver on its program goals, it must continue to evolve as an organization. This business plan sets out five key areas of change as priorities for internal investment and reform through flexible resources.

AREA ONE: STRENGTHENING CARE'S HUMANITARIAN AND PROTECTION ACTION

To continue to be an effective and credible humanitarian and emergency response organization, CARE Jordan will provide a greater variety and depth of humanitarian and protection programming to Jordan's most vulnerable populations, including youth. It will increase its media-based advocacy to improve visibility and link more strongly humanitarian with long-term sustainable development programming, especially in order to generate transformative changes for gender equality. The CARE Jordan Emergency Preparedness Plan will be finalized during FY17.

AREA TWO: STRENGTHENING THE SUSTAINABLE DEVELOPMENT PROGRAM PREVIOUSLY KNOWN AS THE "WOMEN EMPOWERMENT AND GENDER EQUALITY PROGRAM"

CARE Jordan will invest in the capacities of the Sustainable Development Program by leading a network of gender expertise, focusing on women's participation, GBV and economic empowerment goals, ensuring program accountability towards gender equality, and distributing CARE learning on these issues.

CARE Jordan will pioneer interventions in the south of Jordan, both increasing its credibility amongst stakeholders and target groups, as well as significantly expanding its current beneficiaries base. Simultaneously, it will capitalize on donor interest in funding long-term resilience programming targeting both Jordanian host communities and Syrian urban and camp refugees in Jordan. CARE will reinforce and expand on the partnership base for those organizations working in economic empowerment, and GBV.

AREA THREE: EXPANDING EFFECTIVE PARTNERSHIPS

CARE Jordan will expand its current partnership base and work into multiple sectors and levels of influence, ultimately increasing impact. Its work with national civil society will be expanded to strengthen women's voices and empower women and girls at all levels. It will do this in part by building partners' capacity, enhance civic engagement interventions, which will in turn amplify CARE's programming.

AREA FOUR: STRENGTHENING CARE'S ADVOCACY AND POLICY CAPACITY

To achieve CARE's potential for local-to-global advocacy, the organization will strengthen advocacy, improve policy analysis and research, amplify its reach through active public and citizen engagement, and enhance focus and coordination mechanisms. It will prioritize the areas of early/child marriage prevention, GBV protection, women's economic empowerment, female participation in decision-making, and emergency effectiveness.



AREA FIVE: ESTABLISHING THE CARE KNOWLEDGE AND IMPACT MEASUREMENT TEAM

Evidence of impact will be better demonstrated through the creation of a team dedicated to ensuring effective standards, approaches and policies, conducting effective impact reporting, managing data and reporting against performance metrics.

Fundraising Objectives

To implement the above programmatic goals, CARE Jordan will achieve the following fundraising objectives, specifically:

➔ **Objective 1:** To raise USD 80 million (around USD 20m) annually to realize the 2017-2020 Strategic Plan, responding to the humanitarian protection needs, and long-term development programming.

➔ **Objective 2:** To strengthen and expand relationships with key institutional donors, including the European Commission, ECHO, DFID, PRM, USAID, GAC, MOFA Germany, and Gulf donors, as well as the UN agencies.

➔ **Objective 3:** To contribute to the diversification of CARE Jordan's funding base, including non-institutional corporate and private donors, particularly in the USA and the Gulf.

➔ **Objective 4:** To expand CARE Jordan's role in influencing donor policies and advancing advocacy work.

As part of this Business Plan, CARE Jordan will revise its Fundraising Strategy and Action Plan during Q3 FY17.

For **CARE Jordan Staff**, going forward, and for the new Business Plan 2017-2020, CARE Jordan is committed to the following:

- To diversify CARE Jordan's talent pool and hire for a bolder vision for gender transformative programming and attitudes and values related to GED
- Capacity building plan for staff on GED (including senior managers) and role modelling of promoting diversity by the SMT
- Training for staff on how to integrate diversity in power analysis for programme design
- Enhance gender mainstreaming capacity building and technical support for CARE Jordan staff.

For CARE International in Jordan, the required competencies to deliver on the new Business Plan includes:

- Stronger gender programming capacity, by hiring a gender program coordinator, and developing the capacity of existing staff.
- Stronger policy and advocacy capacity. CARE will need to hire/subcontract advocacy capacity, and media for advocacy resources.

■ Knowledge and impact measurement. CARE Jordan has this capacity for certain programs, but will need to hire additional resources for the Country Office.

■ Stronger grants and contracts capacity by hiring additional staff.

■ Innovation capacity. This is available in-house. CARE Jordan will need to engage country office staff to further develop this area of work.

For the first two functions, CARE Jordan will fundraise and request CMP support.

CARE Jordan's **systems and processes** will be supported by the strong accountability system currently in place. For 2017-2020, various systems and processes will be introduced in order to support change. CARE has also detailed how the changes will be achieved and what support is needed, taking into consideration safety and security of staff and operations, risk analysis, and financial outlook.

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Key areas of change will be strengthening CARE's humanitarian and protection action and its sustainable development program, expanding effective partnerships, strengthening its advocacy and policy capacity, and establishing a knowledge and impact measurement team.”

CARE International in Jordan would like to thank the many actors that provided crucial insights and recommendations for the development of this plan, including CARE Jordan's funders, and representatives from the Government of Jordan, INGOs, stakeholders, and local partner NGOs: Mr. Tim Swett (US Embassy – PRM), Mr. Paul Stromber (UNHCR), Dr. Salam Nims (JNCW), Ms. Shauna Flanagan and Mr. Michael El Far (Canadian Embassy), Barry Armstrong and Rana Nassar (DFID), Ms. Basma Nabulsi (EU), Mrs. Maha Katta (ILO), and representatives of the Jordanian Government Mr. Omar Nussair (MoPIC), Mr. Mohammad Hammad (MoSD), and representatives of the local partner organizations Mr. Mohammed Kilani (JHCO), Mr. Qais Tarawneh (JOHUD).

