



**Defending Dignity.
Fighting Poverty.**



CARE International in Jordan

Programs Quality Department

**Summary of Quality and
Accountability Strategy**

January 2018

Commitments, Work Principles
and Approaches

Innovation & Dedication to CARE Mission and Values

The Program's Quality (PQ) Department is an integral part of CARE International in Jordan country office, embedded in the organizational culture, seeking to create a lasting impact for all crisis-affected populations and people in need, all while providing strategic and technical support in the development of the long-term partnerships with donors, international and national NGOs and with government. The PQ Department will continue to demonstrate evidence of impact through a team dedicated to ensuring effective standards, approaches and policies, conducting effective impact reporting, managing data and reporting against performance metrics. Our commitments, practices and methods are articulated in the MEAL Framework, further detailing our operational tools and quality and accountability measures.

CARE International established its presence in Jordan in 1948, in the wake of the Palestinian refugee crisis, when it started providing food and non-food items to the emerging vulnerable population. Throughout the seven decades, **CARE International Jordan** has served the needs of the Palestinian, Iraqi, Somali, Sudanese, and Syrian refugee communities, as well as the needs of vulnerable Jordanian community members, protecting their lives and helping create social protection systems to aid their path toward recovery, growth and stability. CARE International Jordan has evolved to become one of the largest poverty-fighting organizations in the country, providing relief to people and communities struck by disasters and humanitarian emergencies, and contributing to economic development and empowerment that enhances livelihoods and ensures its sustainability, focusing on the vulnerable, particularly women and children.

To create synergies and provide a more sustainable

response to crisis situations, **CARE Jordan** has transitioned from emergency relief response to long-term development programming, creating a protective environment for vulnerable populations in need and enhancing their ability to access and sustain livelihoods.

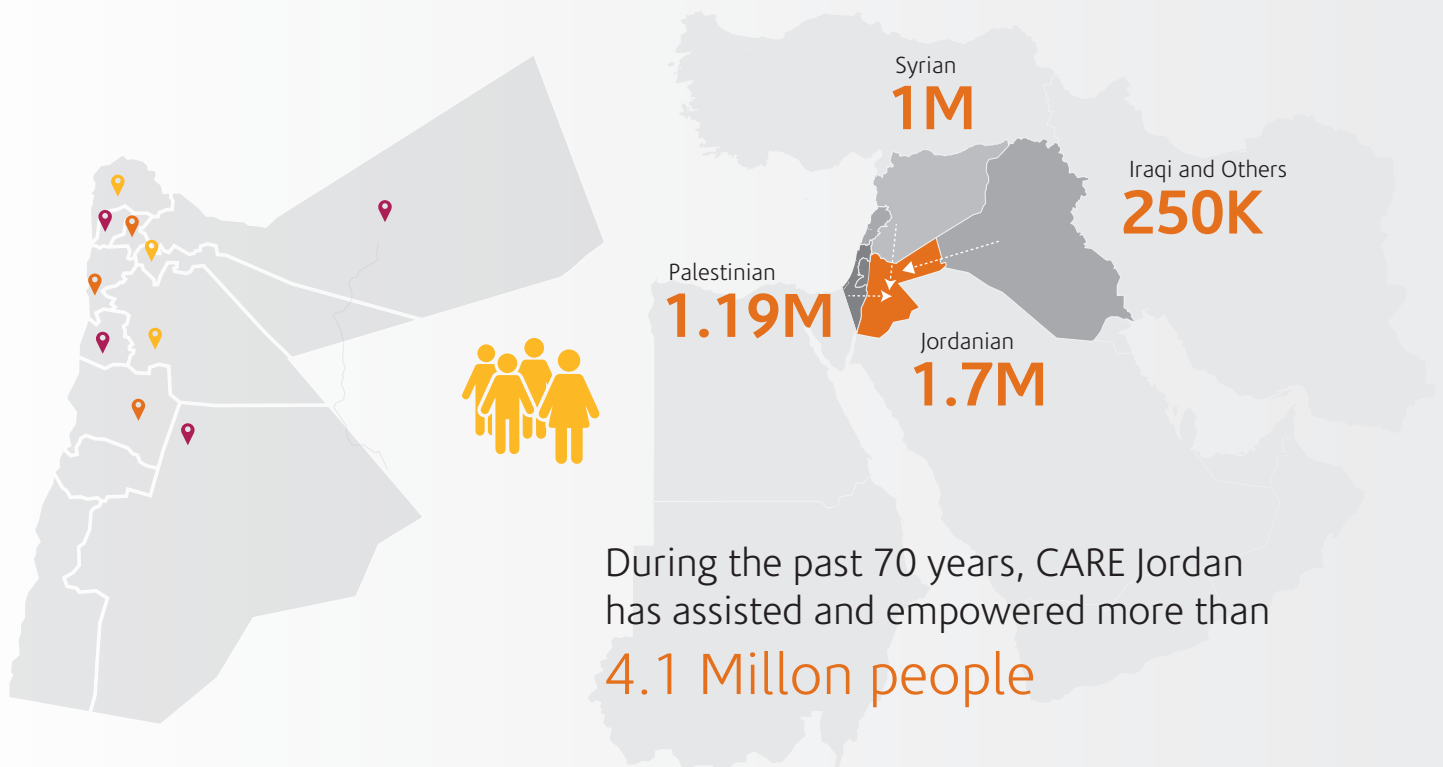
CARE Jordan operates community centers, located in urban and refugee camp settings in Jordan, that serve community members by helping them meet their urgent needs, and by strengthening their social and economic readiness to reside in Jordan with dignity, resilience and a sense of safety. In close cooperation with a wide range of stakeholders, with whom **CARE** has formed meaningful partnerships at all levels, **CARE** provides targeted interventions utilizing its community-based protection approach through the following programs: The Urban Refugee Protection Program, the Sustainable Development Program and the Azraq Camp Program.



The PQ Department aligns with CARE's Business Plan 2017-2020 in the following areas:



Our Impact



Humanitarian Protection
3M

Economic Empowerment
1M

Partnership /Good Governance
100K

Health and Agriculture
1.2M

CARE Jordan Quality and Accountability Approaches

Committed to continually improving its programs, **CARE International in Jordan** uses and demonstrates best practice in design, implementation and evaluation of its programs, in alignment with many of the global humanitarian quality and accountability standards.

The **Programs Quality and Accountability Department (PQ)** of CARE International in Jordan integrates three core accountability principles, including Transparency, Feedback and Participation, to emphasize human-rights and needs-based practices that build on

our previous experience with accountability practices, and it is informed by standards and guidance to ensure quality and accountability to our partners and stakeholders and to support existing organizational and technical standards, with which to bring about sustainable change in the fight against poverty and injustice. With gender as the key focus of **CARE's strategy**, the PQ Department ensures that women's voices, rights and needs are represented and fully mainstreamed in our humanitarian and development-oriented work.

Quality and Accountability Pillars



Leadership and Strategic Commitment to Quality and Accountability

Dedicated **leadership** for Quality and Accountability at the Country Office level.

Ensure that the **necessary capacity** exists across the Country Office to ensure quality and accountability.

Along with the **Country Director**, oversee the reporting process against the agreed-upon organizational performance metrics on regular bases, and take part in the strategic management process.

Ensure the highest level of alignment with the regional and **global CARE's strategic directions**, including Impact Growth Strategy and PIIRS.



Demonstrate **evidence** of impact as one of key areas of change in CARE Jordan Business Plan.

Assure the independence of quality and accountability functions with the highest level of coordination with **program implementation**.

Publish the **annual report** of CARE Jordan, including the program and financial data of the country office.

Maintain the **quality and accountability** culture across the Country Office.

Participation and Beneficiary-Focused Approach

Stakeholders, particularly beneficiaries, play an active role in the decision-making process with respect to planning, implementing and evaluating CARE's activities through the following mechanisms, bolstered by ethical and confidential procedures:



The Complaints and Feedback Mechanism

The Community Complaints and Feedback Mechanism primarily serves to lift up the voice of programs' participants, giving them a safe, formal and confidential channel to actively participate in the monitoring of the program via direct feedback, whereby enhancing their engagement within the community, as well as between the community and service providers. CARE's monitoring and evaluation unit is continuously working towards improving this mechanism through regular monitoring, analyzing, and reporting its findings in terms of effectiveness and efficiency in collaboration and continuous consultation with communities and targeted populations through well-established community and refugee committees.

CARE Jordan Annual Assessments of the Situation of Syrian Refugees in Urban Settings and Vulnerable Jordanians



Since 2011, in response to the influx of Syrian refugees residing in urban settings, CARE has been conducting urban annual needs assessments, undertaking mixed methodology studies, to adapt its program strategy and operations to better serve the emerging and changing needs of the Jordanian and refugee beneficiaries. These assessments have provided significant qualitative data on urban residents of Jordan, and have inspired a broader discussion about the Syria crisis and its impact on host communities, becoming a reference material to UNHCR, donors and government, as evidenced by the JRP report, and also have helped design more targeted interventions.

Learning and Quality Assurance



Having **agreed-upon** Standard Operating Procedures (SOPs) and staff trained on procedures

Having **checklists** and regular internal reflection exercises

Having an independent unit to conduct the **exercise**

Staff consultation is part of the exercise

Sharing the findings of internal reflection with the staff who implement the activities

Amend the SOPs as one of the outcomes of the internal reflection exercise

Follow-up with the teams on the action points for improvement

Quality Partnerships

In line with **CARE Jordan partnership framework**, CARE has continued to build strategic long-term partnerships and quality alliances with Community Based Organizations (CBOs), International Non-Governmental Organizations (INGOS), local NGOs, private sector, CARE's implementing partners, and governmental entities

The PQ Department continues to ensure the highest level of **quality** and **accountability** in the direct and indirect implementation of programs

The PQ Department continues to develop the local capacities of **measuring impact**, assuring quality and accountability

The PQ Department continues to maintain CARE's **feedback and complaint mechanism** across all centers and hubs of indirect implementation

The PQ Department is part of all **partnerships and grants management processes** to ensure the application of CARE's quality and accountability standards in all of stages of partnership / grant

Staff Focused



In alignment with CARE's emphasis on the overall wellness and development of staff, which is one of the responsibilities of CARE senior management team, the PQ Department is committed to promoting growth of each staff member:



Evidence-Based Approach



Committed to the use of **information** and a robust body of evidence as a foundation of its humanitarian and development-focused interventions on the community level as well as on the beneficiary level.



The PQ Department assesses its **target groups** on yearly bases through the urban needs assessment to ensure that findings of MEAL contribute to developing the future humanitarian and development-focused interventions.

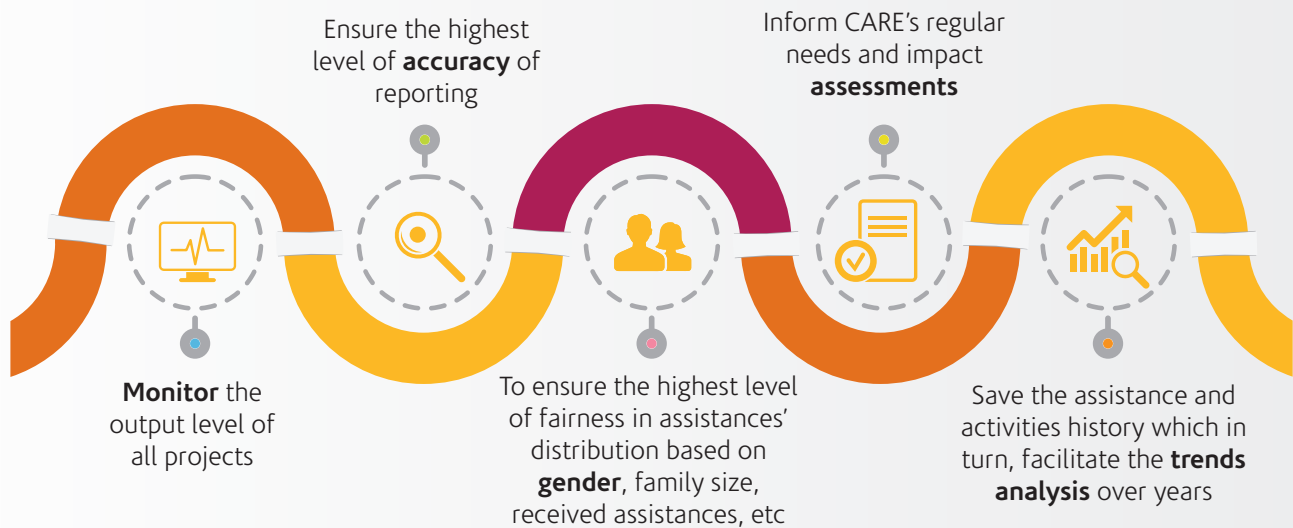


Information Management is an integral and ongoing part of the **monitoring process** aimed at organizing and monitoring the program activities and the projects' outputs, outcomes, and results, responding to reporting requirements of CARE MENA and CARE International.

CARE Database System (CDS)

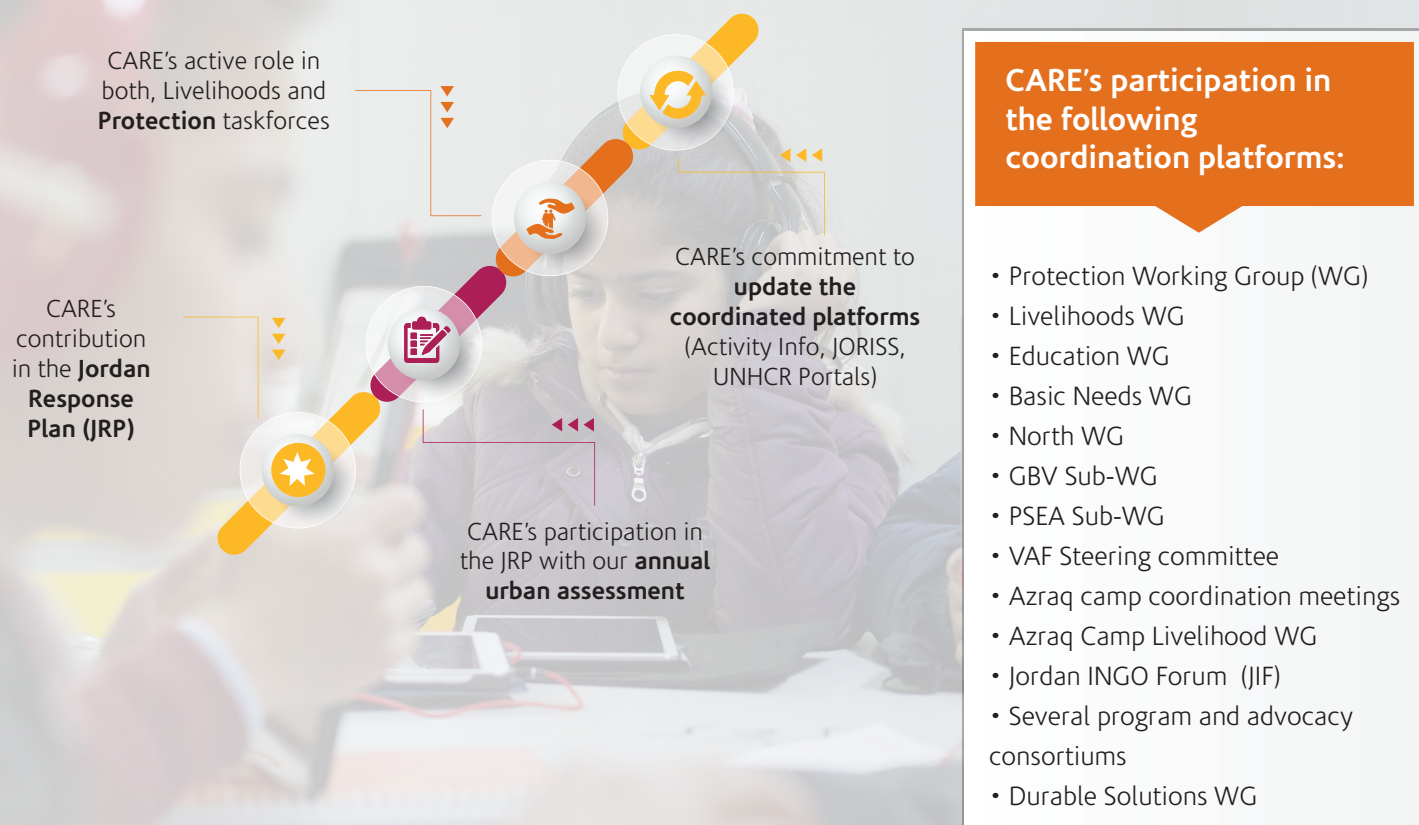
CARE Database System (CDS) is a holistic information management system, utilized in all of CARE's offices in Jordan. The CDS is used to document refugees and provide them with unique IDs to help CARE analyze trends and gain deeper insights about the ongoing risks and vulnerabilities of beneficiaries. Accountability to beneficiaries and programming is strongly ensured

under the CDS, whereas, duplication, double reporting, as well as double counting are all avoided. To better respond to the needs of our beneficiaries, the PQ Department disaggregates all data, while informing CARE Jordan about the type of feedback provided, the ongoing and/or nascent needs and vulnerabilities, as well as newly emerging trends.



Quality and Accountability Driven Coordination

The PQ Department enhances awareness and active engagement through multi-level coordination:





CARE Jordan Evaluation Strategy

The PQ Department seeks to improve effectiveness of humanitarian and development programs by ensuring that service and assistance are impactful and relevant to people's needs.

Allocate the **required budgets** for the regular assessment, baselines, and impact evaluation assessments

Manage **assessments and evaluations** (agreed upon TOR with all stakeholders, reference group, PQ Department to oversee the mission, etc.)

We are accountable and committed to **fairly disseminate the findings** of evaluations with all stakeholders

Adhere strictly to codes of ethics and conduct, as we are driven by integrity standards in profound consideration for our **beneficiaries** and partners

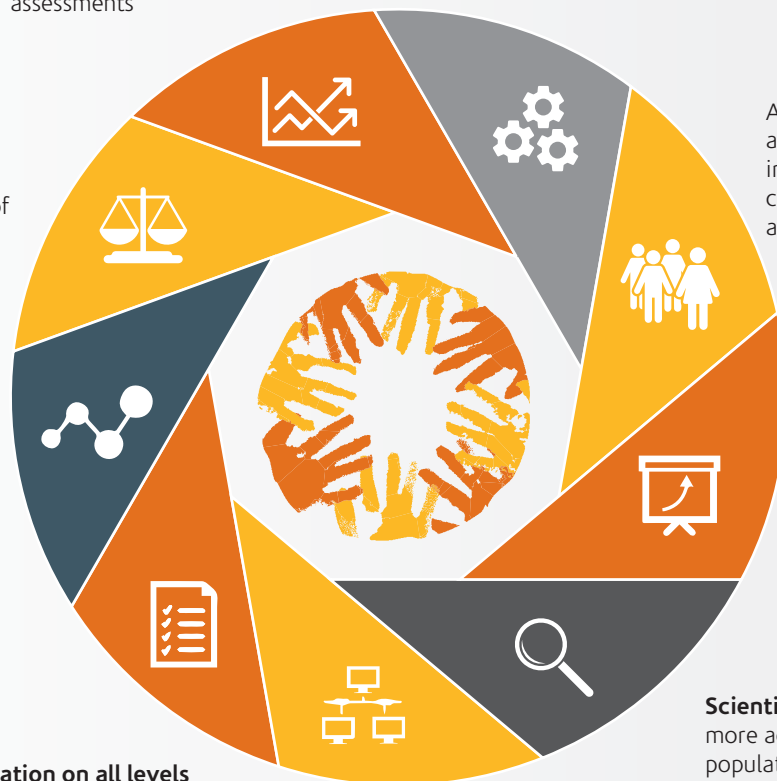
The **evaluation aspects** and criteria of relevance, effectiveness, efficiency, sustainability, and impact

Quantitative & Qualitative approaches provide an in-depth analysis of data and contribute to a more profound understanding of a context

Evaluation on all levels (projects, programs, and programmatic components)

Scientific sampling design ensures a more accurate representation of a population or a large group of data

Continued dedication to effectively communicating evidence-based data via the latest **data visualization tools**





Monitoring of Projects and Programs

Monitoring is a continuous task of reviewing information and activities that generates quantitative data and provides feedback on the implementation of activities and measures, whereby contributing to developing **valuable information** on program management and our impact on beneficiaries. It also serves to identify gaps, new vulnerabilities and ways with which to address them. We use the following ways in which to monitor our data:

Exit interviews



Feedback and complaint mechanism



Field visits



Traffic light reports



Country Office Dashboard



CARE Database



Pre and Post assessments



Phone surveys



Regular Focus Group Discussions



Regular beneficiary satisfaction reports



Interviews with the direct and indirect participants and case studies



Home visits



Rolling profile technique to monitor the socio-economic change



Disaggregated monitoring on the levels of gender, age, nationality, area, etc



Monitoring conflict sensitivity



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.

Values

We nurture accountability, leadership and political will internally among our partners to achieve this mission.

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.



CARE International in Jordan

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