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FINAL EXTERNAL EVALUATION OF THE B-LIEVE PROJECT: BOOSTING
LIVEABLE INCOME AND EMPOWERMENT FOR VULNERABILITY ERADICATION
IN JORDAN (2022-2025)

Final Report

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Acronyms

B-LIEVE	Boosting Liveable Income and Empowerment for Vulnerability Eradication
CBO	Community-Based Organization
COOPI	Cooperazione Internazionale
CSO	Civil Society Organization
DAC	Development Assistance Committee
EFE	Education for Employment
EFE-Europe	Education for Employment - Europe
EFE-Jordan	Education for Employment - Jordan
EU	European Union
FGD	Focus Group Discussion
HCD	Higher Council for the Rights of Persons with Disabilities
JTP	Job Training and Placement
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MoSD	Ministry of Social Development
MOU	Memorandum of Understanding
NAF	National Aid Fund
OECD	Organisation for Economic Co-operation and Development
PSS	Psychosocial Support
PwD	Person with Disability
ROM	Results-Oriented Monitoring
SIGI - JO	Solidarity is Global Institute – Jordan
ToC	Theory of Change
TVSDC	Technical and Vocational Skills Development Commission





EXECUTIVE SUMMARY

The **B-LIEVE project (2022–2025)**, funded by the European Union and implemented by EFE-Europe, EFE-Jordan, and COOPI, aimed to advance economic empowerment and social inclusion for vulnerable groups in Jordan—namely women, youth, persons with disabilities (PwDs), and inmates. Delivered in seven governorates, the project offered four tailored tracks (Job Training and Placement, Aspiring and Advanced Entrepreneurship, Online Freelancing), alongside psychosocial support (PSS), mentorship, seed funding, and awareness campaigns. The final evaluation, conducted by Edmaaj, applied OECD-DAC criteria using mixed methods and was triangulated with the ROM midterm review.

The project demonstrated strong relevance by responding to the aspirations and lived realities of its target groups. Women sought income generation and independence, PwDs and caregivers pursued greater inclusion, and at-risk youth and inmates looked for alternatives to marginalisation. The design integrated economic empowerment with psychosocial support, reflecting a holistic approach to vulnerability. Localised delivery through CBOs and the integration of rights-awareness activities reinforced this alignment. While some training content—particularly in The Job Training and Placement (JTP) and freelancing—could have been more tailored to varying skill levels, the project overall addressed key socio-economic barriers and was rated by the ROM as “highly relevant to the needs of target groups.”

Coherence was also evident. The project aligned with Jordan’s Economic Modernization Vision, the National Employment Strategy, and the Rights of PwDs Law (No. 20 of 2017), while complementing the mandates of MoSD and HCD. Partnerships with CBOs and universities provided trusted local entry points, and disability mainstreaming enhanced institutional practices. Although links with other EU-funded initiatives remained limited, the project was widely recognised as strategically and operationally consistent with national priorities and positioned it as a model for integrated support to marginalised populations.

In terms of effectiveness, the project met or exceeded most targets. The *JTP track* provided structured pathways into employment, equipping youth with technical and soft skills and supporting internships or direct placements. Despite a highly constrained labour market, the track achieved strong results: 74.4% of graduates secured jobs, and retention exceeded the 60% target, with employers praising the interpersonal skills and workplace readiness of participants. Women represented the majority of enrolees and graduates, while PwDs achieved high retention rates, reflecting the inclusive design. The *Entrepreneurship tracks* built confidence and business planning skills, with women making up the majority of participants. The *Online Freelancing track* helped participants build foundational digital skills, including profile building, platform navigation, and online client interaction. It was especially valuable for participants with prior digital exposure. *Psychosocial Support* exceeded outreach targets, improving confidence, family dynamics, and rights awareness, while awareness campaigns reached over 1,600 participants nationwide. Challenges included low male participation, modest shortfalls in PwD engagement in entrepreneurship, limited market



linkages in freelancing, and delays in seed funding which point to areas for refinement rather than fundamental weaknesses in design.

The project was implemented with notable efficiency, supported by structured coordination, lean staffing, and digital tools such as Salesforce. Weekly and biweekly planning meetings, live sheets, and standardised M&E templates improved coordination and reduced duplication. However, lean staffing created pressure on field teams, and the results framework relied on output indicators for some components such as advocacy and awareness-raising. Participant feedback mechanisms, including satisfaction surveys and self-assessments, helped address this gap, particularly within PSS.

The project generated meaningful impacts at individual, household, and community levels. Women and PwDs reported significant gains in confidence, independence, and participation in economic and social life, with many graduates securing jobs, starting businesses, or expanding income-generating activities. Psychosocial support contributed to improved emotional well-being, reduced stigma, and greater rights awareness, while employers introduced disability-inclusive practices that strengthened workplace environments. Impacts also extended beyond direct participants. Women often involved family members in their ventures, creating shared income opportunities, while caregivers—particularly mothers—reported stronger advocacy skills and improved family dynamics.

Unintended but positive effects also emerged. Some participants, especially women and PwDs, assumed informal leadership roles, initiating peer support groups and advocating for others in their communities. Caregivers and family members not formally targeted by the project also benefitted—gaining confidence, skills, and in some cases contributing to home-based businesses.

Sustainability potential is moderate to high. Many graduates demonstrated job retention or business continuity, and peer networks established through PSS indicate lasting social capital. EFE and COOPI retained tools and systems that can support future programming, while demand-driven training and employer engagement enhanced the likelihood that skills will remain applicable. Barriers remain—including transport, accessibility for PwDs, and accreditation gaps—but overall, the project has laid a foundation for continuation and scale.

Key lessons learned include the importance of flexible, community-based delivery for access and inclusion, the need to address digital and language barriers, the value of embedding psychosocial support as a core component of economic empowerment, and the effectiveness of pairing seed funding with mentorship. Early consultation with participants also emerged as critical in managing expectations and aligning training content with real needs.

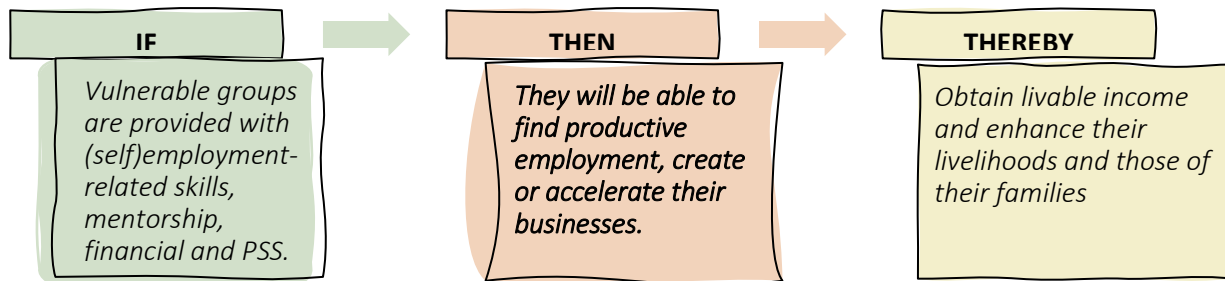
Based on these lessons, **the evaluation recommends** strengthening participant-centred design, enhancing digital accessibility, integrating psychosocial support systematically across all tracks, and introducing tiered, milestone-based financial support models. Expanding mentorship and alumni networks, formalising coordination with government and CBOs, and adopting outcome-oriented monitoring frameworks would further strengthen future interventions. Investigating barriers to male and PwD participation is also advised to inform more inclusive outreach strategies.



1 INTRODUCTION

The B-LIEVE project “Boosting Liveable Income and Empowerment for Vulnerability Eradication in Jordan,” is a 36-month initiative (July 2022 – June 2025), funded by the European Union and implemented by a consortium comprising Education for Employment-Europe (EFE-Europe), Education for Employment-Jordan (EFE-Jordan), and Cooperazione Internazionale (COOPI). The project targeted vulnerable groups in Jordan—specifically women, youth, people with disabilities (PwDs), and inmates—aiming to strengthen their economic empowerment and social inclusion.

B-LIEVE Project Theory of Change (ToC)



Overall Objective: Improve the economic empowerment and social inclusion of vulnerable groups in Jordan, including women, PwDs, inmates and at-risk youth, through better access to training services and employment opportunities including self-employment.

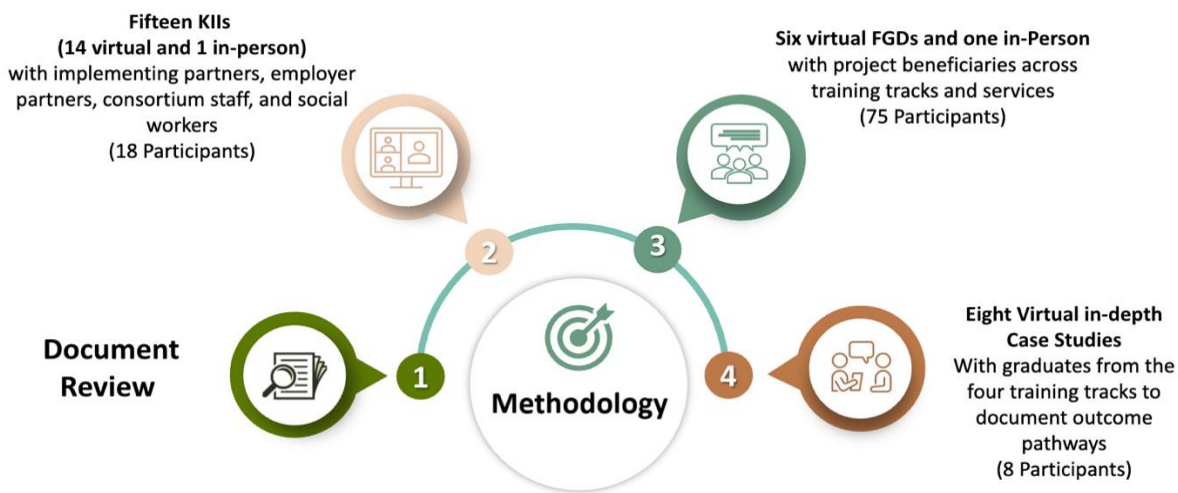
B-LIEVE was implemented in seven governorates: Amman, Zarqa, Madaba, Irbid, Mafraq, Jerash, and Ajloun, and offered four tailored training tracks: (1) Job Training and Placement (JTP), (2) Aspiring Micro-Entrepreneurship, (3) Advanced Micro-Entrepreneurship, and (4) Online Freelancing. In addition, the project provided psychosocial support (PSS) services, mentorship, seed funding, and awareness and advocacy campaigns to promote the inclusion of marginalised groups at the employer and community levels. The final external evaluation, conducted between March and August 2025, applied the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria commonly referred to as the OECD-DAC criteria, assessing relevance, coherence, effectiveness, efficiency, sustainability, and impact, to assess the B-LIEVE project’s performance.

2 EVALUATION METHODOLOGY

2.1 Data Collection and Analysis

The **evaluation** adhered to the criteria established by OECD-DAC, assessing the B-LIEVE project’s relevance, coherence, effectiveness, efficiency, sustainability, and impact. The evaluation aimed to determine the extent to which the project achieved its intended outcomes, as outlined in its Theory of Change and results framework. It also identified implementation challenges, captured lessons learned, and provided practical recommendations to inform the design of future interventions targeting the economic empowerment and inclusion of vulnerable populations in Jordan. **The evaluation drew on multiple data sources for robust triangulation**, including the Results-Oriented Monitoring (ROM) midterm review commissioned by the European Union and conducted in April 2024. The ROM provided an independent assessment of the project's midline progress, with a focus on relevance, efficiency, and sustainability. Key insights from the ROM were used during the analysis phase to contextualise findings, validate emerging trends, and highlight areas of convergence or divergence with endline data. Where relevant, references to the ROM findings are integrated throughout this report to enrich the overall evaluative perspective.

The **evaluation employed a mixed-methods approach involving both primary and secondary sources**, leveraging qualitative and quantitative data collection methods, including document review¹, fifteen Key Informant Interviews (KIIs), seven Focus Group Discussions (FGDs), and eight individual case studies², along with analysis of pre- and Post- M&E quantitative datasets collected by EFE project team.



1: DATA COLLECTION METHODS CONDUCTED DURING THE PERIOD 17TH APRIL – 29TH MAY 2025.

¹ See Annex 1 for detailed documentation of reviewed materials.

² See Annexes 2–4 for detailed documentation of participants in the KIIs, FGDs, and case studies.

These instruments were meticulously designed to gather valuable insights from key stakeholders involved in the project. These stakeholders included representatives from EFE-Jordan, EFE-Europe, and COOPI, as well as implementing partner staff, employer partners, social workers involved in psychosocial support, and direct beneficiaries across the four training tracks and related support services. Figure 1 above provides Collection methods summary.

The KIIs were conducted with implementing and community-based partners in Madaba, Ajloun, and Zarqa; employer partners in Irbid and other locations; psychosocial support service providers; and consortium members. **FGDs were held** virtually and in person with beneficiaries from the Job Training and Placement, Aspiring and Advanced Entrepreneurship, and Online Freelancing tracks, along with participants in awareness-raising campaigns and psychosocial support (PSS) activities. **Eight in-depth case studies** were conducted to explore participants' backgrounds, project experiences, and post-program outcomes related to employment, income generation, and wellbeing.

The Edmaaj team conducted a thorough analysis using qualitative and quantitative methods to ensure accuracy and completeness. For the qualitative component, transcripts from KIIs, FGDs, and case studies were reviewed and coded using MAXQDA software. A thematic analysis was conducted based on the OECD-DAC evaluation criteria, applying a combination of deductive and inductive coding approaches. This allowed the team to examine pre-identified themes such as effectiveness, efficiency, and sustainability, while also capturing emergent issues raised by participants. **For the quantitative component,** Edmaaj team analysed raw datasets provided by EFE, including participant application and enrolment records, pre- and post-training survey responses, and employment status updates. The analysis began with a comprehensive data familiarization process, followed by cleaning and integration of the datasets to construct complete participant pathways from registration through training completion and post-training outcomes. Data were organized and analysed using Microsoft Excel, applying descriptive statistical techniques to assess knowledge gain, dropout and retention patterns, and employment or income-generation outcomes.

Pairwise comparisons were conducted on pre- and post-training responses to evaluate training effectiveness. Additionally, the analysis explored variations across the four training tracks—Job Training and Placement, Aspiring Entrepreneurs, Established Entrepreneurs, and Online Freelancing—and disaggregated results by demographic characteristics where possible. All findings were cross-checked against project indicators defined in the logical framework. This combination of structured qualitative coding and detailed statistical analysis provided a robust foundation for evaluating the project's performance. All sensitive information was anonymized in line with ethical standards and participant confidentiality preferences.

Edmaaj implemented rigorous quality assurance protocols throughout the data collection and analysis phases to ensure the validity and reliability of information. Specifically, qualitative data were collected through voice and video recordings, which were securely stored and later ethically deleted following project completion. To uphold data integrity, field researchers received extensive training on both data collection methods and ethical standards. Moreover, triangulation of qualitative findings with the quantitative datasets provided



by EFE was used to enhance consistency and credibility. Finally, internal validation discussions were held to resolve discrepancies and refine emerging themes, ultimately contributing to accurate and high-quality findings that reflect the project's implementation.

2.2 Limitations

- **Self-Reported Data Limitations:** As with any self-reported data, responses may be subject to recall bias, social desirability bias, or selective reporting. These factors can affect the accuracy and reliability of the information shared by participants. While self-reporting is valuable for capturing perceptions and experiences, the data should be interpreted with these limitations in mind. To mitigate any bias related to self-reporting, the evaluation team used probing questions to improve response reliability and conducted triangulation across multiple data sources, including qualitative transcripts, quantitative monitoring data, and project documents, to strengthen the validity of findings and reduce single-source bias.
- **Challenges Engaging Persons with Disabilities:** While persons with disabilities were included in the FGDs, the exclusive use of virtual platforms presented accessibility challenges for some participants. In particular, individuals with intellectual disabilities such as Down syndrome may have required additional in-person support or facilitation to fully express their views. The absence of such accommodations in the virtual setting may have limited their ability to fully engage, resulting in partial input that does not fully capture their experiences or needs. To address this, Edmaaj worked through local disability organisations and trained facilitators to engage participants using simplified language, visual attendance, and by encouraging caregiver support.
- **Geographic Dispersion of Participants:** The project's coverage across multiple governorates posed logistical challenges for conducting in-person FGDs, which may have limited opportunities for deeper, place-based engagement—particularly in remote areas. To mitigate this, Edmaaj ensured inclusive geographic representation by conducting virtual FGDs with purposively selected participants from all targeted regions.
- **Limited Responsiveness of Youth Participants:** Several beneficiaries were engaged in employment or freelance work at the time of data collection. This made it difficult to schedule FGDs, particularly with youth involved in the online freelancing and entrepreneurship tracks. As a result, some discussions were delayed or had lower participation than expected. To mitigate this, Edmaaj offered flexible scheduling options, including evening and weekend sessions.



3 KEY FINDINGS

3.1 RELEVANCE

This section assesses the degree to which the B-LIEVE project design and interventions aligned with the identified needs, priorities, and lived realities of its target groups across Jordan—namely women, PwDs, inmates, and at-risk youth—across all four tracks.

Overall, the project was relevant to its diverse target groups, with its core tracks and services responding to urgent economic and psychosocial needs. Participants particularly valued the opportunities for employability, income generation, and inclusion, with the design showing strong alignment to local realities. While some technical content within the JTP and freelancing tracks could be further tailored to account for differing skill levels and resources, these adjustments would serve to enhance an already well-targeted and impactful approach.

- Most participants in the JTP track FGD reported that the training content largely aligned with their perceived employability needs, particularly appreciating the focus on soft skills such as communication, teamwork, and customer interaction and was also echoed by employers. However, few raised concerns that specific course modules did not meet their full initial expectations or practical requirements, particularly in relation to their prior experience and skill level. For example, tailoring-focused participants questioned the relevance of English language lessons and the extended focus on soft skills instead of dedicating more time exclusively to tailoring. This highlights the need for stronger sector-specific examples, and pre-training consultations, along with clearer explanations of how technical and soft skills contribute to career growth and translate into sector-specific roles to enhance participant satisfaction.

“The training was exactly what I needed. Before, I didn’t know how to deal with customers properly. It taught me how to communicate better.”

Male, JTP Track
- Most participants in the Aspiring and established Entrepreneurship tracks considered the project highly relevant to their socioeconomic conditions and aspirations. Women in particular reported joining the programme to pursue income-generating opportunities and gain a sense of independence. For many, the training offered one of few available pathways to self-reliance. The design of the entrepreneurship components—delivered locally and often through

“We joined because we wanted to support our families and build something of our own”

Female, Aspiring Entrepreneurship Track



community-based organisations—reflected a good understanding of beneficiaries’ realities, particularly in underserved areas.

- In the Online Freelancing track, relevance varied based on participants’ digital readiness and literacy. Those with existing online exposure (e.g., those already working in social media or content creation) found the training timely and relevant while some beginners valued the exposure to freelancing platforms and profile-building basics. However, despite proactive measures—such as conducting technical assessments before enrolment to ensure a common baseline of digital literacy; some participants noted that the course did not fully meet their expectations, particularly those with minimal digital skills who struggled to keep pace. Few raised concerns that certain modules were broad such as soft skills preferring more advanced, market-oriented strategies and practical exercises. These findings highlight the need for tailored content by skill level, stronger pre-training consultations, more practical exercises, and explaining more clearly the links between soft skills and freelancing careers.
- The PSS and awareness-raising activities were viewed by participants as highly relevant to their psychological, legal, and social realities. PwDs and caregivers cited emotional relief, increased rights awareness, and a stronger sense of inclusion. Such feedback suggests the legal awareness sessions were appropriately designed for a target group that had previously lacked access to this information.
- The design of activities for inmates and at-risk youth reflected an understanding of their marginalisation, but some participants noted that tailoring to individual needs—such as mentorship or follow-up was limited. Some participants in the JTP and aspiring entrepreneurship noted that many activities were delivered in group formats and suggested greater customisation for those with highly specific vulnerabilities.
- The relevance of the project approach was confirmed by the EU’s ROM, which rated the intervention as “*highly relevant to the needs of the target groups.*” The endline evaluation further noted that the overall design aligned with the priorities of the target groups with some components within the JTP and freelancing tracks could have been better contextualised to reflect varying skill levels and market realities.



3.2 Coherence

This section examines the degree to which the B-LIEVE project was internally consistent in its design and externally coherent with national policies, institutional mandates, and other stakeholder initiatives.

Overall, the B-LIEVE project was well aligned with national strategies and stakeholder priorities, and it established productive complementarities with existing structures. This strategic and operational coherence strengthened the project's legitimacy and positioned it as a model for integrated support to marginalised populations.

- The project demonstrated strong coherence with Jordan's national frameworks related to employment, social protection, and disability inclusion. Its objectives and design closely reflected priorities outlined in the Economic Modernization Vision 2023-2033,³ the National Employment Strategy 2011-2020,⁴ and the priorities outlined by the Higher Council for the Rights of Persons with Disabilities (HCD). These priorities emphasise improving labour market access, vocational training, and inclusive workplace practices for PWD in line with Law No. 20 of 2017 on the Rights of PWD.⁵ Project staff noted that activities were shaped to align with these national frameworks, particularly in addressing the structural exclusion of women, persons with disabilities, and youth from economic opportunities. The inclusion of work in correctional facilities further reflected national strategies for rehabilitation and reintegration.
- The project maintained strong institutional coherence by engaging relevant governmental and non-governmental stakeholders throughout implementation. Ministries such as the Ministry of Social Development (MoSD) and national bodies like the Higher Council for the Rights of Persons with Disabilities (HCD) were involved in referral mechanisms, community outreach, and awareness-raising activities. This alignment ensured that project interventions did not operate in isolation but rather complemented the mandates and activities of national partners.
- At the local level, B-LIEVE demonstrated contextual coherence by integrating with community-based organisations (CBOs), universities, and service providers that had established trust and operational infrastructure. Memorandums of Understanding (MoUs) with CBOs such as Solidarity is Global Institute – Jordan (SIGI – JO) and Zamzam River, and collaboration with academic institutions like Princess Sumaya University, provided the project with relevant entry points into local communities and enabled it to operate in synergy with existing service networks. These partnerships were not only strategic but also operationally coherent, as they reinforced the project's inclusive and rights-based approach.

³ Royal Hashemite Court. (2022, January 30). *Economic Modernisation Vision: Unleashing potential to build the future* [PDF]. Available at: <https://www.jordanvision.io/img/vision-en.pdf>

⁴ Ministry of Labour. (2025, June 24). *National Employment Strategy*. Ministry of Labour. Available at: https://mol.gov.jo/EN/Pages/National_Employment_Strategy

⁵ Higher Council for the Rights of Persons with Disabilities. *Laws*. Available at: <https://hcd.gov.jo/AR/List/القوانين>



- The project proactively avoided duplication by building on existing systems rather than creating parallel structures. For instance, its work in correctional centres leveraged institutional capacities already in place, including product showcases and vocational programming, rather than establishing new pathways. By doing so, the project ensured that its interventions were additive rather than redundant, strengthening rather than fragmenting the ecosystem of support for vulnerable groups.
- B-LIEVE also added value to existing support systems by introducing new practices and expanding stakeholder capacities. Its efforts to mainstream disability inclusion across training providers, employers, and community actors contributed to a broader institutional shift toward inclusive development. These contributions were complementary to national and local initiatives already in motion, enhancing the coherence between project activities and ongoing reforms in the employment and social protection sectors.
- The ROM report confirmed this alignment, describing B-LIEVE as highly coherent with the broader policy frameworks on youth, inclusion, and employment. However, while the ROM report highlighted the missed opportunity to strengthen synergies with other EU-funded initiatives in similar sectors, this area of coordination was not addressed during the remainder of the project and did not emerge in stakeholder interviews. According to the EFE team, the only comparable EU-funded initiative identified was implemented by the non-profit organisation Humanity and Inclusion, which was already in its final stages, leaving limited scope for meaningful collaboration. Although potential areas for future cooperation were discussed, no joint activities were pursued within the project timeframe. The JEEL⁶ connectors' visit and participation in the closing event offered some visibility and informal links to the wider EU network, but this was insufficient to build structured partnerships. The endline evaluation found no evidence of changes or new linkages in this regard, suggesting that this ROM recommendation remained unacted upon through the end of implementation.

⁶ For complete information on the JEEL programme, please visit: <https://south.euneighbours.eu/eu-jeel-connect/>



3.3 EFFECTIVENESS

This section assesses the project’s effectiveness in delivering against its stated objectives, indicators, outputs, and outcomes, as outlined in the results framework. It synthesises key achievements and implementation challenges, drawing on stakeholder perspectives and project documentation to evaluate the extent to which planned results were realised.

Overall, the project was implemented in a way that aligned with its designed results chain, achieving most overall targets by the time of the evaluation, as shown in Table 1. The project demonstrated good effectiveness in expanding access to training, psychosocial support, and livelihood opportunities for vulnerable groups in Jordan. It exceeded most enrolment, graduation, and awareness-raising targets, with especially strong outcomes for women and PWD. The JTP track achieved high placement and retention outcomes despite Jordan’s challenging labour market, while entrepreneurship and freelancing tracks built confidence and essential skills that participants valued. Psychosocial support and awareness campaigns proved foundational, fostering inclusion, legal literacy, and emotional well-being. Although challenges such as low male participation, modest shortfalls in PwD engagement in entrepreneurship, limited depth in the freelancing technical components, and seed funding constraints were noted, these represent opportunities for refinement rather than shortcomings of design.

Table (1) Logframe Verification

Indicators as per logframe	Target as per logframe	Result ⁷	Progress as per evaluation
Improve the economic empowerment and social inclusion of vulnerable groups in Jordan, including women, PwDs, inmates and at-risk youth, through better access to training services and employment opportunities including self-employment.			
# of vulnerable people in Jordan who receive market-relevant trainings	900 Males: 450 Females: 450 PwDs: 300 Inmates: 40	1062 Male: 251 Female: 811 PwDs: 219 Inmates: 43	Exceeded total Target with an imbalance compared to planned gender distribution and PwD targets
# of vulnerable people in Jordan who have access to income-generating opportunities	661 Males: 312 Females: 312 PWD: 198 Inmates: 27	705 Male: 147 Female: 558 PwDs: 196 Inmates :2	Exceed Target with an imbalance compared to planned gender distribution and Inmates targets
OC1: Vulnerable groups have improved livelihoods through soft and technical skills and employment			

⁷ The quantitative results presented here were provided by EFE and are based on internal project monitoring data. The evaluation team did not independently verify or calculate these figures but used them as reported by the implementing partner.



Indicator 1.1. # of vulnerable people enrolled in JTP trainings (Track 1)	240 Males: 120 Females: 120 PwDs: 30	264 Male: 60, Female: 204 PWDs: 26	Exceeded Target with imbalance compared to planned gender distribution
Indicator 1.2. #/% of participants who graduate from JTP trainings (Track 1)	216 Males: 50% Females: 50%	242 Male: 48 (19.8%) Female: 194 (80.2%)	Exceeded Target with an imbalance compared to planned gender distribution
Indicator 1.3. #/% of graduates placed in jobs in 6 months (Track 1)	183 Males: 50% Females: 50%	180 total Male: 48 (26.7%) Female: 132 (73.3%)	Nearly achieving Target⁸ with an imbalance compared to planned gender distribution
Indicator 1.4. #/% of graduates who retain their jobs for at least 3 months (Track 1)	110 Gender distribution Males: 50% Females: 50%	146 total Male: 41 (28.1%) Female: 105 (71.9%)	Exceeded Target with an imbalance compared to planned gender distribution
Outcome 1: Outputs Indicators			
Indicator 1.1.1. # of vulnerable people enrolled in JTP trainings Males: 50% Females: 50% PwDs: 12.5% (Track 1)	240 Males: 120 Females: 120 PwDs: 30	264 Male: 60 Female: 204 PWDs: 26	Exceeded Target with an imbalance compared to planned gender distribution
Indicator 1.1.2 #/% of participants who graduate from JTP trainings Males: 50% Females: 50% (Track 1)	216 Males: 50% Females: 50%	242 Male: 48 (19.8%) Female: 194 (80.2%)	Exceeded Target with an imbalance compared to planned gender distribution
Indicator 1.2.1 #/% of graduates placed in jobs in 6 months (Track 1)	183 Males: 50% Females: 50%	180 total Male: 48 (26.7%) Female: 132 (73.3%)	Nearly achieving Target⁹ with an imbalance compared to planned gender distribution
Indicator 1.2.2 #/% of graduates who retain their jobs for at least 3 months (Track 1)	110	146 total Male: 41 (28.1%) Female: 105 (71.9%) PWDs: 12 (8.2%)	Exceeded Target with an imbalance compared to planned gender distribution

⁸ This target was measured prior to the project's completion and is expected to increase further as additional results are achieved

⁹ This target was measured prior to the project's completion and is expected to increase further as additional results are achieved



Indicator 1.2.3. # of new partnerships established with local employers (Track 1)	5	5	Met Target
OC2: Vulnerable groups have increased entrepreneurship/self-employment opportunities through online freelancing and micro-entrepreneurship trainings, mentoring and access to financial support.			
Indicator 2.1. # of vulnerable people enrolled in online freelancing/in-person micro-entrepreneurship trainings (Tracks 2, 3 & 4)	760 Males: 266 Females: 494 PwDs: 270 Inmates: 40	885 Male: 210 Female: 675 PWDs 302 Inmates: 43	Exceeded Target with an imbalance compared to planned gender distribution
Indicator 2.2. #/% of participants who graduate from self-employment trainings (Tracks 2, 3 & 4)	684 Males: 35% Females: 65%	822 Male: 194 (23.6%) Female: 628 (76.4%)	Exceeded Target with an imbalance compared to planned gender distribution
Indicator 2.3. # of graduates who receive financial support (Tracks 2, 3)	105 (210 was the updated target after the budget realignment) Males: 35% Females: 65%	210 Males: 29.5% Females: 70.5%	Met Target with an imbalance compared to planned gender distribution
Indicator 2.4. # of graduates who begin an economic activity or consolidate their businesses (Tracks 2, 3, 4)	478	525 Male: 99 Female: 426 PWDs: 179 Inmates: 2	Exceeded Target
Outcome 2: Outputs Indicators			
Indicator 2.1.1 # of vulnerable people enrolled in online freelancing/in-person micro-entrepreneurship trainings (Tracks 2, 3 & 4)	760 Males: 266 Females: 494 PwDs: 270 Inmates: 40	885 Male: 210 Female: 675 PWDs 302 Inmates: 43	Exceeded Target
Indicator 2.1.2. #/% of participants who graduate from self-employment trainings	684 Males: 35% Females: 65%	822 Male: 194 (23.6%) Female: 628 (76.4%)	Exceeded Target with an imbalance compared to planned gender distribution



(Tracks 2, 3 & 4)		PWDs: 281 (34.2%) Inmates: 41 (5.6%)	
Indicator 2.2.1 # of graduates who receive financial support (Tracks 2, 3)	105 (210 was the updated target after the budget realignment) Males: 35% Females: 65%	210 Males: 29.5% Females: 70.5%	Met Target with an imbalance compared to planned gender distribution
Indicator 2.3.1 # of graduates who begin a home-based economic activity (Tracks 2, 4)	441	463 Male: 99 Female: 364 PWDs 179 Inmates: 2	Exceeded Target
Indicator 2.4.1 # of graduates from track 3 who accelerate their businesses (Track 3)	37	62 Female: 62 PWDs: 2	Exceeded Target
OC3: Socioeconomic inclusion and well-being of vulnerable groups is promoted through PSS, advocacy and awareness-raising actions involving local communities and key stakeholders.			
Indicator 3.1. # of vulnerable people receive collective and/or individual PSS	750 Males: (50%) 375 Females: (50%) 375 Youth at risk: (50%) 375 PwDs: (40%) 300 Inmates: (5%) 40	1023 Male: 266 (26%) Female: 757 (74%) Youth at risk: 665 (65%) PWDs: 470 (46%) Inmates: 45(4.39)	Exceeded Target with an imbalance compared to planned gender distribution
Indicator 3.2. # of awareness-raising campaigns conducted among local communities in each of the target governorates	11 5 in-person and 6 online awareness-raising campaigns	11; 5 in person 6 online sessions	Met Target
Indicator 3.3. # of participants attend the awareness sessions in	1400 40 per gov (7) per session (5)	1680	Exceeded Target



each of the target governorates			
Outcome 3: Outputs Indicators			
Indicator 3.1.1 # of national stakeholders actively engaged in the nation-wide advocacy campaign	3	3	Met Target
Indicator 3.1.2 # of private sector employers actively engaged in a nation-wide advocacy campaign	8	11	Exceeded Target
Indicator 3.2.1 # of awareness-raising campaigns conducted among local communities in each of the target governorates	5	5	Met Target
Indicator 3.2.2 # of participants attend the awareness sessions in each of the target governorates	1400 40 per gov (7) per session (5)	1680	Exceeded Target
Indicator 3.3.1 # of vulnerable people receive collective and/or individual PSS Males: 50% Females: 50% Youth at risk: 50% PwDs: 40% Inmates: 5%3	750 Males: (50%) 375 Females: (50%) 375 Youth at risk: (50%) 375 PwDs: (40%) 300 Inmates: (5%) 40	1023 Males: 266 (26%) Female: 757 (74%) At-risk youth: 665 (65%) PwDs: 471 (46%) Inmates: 45 (4.39)	Exceeded Target with an imbalance compared to planned gender distribution
Indicator 3.3.2 # of vulnerable people receive collective and/or individual PSS through referral	100	524	Exceeded Target



Expanded Access and High female Participation, with Opportunities for Broader Male Engagement

The JTP component of the project significantly exceeded its enrolment and graduation targets, with 264 youth enrolled (110% of the target) and 242 graduating (91.7%). This achievement was largely driven by strong female participation; women made up 77.3% of JTP participants and 80.2% of graduates. Flexible training formats and local delivery made the programme particularly accessible for women, especially in contexts where caregiving responsibilities or social constraints limited mobility.

In contrast, male participation remained below the 50% target, with only 22.7% of enrollees and 19.8% of graduates being men. Qualitative data suggests that this gender disparity is influenced by broader structural barriers and social perceptions, many men prefer informal or seasonal work, which is perceived as offering faster income, and some view self-employment training as misaligned with traditional male roles.

On the other hand, while 26 PwD (9.8%) were enrolled, slightly below the 12.5% target—all were women, showing success in reaching multiply marginalised groups through CSO partnerships. Most notably, the JTP track achieved a **0% dropout rate among PwD participants**, underscoring the inclusive and supportive environment. The disabilities represented included intellectual disabilities, Down syndrome, hearing impairments, and speech-related disabilities.

“We applied life skills like customer interaction and even worked as baristas”

Female, JTP Participants

“Many young men see these programmes as less viable than informal work or daily jobs,” a project staff member noted”

EFE Staff

“We created an environment where participants with disabilities felt equally responsible and committed—just like anyone else”

Implementing Partners’ Staff

Strong Skills Development and Confidence Gains

JTP Graduates across demographics reported significant post-training improvements in communication, leadership, teamwork, and client interaction skills directly applied during internships or on-the-job training.

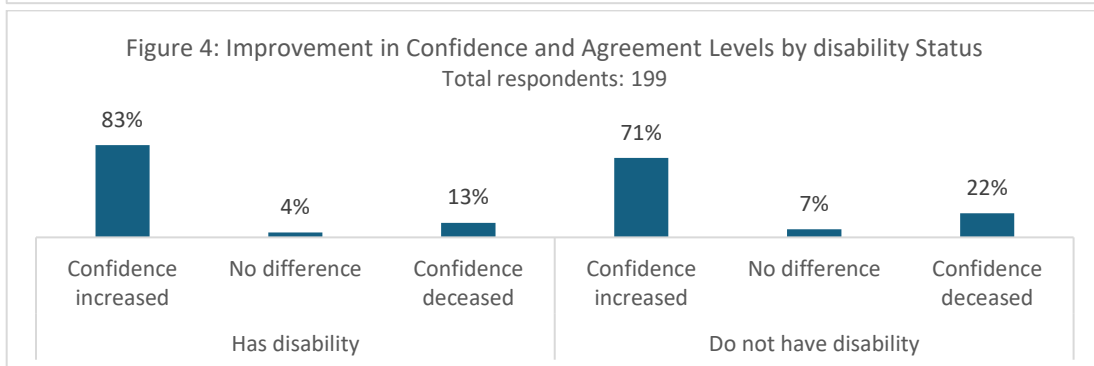
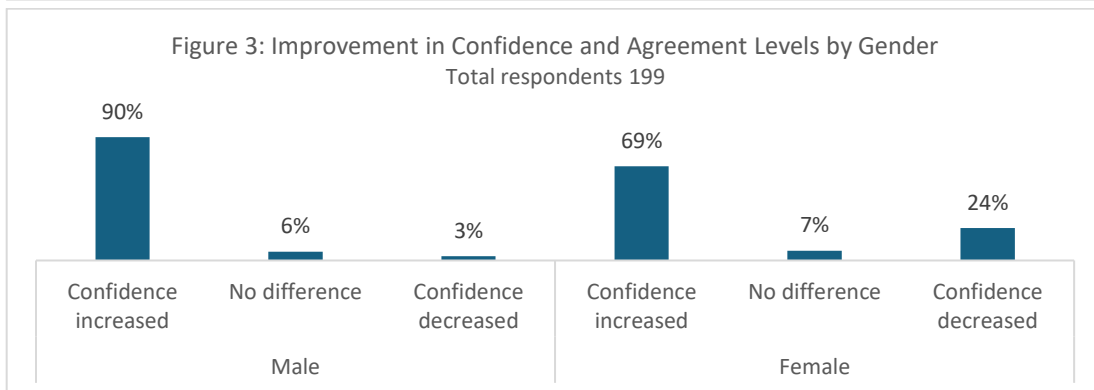
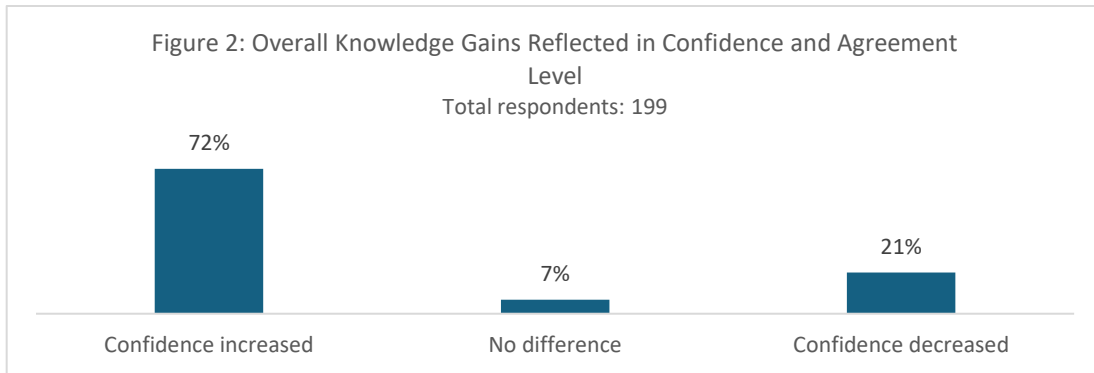
Quantitative assessments showed that 72% of all graduates reported increased confidence in their knowledge and abilities as shown in (figure 2). Male participants experienced particularly strong gains (90%) as shown in (figure 3), while 83% of PwDs also reported enhanced self-confidence as shown in (figure 4). However, only 69% of women reported confidence gains (figure 3), and 24% experienced a decline. EFE

“The soft skills training was deep, the second five days focused on how to speak with a foreign client, how to solve problems, and how to be a team leader”

Male, JTP Participant



team has pointed out that, based on their experience, this may be due to female participants developing greater awareness of their skill gaps, where participants with limited prior training recognised the depth of skills they could develop noting, especially women with limited prior exposure to formal learning environments.



Employer feedback reinforced these findings highlighting the graduates' confidence, strong interpersonal skills, and readiness for immediate integration into the workplace.

"Participants spoke with more confidence, engaged more actively, and showed better communication, Employers also noted that JTP graduates were easier to onboard and came better prepared than other recruits."

Employer Partner

Employment and Retention Outcomes Reflect Deepened Labour Market Readiness

The JTP component achieved a **74.4% job placement rate** (180 of 242 graduates), which, while slightly below the 85% target, represents a strong outcome within Jordan's challenging labour market. As of the first quarter of 2025, the national unemployment rate stood at 21.3%, with male unemployment reaching 18.6% and female unemployment at 31.2%¹⁰ underscoring the significance of this outcome and the project's effectiveness in facilitating access to employment despite broader economic constraints. Women again led in outcomes, comprising 73.3% of placed graduates, while 26.7% were men. PwD also achieved notable results: **65.4% (17 of 26) were placed in jobs**, highlighting both the programme's inclusive design and its work with disability-aware employers.

"We hired people with disabilities and placed them in the packaging section—far from the production lines—to ensure their safety and confidence"

Employer Partner's Staff

Retention results were even more striking. Of the 180 placed graduates, **146 (81.1%) retained their jobs for at least three months**, surpassing the 60% target. Among those, 12 out of 17 PwDs retained their positions at least three months (70.6%), and several were offered added responsibilities. Employers consistently attributed this high retention to the graduates' strong soft skills, motivation, and job readiness. They emphasised qualities such as effective communication, adaptability, and reliability as key reasons for keeping B-LIEVE graduates on staff.

"The participants didn't just show up—they were ready. Their communication, adaptability, and motivation were clear from day one."

Employer Partner's Staff

"They were different from other hires—they took initiative and were eager to improve"

Employer Partner's Staff

These outcomes underscore the success of the JTP track in equipping vulnerable youth—especially women and PwDs—with skills and support systems to not only enter but remain in the labour market. However, the findings point to two distinct challenges—low male participation relative to targets and reduced confidence gains among certain female participants. Addressing these requires tailored outreach to men and refinements in instructional design to support women with limited prior training exposure.

¹⁰ Department of Statistics. (2025). *Unemployment Rate – First Quarter 2025*. Government of Jordan. Available at: https://dosweb.dos.gov.jo/DataBank/News/Unemployment/2025/unemp_Q1_2025.pdf



Entrepreneurship Tracks Built Confidence and Skills, but Economic Activation Fell Short

The entrepreneurship and online freelancing tracks were highly effective in expanding access and improving self-confidence among vulnerable groups, but they fell behind in translating training into sustained income-generating activity by the time of this evaluation. The project exceeded its enrolment and graduation targets for these tracks, reaching 885

enrolees (116% of target) and 822 graduates (120%). Female participation was especially strong: women made up (76.3%) of enrolees and (76.4%) of graduates, compared to (65%) of enrolment and (65%) of graduation target accordingly. Flexible learning formats and alignment with caregiving roles made the training highly effective for women.

“This was the push I needed... I got to meet people, learn something new, and it helped me build something that fits my life ”

Female, Aspiring Entrepreneurship Track

While participation was high, gender imbalances compared to the project target persisted. Male participation remained low— (23.7%) at enrolment and (23.6%) at graduation— below the (35%) target. Implementing partners attributed this to men’s preference for informal or seasonal work and perceived misalignment of training with income needs. PwD were slightly below target as (34.1%) of enrolees and (34.2%) of graduates were PwDs, compared to the (35.5%) inclusion target. Structural barriers such as transportation, digital access, and assistive technology limited full participation despite inclusive outreach efforts.

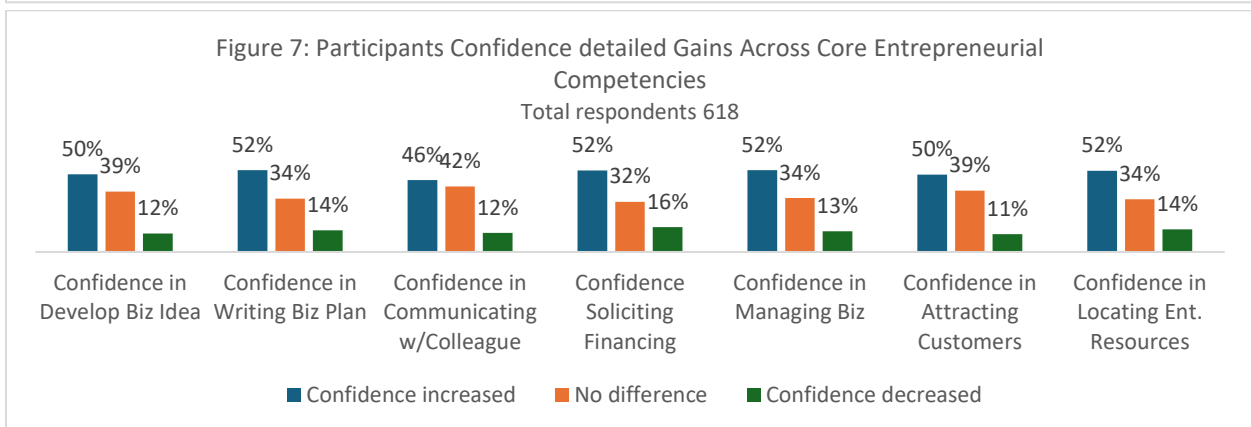
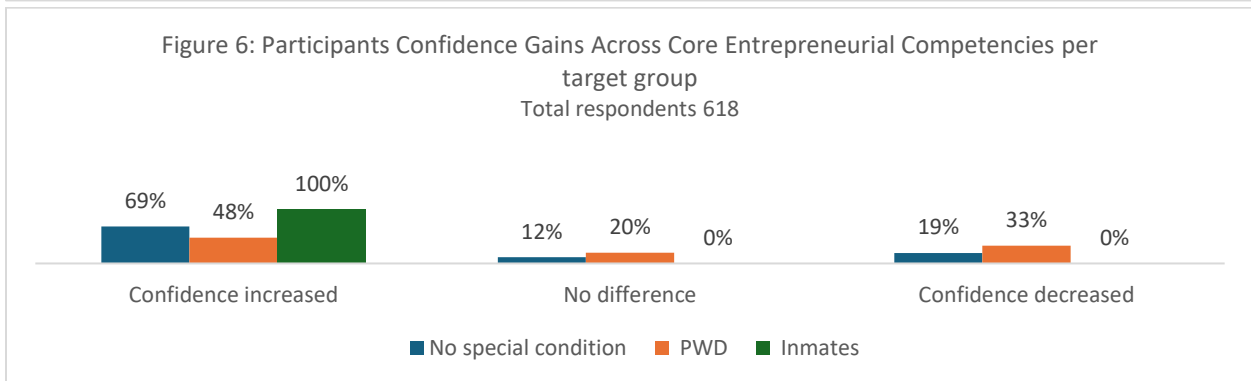
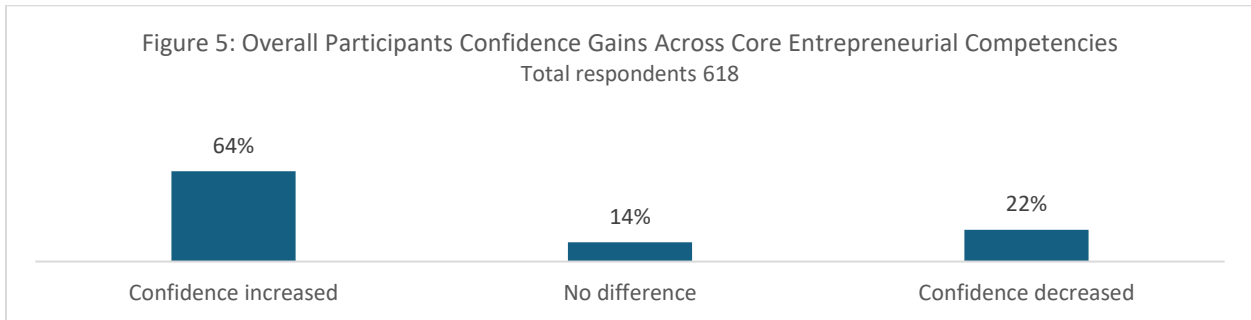
Despite these gaps, participants reported strong gains in entrepreneurial skills and mindset transformation. Across all those tracks, (64%) of participants reported increased confidence, with notable improvements in business planning, marketing, and pricing strategies

as shown in (figure 5). However, confidence gains were uneven—only (48%) of PwDs reported increased confidence, compared to (69%) of non-vulnerable participants and (100%) of inmates as shown in (figure 6). The most notable individual gains were in areas such as business plan writing (52%), financial solicitation (52%), and locating resources (52%) as shown in figure 7 below.

“I used to be completely lost in finance and accounting... now I know how to calculate profit margins and track income ”

Female, Aspiring Entrepreneurship Track





In the freelancing track, graduates acquired key digital competencies such as platform navigation and portfolio creation, but many struggled with client acquisition. FGD and case studies interviews revealed the need for deeper content and structured post-training guidance.

"I managed to get one client after the training but didn't know how to attract more. That's the part we still lack"

Male, Online Freelancing Track

Grants Provided Critical Boost but Faced Value Constraints



The project successfully met its financial support target, with 210 youth entrepreneurs receiving initial seed grants of €375. These recipients included 62 males, 148 females, and 148 PwDs, reflecting strong alignment with the programme’s inclusion priorities—particularly for women and PwDs. As part of a subsequent project modification and budget realignment, an additional €2,600 grant was awarded to the top 60 performers, selected by a committee based on the quality of their business plans, industry analysis, marketing strategies, and financial projections. This tiered funding model strengthened opportunities for scalable impact among high-potential participants. Grant recipients reported tangible outcomes including investment in tools, materials, and market expansion.

“I used the grant to expand production and I earned nearly 700 JOD during the holiday season alone ”

Female, Aspiring Entrepreneurship Track

“The financial support helped me purchase tools to work independently... now I even employ other women on-demand when I receive large orders ”

Female, Established Entrepreneurship Track

“Without capital or continued guidance, it’s difficult to move from planning to execution ”

Female, Aspiring Entrepreneurship Track

Despite these successes, participants in sectors requiring higher capital—such as tailoring or cosmetics—highlighted the limitations of the initial €375 grant, and some noted delays in disbursement due to internal procedures. These delays might be tied to documentation, approvals, and banking constraints. Others expressed the need for continued granting support beyond initial capital. These findings suggest that while financial assistance was a critical enabler for some, broader economic activation would require sustained post-grant support.

Business Activation Outcomes Highlighted Inclusion Gaps and Follow-Up Needs

By the end of the project, **463 of the 822 graduates (64%) from the self-employment tracks** reported starting or consolidating an income-generating activity within three to five months post-training. It is important to note that several Track 2 (Aspiring Entrepreneurship) classes concluded in 2025, and additional business creation outcomes will be measured for these participants, although the overall target has been exceeded (463 vs. 441).

Among those who activated businesses, women represented the majority (426), followed by men (99), while 181 were PwDs and 2 inmates. Barriers to business activation included lack of seed funding (particularly among non-grant recipients), market saturation, limited access to affordable raw materials,

“They now recognise the value of their work, compete with each other, and feel proud holding their earnings ”

Project Partners’ Staff

“Without capital or continued guidance, it’s difficult to move from planning to execution ”

Female, Aspiring Entrepreneurship Track



and the absence of structured mentorship and follow-up.

Despite these gaps, several success stories emerged, particularly among participants with disabilities who benefited from family support or accessible vocational environments.

Enhanced Well-Being Through Inclusive Psychosocial Support

The project significantly **exceeded its PSS outreach targets**, reaching **1,023 vulnerable individuals—(136% of the planned 750)**. This strong performance reflects both the demand for mental health support and the project’s capacity to deliver inclusive and relevant services. **Women constituted (74%)** of recipients, far exceeding the (50%) target. This underscores the programme’s resonance with women’s emotional needs but also points to potential gender-based barriers limiting male participation—such as stigma or cultural expectations around emotional expression. Lower male participation also reflected gendered caregiving roles. Sessions for persons with disabilities often engaged women caregivers, who typically bear household responsibilities. This approach effectively supported both PwDs and their caregivers, aligning with the project’s inclusion goals.

The project also performed strongly in reaching **at-risk youth (65% of PSS target)** and **persons with disabilities (46% of PSS target)**, surpassing their respective targets of (50%) and (40%). These outcomes were driven by the programme’s adapted session content, inclusive design, and targeted collaboration with disability-focused organisations and youth centres. The project also surpassed the target number of **inmates (40) and reached 45 individuals**.

Participants consistently reported meaningful improvements in emotional well-being and self-perception. These insights point to the effectiveness of the programme in fostering self-acceptance and reducing internalised stigma.

“You learn how to interact with people without seeing yourself as lacking or broken. You feel like life can be lived normally again ”

Female PWD, Beneficiaries of PSS services



Awareness Campaigns Increased Legal Literacy and Rights Advocacy.

Eleven campaigns, five in-person and six online, reached over 1,680 participants across seven governorates exceeding the project target. Of these, (78%) were women, (68%) were at-risk youth, and (35%) were persons with disabilities, reflecting strong uptake among priority groups.

The campaigns increased participants' knowledge and further fostered confidence and self-advocacy critical foundations for long-term social and economic inclusion. The sessions proved highly effective in filling critical information gaps around legal rights, inclusion policies, and workplace protections. Many participants entered the programme with little to no knowledge of laws safeguarding their rights. After participating, they reported significantly enhanced legal literacy, particularly in areas such as the national disability card, the (10%) employment quota, and anti-discrimination provisions. Others echoed similar gains, highlighting a newfound ability to assert their rights and demand equal treatment in the workplace and public services.

"I learned that the labour law obligates companies to hire people with disabilities. Before, I thought they had the right to reject us—but now I know the law is on our side"

Female, awareness-raising campaigns Beneficiary

The PSS sessions also created a safe space for open dialogue, encouraging even those on the periphery—such as caregivers—to participate meaningfully. In addition to labour law, sessions tackled online safety, personal data protection, and mechanisms for seeking redress, particularly for persons with disabilities and youth navigating digital platforms.

"We talked about what to do online and how to protect ourselves. I remember they showed us what information not to share"

Female, awareness-raising campaigns Beneficiary

"They explained the Law on the Rights of Persons with Disabilities and how it applies in hiring. I remember the 10% employment quota and that PWD have a legal right to be hired"

Male, awareness-raising campaigns Beneficiary



Implementation Challenges

Despite the project’s overall effectiveness, some challenges emerged during implementation that hindered equitable participation, depth of outcomes, and post-training sustainability.

1. Inclusion Gaps Among Key Vulnerable Groups

- Low Male Participation:** Across both the training and PSS components, male participation was below target. This was most pronounced in the entrepreneurship and freelancing tracks, where only (23.6%) of graduates were male (vs. a 35% target). KII indicated that self-employment sectors—particularly home-based micro-entrepreneurship and online freelancing—as less viable or socially less acceptable for men in Jordan compared to informal labour, daily wage jobs, or traditional employment pathways. In some regions, men preferred informal or seasonal work over structured training. In PSS activities, lower male participation was also linked to the predominance of women caregivers of PWD, reflecting household roles. This shortfall should also be understood in light of the national labour market context. Given that Jordan has one of the lowest female labour force participation (FLFP) rates globally (around 14%), aiming for equal male and female representation may have been an unbalanced strategy. The higher participation of women in the programme—while below a 50/50 target—still reflects a positive step toward economic inclusion for a group historically underrepresented in the workforce.

“Many men saw freelancing as something temporary or unserious. They didn’t relate to it like the women did”
EFE-Europe Staff
- Shortfall in Inclusion of PwDs in the entrepreneurship tracks:** While many PwDs were reached, enrolment and graduation still fell short of the (35.5%) target in entrepreneurship tracks (actual: 34.2%). Barriers included lack of accessible transportation, assistive technology, and digital infrastructure. Implementers also noted that some content formats weren’t fully adapted to varying cognitive or physical abilities, limiting deeper engagement.

2. Depth and Sustainability of Online Freelancing Component: Participants widely appreciated the foundational skills provided by the freelancing track. However, according to them, the training often lacked sufficient technical depth and market linkage to enable income generation beyond the initial stages. Many reported difficulties in building competitive portfolios, attracting clients, and maintaining digital visibility. There was also limited structured mentorship or follow-up to help participants consolidate their freelancing presence online.

“I got one client after the training but had no idea how to get more. That part was missing,” explained one graduate”
Female, Online Freelancing Track



3. Seed Funding Limitations: While the €375 grants were well-targeted and appreciated, some participants—particularly those in capital-intensive sectors like tailoring, manufacturing, or food production—found the amount insufficient to launch or expand a business. Delays in disbursement due to internal procedures also hampered business activation for some graduates, especially those relying on grant timing to match seasonal opportunities (e.g., Eid sales, school seasons). A limited number of participants received additional support of up to €2600, which proved helpful in sustaining or scaling their ventures; however, these higher-value grants were not widely available across the beneficiary pool.

“The money helped, but it wasn’t enough for the equipment I needed. I still had to wait or borrow”

Male, Aspiring or Established Entrepreneurship participant Track

4. Insufficient Post-Training Support for Market Linkage for the entrepreneurship and freelancing tracks (Tracks 2,3 & 4): A recurring theme across FGDs was the lack of structured support after graduation. There was no systematic coaching, networking, or follow-up to link them with customers, suppliers, or peer entrepreneurs. This gap especially affected those who did not receive grants and were unsure how to proceed.

“We learned how to make the product, but no one taught us how to market it or where to go next”

Female, Aspiring or Established Entrepreneurship participant Track

5. Barriers to Engagement in Remote or Underserved Areas: In remote areas, access to both in-person and online activities was sometimes constrained by infrastructure and household responsibilities. Weak internet, limited digital devices, and transportation challenges were noted in several FGDs.

“I live in Ramtha which is far away from the training location. Although transportation was covered, I had to pay extra cost to attend”

Female, JTP track

These barriers occasionally affected consistency in attendance and access, particularly for women balancing caregiving duties.

6. Stigma and Cultural Barriers in PSS Engagement: Although overall PSS numbers were high, male participation remained limited. Cultural stigma around emotional vulnerability, mental health, and help-seeking behaviour played a role—especially among men. Additionally, some participants initially hesitated to participate in mixed-gender or group-based sessions, but facilitators gradually built trust, leading to increased participation. This shift highlights the role of quality facilitation in overcoming cultural barriers.

“My husband said it wasn’t for him—it’s for women or those who are broken. That’s how he saw it”

Female, Beneficiaries of PSS services



3.4 EFFICIENCY

This section evaluates how efficiently the B-LIEVE project utilised financial, human, and organisational resources to deliver activities across its four tracks. It focuses on coordination mechanisms, use of time, tools, and operational systems.

Overall, the project demonstrated strong operational efficiency through structured coordination, lean staffing, and effective digital systems like Salesforce. Joint planning, shared action points, and real-time tracking maximised resources, though the lean structure placed strain on field teams, especially in remote areas. Referral systems and logistics were generally effective but varied, with some accessibility issues for PwDs. M&E tools enabled timely reporting, yet the results framework relied on output indicators for some components such as advocacy and awareness-raising. To address this, COOPI complemented reporting with pre- and post-session self-assessments and satisfaction surveys, helping adapt PSS activities to participant needs.

- **Coordination between implementing partners** was generally efficient. EFE-Jordan and COOPI held weekly meetings during project inception led by EFE Europe, which later transitioned to biweekly check-ins. These meetings enabled role clarification, issue tracking, and follow-up through written summaries and shared action points. Centralised “live sheets” were used to synchronise activities in real time between the psychosocial and training components, which helped avoid scheduling conflicts and ensured timely delivery of services. The ROM mission confirmed that this joint planning and regular follow-up enhanced the project’s implementation efficiency and reduced duplication between EFE and COOPI teams.
- **Operational planning benefited from clear structures** and digital systems. Salesforce was used to track each participant’s status from enrolment through post-training follow-up. Standard templates for M&E and reporting streamlined documentation and enabled timely aggregation of data for internal reviews and donor submissions. These tools reduced administrative redundancies and supported real-time course correction.
- **Human resource allocation** was managed through a lean structure. While approximately 35 team members contributed to implementation, none of the EFE staff and few of COOPI staff (the social workers) were fully dedicated to B-LIEVE; instead, the percentage of time allocated per employee varied. This approach reflected efficient internal resource-sharing, with functions clearly defined and distributed among staff, allowing for broad coverage without inflating overhead costs. Despite this efficiency, the ROM report noted capacity strain on field teams due to wide geographical coverage and heavy staff multitasking. While the ROM’s observation highlighted lean staffing as an efficiency measure, this evaluation found that the approach placed noticeable strain on field teams; particularly due to wide geographical coverage and heavy multitasking. Key informants



cited multitasking, limited administrative support, and travel burdens as ongoing challenges that occasionally affected responsiveness and follow-up, especially in remote areas.

- **Time management during training delivery** was largely praised by most of participants in the FGDs; sessions generally started and ended on time, and any adjustments were communicated in advance. However, some participants—particularly in job training—felt that the number of training days was insufficient to fully cover practical material. This perception points to efficient but possibly under-allocated time for certain tracks.
- **Logistical arrangements for training venues** were planned with efficiency in mind. Locations were often selected based on proximity to participants, and in many cases, venues were shared with community centres to reduce costs. However, accessibility issues were reported in few rural locations, particularly for PwDs. Thanks to a due diligence conducted with all CBOs and community centers that provided locations for training venues most sites had appropriate infrastructure. However, there were a few that required improvements in ventilation, rest areas, or transport connections.
- **Coordination with external actors**, including employers and CBOs, expanded efficiency by decentralising certain functions. For instance, community actors acted as informal referral points, reducing the need for intensive follow-up from core staff. This allowed the project to reach more participants with limited additional resources.
- **Gaps in the results framework.**

The evaluation found that while the project’s M&E system supported routine tracking, the overall results framework could be strengthened to better inform strategic decision-making. Specifically, some quantitative indicators—such as enrolment and graduation figures—were repeated across both output and outcome levels, particularly within the JTP and self-employment tracks. Additionally, key components such as advocacy and awareness-raising (Outcome 3) were primarily tracked using output-level indicators (e.g., number of sessions conducted or participants reached), with limited use of outcome-level measures to assess changes in knowledge, attitudes, or behaviours. While the logframe did not include qualitative indicators for this outcome, COOPI reported conducting self-assessments before and after sessions to gauge improvements in well-being among PSS groups. In addition, a satisfaction survey was implemented and used to adapt the content and format of PSS sessions, contributing to a more responsive and participant-informed approach.

Gender-disaggregated targets were inconsistently applied across outputs and outcomes, and the absence of intermediate or qualitative indicators (e.g., satisfaction, skill application, or mentorship uptake) further limited the ability to assess change pathways. These issues, which were also noted in the ROM report. According to EFE staff, there was limited room to make changes mid-project although this feedback is noted for future project design. Introducing more outcome-oriented and gender-responsive indicators could enhance the project’s capacity to monitor its impact and use data more effectively to adapt programming in real time.



3.5 IMPACT

This section explores the short- and longer-term results of the B-LIEVE project across economic empowerment, personal transformation, and social inclusion for women, persons with disabilities, inmates, and at-risk youth.

The overall intended Impact of the project called to *“Improve the economic empowerment and social inclusion of vulnerable groups in Jordan, including women, PwDs, inmates and at-risk youth, through better access to training services and employment opportunities including self-employment”*.

The project generated meaningful changes in participants’ lives, ranging from skill-building to shifts in confidence, household roles, and community perceptions, especially for women and persons with disabilities. Its effects extended to families and communities, improving household dynamics, fostering collaboration, and raising rights awareness. Employer adaptations and emerging community leadership reflect broader shifts toward inclusion, demonstrating that the project not only met its goals but also set the stage for sustainable empowerment and long-term change.

- **Individual Transformation: Shifts in Confidence, Identity, and Participation through the PSS activities**

Many participants—particularly women and PWD—described a transformation in how they viewed themselves and their potential. For some, this was their first experience engaging in structured learning or entering a public space outside the home. In psychosocial support sessions, women shared stories of regaining confidence after years of emotional withdrawal or social isolation.

“I reconnected with my sisters after five years of silence because of these sessions”

Female, Beneficiaries of PSS services

For male participants and inmates, the transformative process was less consistent.

“I changed 180 degrees...I became outgoing, and started asking for my rights”

Female, awareness-raising campaigns Beneficiary

Some male graduates reported strong gains

in self-efficacy and workplace communication, while others felt disconnected from programme content or reluctant to engage in psychosocial activities due to stigma. Cultural norms around masculinity and emotional expression were frequently cited as barriers.



- **Economic Empowerment: New Income Pathways,**

The project opened economic avenues for many participants, particularly women engaged in home-based entrepreneurship. Seed funding enabled them to formalise or expand small-scale businesses in food production, crafts, tailoring, and candle-making. Some participants also reported using their income to meet essential needs—such as the young woman who financed her university tuition through an egg incubation business.

“I expanded my business and the orders increased. Now, if the order is big, I bring in someone for packaging or pouring”

Female, Aspiring or Established Entrepreneurship Participant Track

“The course helped us know how to deal with people better than before”

Female, JTP Participants Track

In the JTP track, (74.4%) of graduates secured jobs within three to six months—despite economic constraints and a competitive labour market. Several gained promotions or additional responsibilities, while others highlighted newfound comfort in professional communication.

“We did five-minute posts, but that’s not enough to run a campaign ”

Female, Online Freelancing Track

- **Ripple Effects on Families and Communities: Shared Benefits and Social Participation**

Several participants described how the project’s impact extended to their immediate circles. Women frequently involved family members—especially sisters and in-laws—in their business ventures, offering part-time work or collaborative roles.

“I worked, and I gave them work too”

Female, Aspiring or Established Entrepreneurship participant Track

In the psychosocial support sessions, caregivers—particularly mothers—reported that their participation increased their advocacy skills and improved family dynamics. Others noted that sessions helped them understand their children’s needs better, resolve conflicts more calmly, and set positive examples within the household.

“I came to support my daughter, but I started speaking up for her and defending her rights—with accurate information, not just emotion”

Female, awareness-raising campaigns Beneficiary

- **Social Norm Shifts: Visibility, Rights Awareness, and Employer Change**

At the community level, several participants and local stakeholders reported gradual changes in perceptions related to disability, women’s roles, and employment rights.

“We used to think it was normal for an employer to reject us. Now, we know the law is on our side”

Female, awareness-raising campaigns Beneficiary



Awareness campaigns equipped participants with legal knowledge that altered their assumptions about discrimination and inclusion. Such realisations were echoed by caregivers and community-based organisations, who noted that the sessions encouraged people to ask questions and demand accountability from service providers.

Some employers made infrastructure changes and revised internal practices to support persons with disabilities. While these changes are small in scale, they suggest potential for longer-term influence if reinforced through continued engagement.

“We improved the administrative area and ensured transportation for employees with disabilities”

Employer Partner

Unintended Impacts: Emerging Leadership, Family Spillovers, and Broader Inclusion

Beyond its planned objectives, the B-LIEVE project generated several unintended positive impacts. Participants—particularly women and persons with disabilities—began to assume informal leadership roles within their communities, with some expressing interest in forming support groups or associations to advocate for others in similar situations. This reflects a shift from individual empowerment to community mobilisation that was not explicitly foreseen. Additionally, family members and caregivers who were not directly targeted by the project experienced secondary benefits. For example, several caregivers reported gaining confidence and knowledge through their involvement in psychosocial support sessions or by assisting in home-based income-generating activities. These ripple effects extended the reach of the project beyond individual participants, strengthening social support systems and deepening the impact of inclusion efforts at the household and community levels.



3.6 SUSTAINABILITY

This section explores the extent to which the project's outcomes are likely to be sustained over time, focusing on participant-level gains, institutional practices, and partner readiness to continue or expand key interventions beyond the project lifecycle.

Overall, sustainability was most evident where individual motivation aligned with labour market opportunities and was reinforced by institutional capacity and partner engagement. While some results may require continued support to be fully sustained—particularly for more marginalised groups—there is clear evidence that many participants, employers, and implementing partners have begun to embed project-aligned practices into their ongoing activities. This aligns with the ROM evaluation's finding that “the potential for long-term sustainability is moderate to high,” particularly in components where local ownership, resource reallocation, and institutional learning were evident.

- One of the most consistent factors supporting sustainability was the project's alignment with labour market demand. Training topics were not generic but developed in close consultation with employers and based on verified opportunities. This demand-driven approach enhanced the likelihood that participants would continue to apply their skills and access income-generating opportunities after graduation. Several employer partners reported retaining connections with EFE-Jordan post-project.
*“Now proactively reach out to EFE for candidate referrals”
Employer Partners*
- At the participant level, several graduates—especially in the entrepreneurship tracks—demonstrated business continuity and growth post-training. Some hired family members, expanded operations, or re-invested profits into new equipment. This signals that at least a subset of beneficiaries not only activated economic initiatives but also took early steps toward long-term viability. A few graduates mentioned plans to register their businesses formally, which, if realised, could further anchor the sustainability of project results. According to the ROM evaluation, participants in the entrepreneurship track “showed the highest potential for sustainability,” especially where seed funding and market feasibility aligned.
- The use of flexible and localised training delivery models also supported sustainability. Trainers adapted content to the pace and interest of each group, which enhanced participant retention and practical application. Implementing partners confirmed that training materials and templates are now stored internally and can be reused or adapted in future programming. In several cases, trainers have already reused B-LIEVE methodologies in other projects, suggesting that institutional learning has taken root.



- Seed funding mechanisms were structured to promote sustainability by prioritising viable projects with potential for growth. Final selection was based on business plans, product quality, and market feasibility. Although the grant seen small in size, this transparent process ensured that resources were channelled toward the most promising initiatives. Follow-up check-ins with seed recipients were conducted quarterly, helping reinforce accountability and support gradual scaling.
- Several ecosystem-level practices also indicate potential for sustainability. For instance, COOPI’s psychosocial support model included guided materials and peer facilitation approaches that can be locally adapted. In some governorates, women reported forming informal peer groups and supporting each other’s projects after the sessions ended. Others suggested forming associations or expanding self-help networks—a sign of social capital being leveraged for continued development. The ROM evaluation cited this as one of the strongest enabling factors, observing that “the PSS component created supportive micro-networks with the potential for self-sustained activity.”
- On the institutional side, EFE and COOPI maintained a rhythm of coordination and documentation that enhanced institutional memory. Shared tools such as the “live sheet,” Salesforce database, and standardised follow-up protocols enabled both partners to track results across multiple cohorts and geographies. These systems are still in place and could serve as infrastructure for future programming or scale-up with limited onboarding.
- Sustainability was constrained in some tracks by structural barriers—particularly for participants in rural areas or those with disabilities. While ramps and accessible facilities were arranged in some locations, participants in FGDs noted ongoing issues with transportation costs, inaccessible venues, and digital exclusion, particularly in online freelancing. Without targeted investment in inclusive infrastructure, these challenges may limit the durability of project outcomes for the most marginalised. The ROM evaluation confirmed this finding.

“Without additional investment in digital inclusion and physical accessibility, gains for persons with disabilities may not be sustained beyond project closure.”

Female, Online Freelancing Track
- Despite the ROM recommendation to finalise accreditation with the Technical and Vocational Skills Development Commission (TVSDC) to enhance the value of graduates’ qualifications, the evaluation did not find any evidence that EFE pursued or completed this accreditation. Similarly, no steps were taken to support CBOs in obtaining similar accreditation, nor were there expanded partnerships with vocational training institutions beyond the initial collaborations established. However, according to the EFE team, that initiatives related to accreditation are being explored at the EFE Network level, though these efforts require considerable time and resources, which were not available within the scope of this project. As a result, this ROM recommendation remained unaddressed, representing a missed opportunity to enhance the long-term value of the training certifications provided.



4 LEARNING & Recommendations

4.1 LEARNING

This section synthesises critical lessons emerging from the design, implementation, and monitoring of the B-LIEVE project. These insights are drawn from participant feedback, stakeholder interviews, partner reflections, and external reviews, offering direction for future interventions targeting vulnerable populations in Jordan and similar contexts.

- **Contextual Flexible, Localised, and Contextually Tailored Training Drives Access but Needs Greater Adaptability:** Delivering training through local CBOs and in accessible formats significantly enhanced uptake and perceived relevance, contributing to high female participation and low dropout rates among PwDs. However, participants—particularly in the freelancing and, to a lesser extent, job training tracks—noted insufficient technical depth, limited duration, and a lack of advanced content to fully meet learning needs. Future programming should build on these tested models while ensuring greater adaptability, extended practice time, and advanced content tailored to diverse skill levels and prior experience.
- **Digital inclusion remains a barrier for vulnerable groups.** Although technical assessments were conducted prior to enrolment, tracks involving digital tools—such as online freelancing—had varied impact, largely due to low digital literacy of some participants and limited internet access. Additionally, while most content was delivered in Arabic, the occasional use of English still presented a barrier for some participants. To enhance the effectiveness of future digital economy interventions, it is essential to incorporate foundational digital skills, and ensure all content is accessible in Arabic.
- **Psychosocial support is not just complementary—it is foundational.** The emotional and relational gains reported by participants, especially persons with disabilities and caregivers, illustrate that psychosocial support enhances both the uptake and long-term viability of economic interventions. Future projects should embed such support more systematically and early in the participant journey.
- **Seed funding is most effective when combined with structured mentorship and monitoring.** Participants with access to ongoing follow-up and market-linked mentorship reported stronger business growth. Unified grants amount without regard to business scale, however, limited sustainability for some. Tiered financing models, linked to business maturity and mentorship, may be more impactful.
- **Institutional coordination and documentation systems foster adaptability and continuity.** Tools such as shared “live sheets,” centralised M&E templates, and regular partner meetings enabled efficient coordination and knowledge retention. Embedding such systems from the outset supports scale-up and long-term sustainability, especially in multi-partner consortia.



- **Early and meaningful consultation strengthens participant alignment and expectations.** Across some tracks, mismatches between participant expectations and training content were noted. Co-design workshops, and structured onboarding sessions can help align interventions more closely with real needs and aspirations. In particular, onboarding should also include a component focused on managing expectations—ensuring that youth have a clear and realistic understanding of what the training can and cannot offer.

4.2 RECOMMENDATIONS

Based on the evaluation findings, the following actionable recommendations are proposed to inform the future design, implementation, and scale-up of similar interventions targeting vulnerable groups in Jordan:

1. Strengthen Participant-Centred Design

- **Develop tailored learning** pathways and supplementary coaching for participants with limited skills or education levels (especially vulnerable women and PwDs).
- **Enhance the current onboarding sessions** to explain track content, delivery methods, and expectations clearly to prevent mismatch and early dropout.
- **Integrate showing examples and case studies** during the training that directly link soft skills to sector-specific roles, showing participants how these skills enhance employability and career progression.
- **Involve employer partners and youth in co-designing** to align expectations and ensure updated labour market demands.

2. Investigate Barriers to Participation Among Underrepresented Groups

- **Commission a targeted study** to examine the underlying factors contributing to low male enrolment and the underrepresentation of persons with disabilities across training tracks.
- **Explore socio-cultural norms**, economic motivations, opportunity costs, and perceptions of training relevance, particularly among non-participating individuals.
- **Use findings to inform gender-sensitive and disability-inclusive outreach strategies**, adapt training content and modalities, and strengthen contextual fit in future programme cycles. Outreach strategies tailored to young men—particularly those engaged in informal work—could highlight the long-term value of structured training and self-employment, potentially repositioning these tracks as viable and respectable options within male peer and family networks.



3. Deepen Psychosocial Integration

- **Embed psychosocial support more systematically** across all tracks, not just as an add-on, but as a core pillar of economic empowerment—especially for PWD and caregivers.
- **Train peer facilitators** to sustain psychosocial and rights-awareness activities at the community level after the project’s conclusion.

4. Revisit Financial Support Mechanisms

- **Adopt a tiered grant model** that accounts for business type, size, and potential, rather than providing a uniform grant amount to all participants.
- **Link seed funding to milestone-based mentorship**, ensuring recipients receive tailored follow-up and technical guidance as they grow.

5. Improve Inclusive Infrastructure

- **Prioritise accessible venues and transportation support**, especially for participants with disabilities and those in rural areas.
- **Enhance the due diligence procedures for the training and service spaces** to ensure compliance with universal design principles and consult local disability organisations where needed.

7. Reinforce Mentorship Systems

- **Revisit and expand post-training mentorship mechanisms** for both entrepreneurship and freelancing graduates, with a focus on seed-funded participants and job seekers, to ensure continuous technical guidance, business coaching, and market linkages.
- **Expand alumni networks** with targeted mentoring, peer-to-peer learning, and access to job opportunities, grants, or e-learning.

8. Strengthen Coordination with Government and CBOs

- **Formalise referral pathways and MoUs** with key national actors (e.g., MoSD, NAF, HCD) and community centres to maintain continuity in outreach and entrepreneurship-related support services.
- **Align future entrepreneurship programming more closely** with sectoral coordination platforms including those led by government ministries, donors, and community organisations for entrepreneurship support to amplify impact and avoid duplication.



9. Plan for Exit and Sustainability Develop a **phased transition strategy** that includes gradual reduction of support and clear handover plans to local institutions or community groups.

- **Document and share adaptable tools** (training manuals, Salesforce templates, live sheets) with partners to encourage replication and scaling.

10. Strengthen Results Framework for Strategic Monitoring

- **Streamline indicators by ensuring clear differentiation between outputs and outcomes;** quantitative indicators should reflect tangible deliverables at the output level, while qualitative indicators should assess behavioural or systemic changes at the outcome level. Avoid duplicating quantitative targets across both levels to preserve the integrity of the results chain.
- **Introduce outcome-level indicators also for advocacy and awareness activities** to measure behavioural change, stakeholder engagement, or policy influence.
- **Integrate quality and intermediate outcome indicators** (e.g., satisfaction, confidence, application of skills) to better assess the effectiveness and value of interventions.
- **Adopt differentiated gender targets that reflect labour market realities** and sector-specific gender norms.

11. Enhance Digital and Language Accessibility

- **Ensure all digital training content is delivered in Arabic** and provide translation or interpretation support where needed as youth felt that even the occasional use of English was a barrier for them.
- **Incorporate entry-level digital literacy modules** based on the technical assessment results before engaging in advanced freelancing or online business skills, especially for participants from low-connectivity areas.



5 LIST OF ANNEXES

Annex (1): List Documents Reviewed

#	Name of Document
1	External Evaluation Consultancy Request for Proposal (RFP)
2	B-lieve Project logical framework
3	B-lieve Project Proposal
4	Results Oriented Mission (ROM) Report
5	Year 1 Interim Narrative Report and PowerPoint
6	Year 2 Interim Narrative Report and PowerPoint
7	Indicators Definitions
8	M&E Project Data Sets (Excel Files): <ul style="list-style-type: none"> ▪ B-lieve Applications All Time Database ▪ B-lieve Applications Special Needs and Specialization ▪ B-lieve Classes Database ▪ B-lieve JTP Pre- & Post- Training Questions ▪ B-lieve Entrepreneur Pre & Post Training Questions ▪ B-lieve ESC Database ▪ B-lieve Contacts Database ▪ B-lieve Enrolment Database ▪ B-lieve PSS Database

Annex (2): List of KIIs Participants

#	Organisation Name	Position	Date of the Interview
1	EFE-Europe	Programme Manager – EFE Europe	5/14/2025
2	EFE-Jordan	Project Specialist	5/20/2025
		Project Specialist	



3	COOPI	Case Worker & Supervisor	5/13/2025
		Protection Coordinator	
4	COOPI	Social Worker	5/15/2025
5	COOPI	Social Worker	5/15/2025
6	Implementing Partners' Staff - Community Rehabilitation Centre for the Disabled (Zarqa)	Center Director	5/18/2025
7	Implementing Partners' Staff - Falcons Centre (Amman)	Training and Development Manager	5/12/2025
8	Implementing Partners' Staff - Nazik Al-Hariri welfare Centre for Special Education (Amman)	Rehabilitation Officer	5/12/2025
9	Employer Partners - Marouf Coffee	HR Manager	5/27/2025
10	Employer Partners - Sheikh Hussein Association	Association President	5/19/2025
11	Employer Partners - FAROUQ CHARITY	Director of Relief, Training, and Sponsorships Department	5/14/2025
12	Employer Partners - Abu Shanab Sewing Workshop (Irbid)	Owner of Abu Shanab Sewing	5/14/2025
13	Other Partners -Women's Programs Center (Zarqa)	Director of the Women's Programs Center, Zarqa Camp	5/11/2025
14	Other Partners -Naseej for Sustainable Development (Ajloun)	General Manager	5/11/2025
15	Other Partners -Young Women's Christian (Madaba)	Executive Director	5/11/2025



Annex (3): List of FGDs

#	Target group	No. of Participants	Gender Distribution	Governorate	Date of FGD
1	Job Training and Placement (JTP)	7	<ul style="list-style-type: none"> ▪ 5 Females ▪ 2 Males 	Virtual	5/8/2025
2	Beneficiaries attending awareness-raising campaigns	9	<ul style="list-style-type: none"> ▪ 6 Females ▪ 3 Males 	Virtual	5/13/2025
3	Online Freelancing	11	<ul style="list-style-type: none"> ▪ 7 Females ▪ 4 Males 	Virtual	5/13/2025
4	Established Entrepreneurship participant	22	<ul style="list-style-type: none"> ▪ 22 Females 	Virtual	5/14/2025
5	Aspiring Entrepreneurship participant	11	<ul style="list-style-type: none"> ▪ 7 Females ▪ 4 Males 	Virtual	5/15/2025
6	Beneficiaries of Psychosocial Support (PSS) services	10	<ul style="list-style-type: none"> ▪ 5 Females ▪ 5 Males 	Mafraq	5/18/2025
7	FGD with Employer Partners	5	<ul style="list-style-type: none"> ▪ 3 Females ▪ 2 Males 	Virtual	5/29/2025

Annex (4): Case Studies Criteria

#	Training Track	Job/Project	Gender	Date of the Interview
1	Job Training and Placement (JTP)	Support persons with disabilities (Special Education)	Female	5/27/2025



2	Job Training and Placement (JTP)	Branch Manager at Maroof Coffee Co.	Male	5/29/2025
3	Aspiring Entrepreneurship	Embroidery for persons with physical disabilities	Male	5/21/2025
4	Aspiring Entrepreneurship	Resin crafts	Female	5/21/2025
5	Established Entrepreneurship	Handicrafts, educational tools, and recycling; Kindergarten teacher	Female	5/27/2025
6	Established Entrepreneurship	Free-form clay dough for crafts	Male	5/29/2025
7	Online Freelancing track	Social media, marketing, and graphic design courses	Male	5/27/2025
8	Online Freelancing track	Social media and marketing courses	Female	5/29/2025



Annex 5: List of Designed Case Studies (Attached in PDF format)

Annex 6: List of Case studies (Word Format)

Note: To ensure confidentiality, all names of the youth featured in these case studies have been replaced with pseudonyms.

Case Study 1: Salma Jaradat

Basic Profile

Component: Psychosocial Support (PSS) activities

Age: 29

Gender: Female

Governorate: Balqa

Vulnerability Status: Person with Visual Disability

Background and Context

Salma, a PhD student in Special Education at the University of Jordan, was navigating a difficult period after a retinal bleed resulted in sudden vision loss in one eye. Despite her academic background and prior work in disability inclusion, she was emotionally drained following a recent surgery and the conclusion of her job with an international NGO.

“I had just come out of a difficult surgery. I didn’t think I needed psychological support, but I gave it a try, and it really helped.”

Still recovering and increasingly isolated—especially during Ramadan—Salma was invited by a friend to attend psychosocial support sessions under the B-LIEVE project. Though hesitant at first, she decided to give it a try.

Project Involvement

Salma joined the PSS component of the B-LIEVE project. The sessions offered a space for emotional release, reflection, and meaningful peer connection—something she hadn’t realised she needed until she joined.



Through group discussions, she was able to express her experiences, reconnect with her inner strength, and regain a sense of direction.

Change and Outcomes

Through the PSS sessions, Salma reconnected with her inner strength and began to see herself as a potential mentor for others facing similar challenges. The sessions helped her release emotional burdens and reaffirm her belief in the power of peer support.

“I thought the sessions weren’t for me, but by the third one, I was hooked. They helped me release what I had inside.”

After the programme, Salma stayed connected with peers, offering informal support and pursuing further training and job opportunities aligned with her background and passion for disability rights.

Challenges Faced

Salma’s experience underscored several accessibility challenges. Her recovery from surgery, combined with her visual impairment and the constraints of Ramadan, made transportation a bit difficult.

Reflections and Aspirations

Salma now sees herself not just as a participant, but as an advocate and educator. She is committed to continuing her work in the field of special education and to helping others understand and claim their legal rights as persons with disabilities. Her deepened belief in the value of psychosocial support now fuels her passion to lead, empower, and inspire others.

“Keep applying, keep speaking up. You have a right to be heard, and your moment will come.”



Evaluator’s Note: Salm’s case illustrates the powerful role that psychosocial support alone can play in fostering healing, self-awareness, and purpose. Her story highlights the importance of prioritising emotional well-being as a standalone goal—particularly for individuals navigating disability, career transition, and social isolation.

Case Study 2: Hashem Gabr

Basic Profile

- **Age:** 23
- **Gender:** Male
- **Location:** Amman Governorate
- **Vulnerability Status:** Young person with limited education
- **Project Track:** Job Training and Placement (JTP)

Background and Context

After completing high school, Hashem found himself unsure about what to do next. He tried different jobs—working with his father, uncle, and briefly in a bakery—but none gave him a clear direction. Over time, he developed a personal interest in coffee preparation and aspired to work as a barista. This goal became his entry point into the B-LIEVE Job Training and Placement (JTP) track..

“I didn’t really know what I wanted to do after high school. I just tried different things, until I found my interest in making coffee.”

Project Involvement

Hashem joined a 13-day barista training course offered in partnership with Maroof Coffee Company. The training equipped him with practical skills in coffee-making as well as soft skills, such as customer interaction, workplace communication, and life skills. Shortly after completing the training, he was hired by Maroof Coffee Company.

Within six months, he was promoted multiple times—first from barista to supervisor, then to acting branch manager. He later received a job offer from a Saudi café chain, Kyan, where he continued to grow, eventually taking on purchasing responsibilities across branches and preparing to sign a new contract as a branch manager.

Change and Outcomes



Hashem credits the training not only for helping him enter the workforce but for teaching him how to communicate, grow, and position himself professionally. He learned how to deal with customers, engage confidently with managers, and pursue advancement within a company.

“I used to just take orders and say nothing. Now I can talk to customers, lead a team, and speak confidently in front of others.”

He also participated in life skills sessions that addressed stress management and separating personal and professional life. These sessions helped him better understand how to stay focused at work, even when facing pressure outside of it.

Challenges Faced

While Hashem progressed quickly, his journey was not without obstacles. Financial pressure played a role in his decision to move between jobs, and he had to adjust from informal work environments to structured corporate settings. He also had to learn how to balance his personal life with professional responsibilities, a skill he developed through the psychosocial support elements of the training.

“They taught us how to separate personal stress from the job. That helped me focus better and be more professional at work.”

Reflections and Aspirations

Hashem now looks to the future with ambition. He dreams of starting his own business one day and believes that the lessons he’s learned—especially in communication, responsibility, and emotional control—will serve him well in any setting. He encourages others in similar situations to give their best, stay committed, and trust the process.

“No matter what your job is now, give it your best. You don’t know where it might take you.”

Evaluator’s Note

Hashem’s story illustrates how vocational training, when combined with soft skills and psychosocial support, can open pathways for young people with limited formal education. His rapid progression from entry-level work to supervisory and managerial roles is a clear outcome of the programme’s design and



delivery. His case also shows that success is not only about employment—it is about mindset, resilience, and the confidence to lead.

Case Study 3: Zaid Elkader

Basic Profile

- **Age:** 29
- **Gender:** Male
- **Location:** Zarqa Governorate
- **Vulnerability Status:** Person with Disability (mobility impairment)
- **Project Track:** Aspiring Entrepreneurship

Background and Context

Before joining the project, Zaid had never held a job. He left school early and spent his time at home, unsure of how to enter the workforce or whether anyone would be willing to hire him due to his mobility impairment.

“I wasn’t doing anything. I was just sitting at home, no work, nothing.”

Project Involvement

Zaid enrolled in the **embroidery-on-wood vocational training**, and for the first time in years, began leaving the house for a clear purpose. This simple act of getting out and engaging with others made a noticeable difference in his routine and outlook. He also took part in **marketing and psychosocial support sessions**, though his responses to each component varied.

While the psychosocial sessions didn’t always hold his attention, their impact was nonetheless evident. Through group discussions and shared space with peers, Zaid gradually grew more confident in expressing himself. According to his mother, the change in his communication and mood was clear—he became more open, social, and engaged.

Zaid particularly enjoyed the embroidery training. Creating pieces with his hands gave him a sense of focus and satisfaction. The craft offered him a calming and purposeful activity—something he could do independently from home. As part of the programme, he received a grant to purchase tools and materials and set up an Instagram page to showcase his creations

Change and Outcomes



Although Zaid had not made any sales by the time of the interview, he had taken key steps toward launching his home-based activity. He created a public platform for his work and began learning how to present himself and his products online—despite initial difficulty with promotion and engagement.

“I created a page on Instagram, and I’ve posted some photos of my work. I’m still waiting for people to place orders.”

The shift from staying home to participating in training, interacting with peers, and managing his own product page marked a meaningful change. While the process was gradual, it represented an emotional and behavioural shift—from isolation to trying, from hesitation to initiation.

Challenges Faced

Despite receiving marketing training, Zaid struggled to translate the knowledge into action. He had not yet secured any sales or followers and needed further support to understand how to promote his work effectively. He expressed a desire for hands-on help with social media, pricing, and customer outreach.

“The embroidery part, I liked that. But I still don’t know how to really market my work or get people to buy.”

His mobility challenges also created logistical barriers. Zaid also noted that his mother was not allowed to attend sessions with him as a companion, which made it challenging for him to attend the sessions.

Reflections and Aspirations

Zaid hopes to grow his small project into a reliable source of income. He believes that with more guidance, continued mentorship, and possibly additional funding, he could strengthen his work and expand his reach. The support of his mother was emotionally significant to him—her encouragement gave him strength to try, and he hopes to one day support her in return.

“I learned new skills, and I’m trying to start. What I really need now is helping to sell, someone to guide me so I can succeed.”

Evaluator’s Note

Zaid’s experience highlights the importance of sustained follow-up and coaching beyond initial training and seed funding. While the programme helped him take early steps, his case illustrates that individuals with limited work experience and mobility challenges may require hands-on mentorship and longer-term engagement to translate skills into actual income.



Case Study 4: Maryam Shawabek

Basic Profile

- **Age:** 33
- **Gender:** Female
- **Location:** Amman Governorate
- **Vulnerability Status:** Person with Disability and Inmate
- **Project Track:** Aspiring Entrepreneurship

Background and Context

Maryam's life was interrupted when she became wrongfully implicated in a financial case while working for a finance company. She was detained for two years before being found innocent. The experience took a toll on her mental health and self-confidence. Her time in detention left her not only socially isolated but emotionally paralyzed, unsure if she would ever feel normal or accepted again. After her release, she found herself disconnected from her previous life and uncertain about how to rebuild.

"I had no idea where to begin. I wasn't working, and I had just gone through something that left me completely drained."

Project Involvement

Maryam joined the embroidery training through the Aspiring Entrepreneurship track after being referred by a local support center. She participated in embroidery skills sessions, marketing training, and psychosocial support activities. She also received follow-up guidance and a financial grant to support her in restarting her life.

She was especially engaged in the embroidery work and received active support from programme staff, including emotional encouragement and help connecting with local bazaars.

Change and Outcomes

Maryam launched a small embroidery project from home. She started producing custom pieces for holidays and occasions, including Independence Day, Valentine's Day, and Eid. Within the first month, she earned around 700 JOD from her sales. She continues to promote her products through Snapchat and other platforms and has attracted a growing following of over 30,000 viewers.



“I share my work online, and the demand keeps growing. I never expected I could reach so many people from my room.”

She now dreams of expanding her craft into a new direction, installing decorative floor panels, and wants to be the first woman in Jordan to specialize in that type of product.

Challenges Faced

While Maryam is proud of her accomplishments, she continues to face stigma. Some community members judge her based on her previous legal case, despite her being found innocent. She also notes that navigating post-release life and re-entering the workforce required emotional resilience and external support.

“The hardest part wasn’t learning a new skill, it was getting people to see me for who I am now.”

Despite these challenges, she remains committed to growing her business and building financial independence.

Reflections and Aspirations

Maryam plans to take her project to a new level. She wants to introduce her floor panel designs into schools and other spaces, starting with accessible pricing and unique, creative styles. She also expressed interest in supporting others who went through similar experiences, especially women trying to restart after setbacks.

“This project brought me from zero to something. If it wasn’t for the training, the mentoring, the encouragement, I don’t know where I’d be.”

Evaluator’s Note: Maryam’s case illustrates how entrepreneurship can serve as both a livelihood and a form of recovery. The project equipped her not only with skills and tools but with the confidence to re-enter society and define her identity beyond her past. Her story reflects the importance of psychosocial support, mentorship, and long-term reintegration efforts for women emerging from legal and social exclusion. Her story underscores the need for community awareness efforts to reduce stigma and enable women with legal histories to reintegrate with dignity.



Case Study 5: Ayla Attieh

Basic Profile

- **Age:** 43
- **Gender:** Female
- **Location:** Irbid Governorate
- **Vulnerability Status:** Teacher with limited income pursuing entrepreneurship
- **Project Track:** Established Entrepreneurship

Background and Context

Ayla has been a kindergarten teacher for over 14 years. Facing limited resources and minimal classroom support, she began making her own educational materials using recycled cardboard and simple art supplies. What started as a way to fill classroom gaps soon turned into a side business, as other teachers and schools began requesting custom items.

“Every time a child smiled at one of my medals, I felt like I was doing something meaningful.”

Project Involvement

Ayla joined the Established Entrepreneurship track through the B-LIEVE project. She received training in business management, budgeting, and project planning. She also participated in psychosocial support sessions and received a small financial grant, which she used to purchase a color printer.

Her training experience helped her formalize her business practices. She learned how to calculate costs, manage her time more efficiently, and distinguish between expenses, income, and savings. The financial support allowed her to reduce costs for printing templates and to build inventory for customer orders.

Change and Outcomes

Ayla now runs a successful home-based business producing educational crafts, foam cutouts, upcycled decorations, and classroom visuals. Her clients include schools, Quran centres, and individual teachers. At peak times, she earned up to 80–90 JOD per day and expanded her skills to include mosaic art and wood painting.

“Before, I would go school to school. Now they come to me. I built a page, and teachers contact me directly with orders.”



She built an Instagram page and began receiving direct orders. While she once hesitated to speak about her work, the programme helped her overcome that fear. Encouraged to present her project during training, she gradually grew confident and now proudly promotes her work.

Challenges Faced

Despite her success, Ayla still faces challenges. She lacks advanced tools like a cutting machine and a laptop, which would streamline production. She also struggles with product photography and digital marketing, relying mostly on personal networks. One negative experience at a bazaar highlighted the need for more targeted marketing and customer matching.

“I wish someone had taught us how to photograph our work professionally. The way something looks in a picture can change everything.”

Reflections and Aspirations

Ayla dreams of opening a combined kindergarten and women’s training center inside Irbid camp, where she lives. She wants to support other women who are out of work, providing them with a space to learn crafts and contribute to a shared business. She also hopes to move away from plastic packaging and adopt more sustainable materials.

“I want to teach women what I’ve learned, how to build something from scratch, how to believe they can earn from their creativity.”

Evaluator’s Note: Ayla’s case is a strong example of how established entrepreneurs can benefit from structured business training and modest seed funding. Her growth reflects the value of aligning support with real-life experience. Her story also emphasizes the ongoing need for digital marketing capacity, access to equipment, and inclusive market opportunities for women in low-income communities.



Case Study 6: Taim Al Dajah

Basic Profile

- **Age:** 33
- **Gender:** Male
- **Location:** Zarqa Governorate
- **Vulnerability Status:** Skilled worker with disability and unstable income
- **Project Track:** Established Entrepreneurship

Background and Context

Taim was a skilled mechanical technician with years of experience in industrial maintenance when a workplace accident caused the partial loss of three fingers. The injury forced him to step back from regular work, disrupting both his livelihood and sense of identity. Used to working in structured, hands-on environments, Taim suddenly found himself at home, inactive, and disconnected.

“I used to move between factories and workshops. After the injury, I was stuck at home. I lost momentum—and I lost part of myself.”

Project Involvement

Through the B-LIEVE project, Taim joined the Established Entrepreneurship track, where he was trained in creating and sculpting polymer clay crafts. He also received a small financial grant, which he used to purchase materials and begin producing a limited collection of handcrafted items.

The training helped Taim reconnect with manual work in a safe, creative setting. More importantly, the **group environment and psychosocial support** rekindled a part of him that had faded after the injury. Being surrounded by motivated peers—some with their own challenges—restored a sense of normalcy and inclusion.

Change and Outcomes

Taim showcased his work in two community bazaars, making small sales to organisations and local leaders. Though he eventually chose not to pursue cold porcelain as a long-term business, the experience helped rebuild his confidence and clarity.



“It lifted my spirits. Just being part of something again with my peers meant a lot.”

He returned to industrial work, taking on periodic contracts in factories and mechanical assembly. He credits the training with helping him **rebuild focus, time management, and discipline**, especially after a period of emotional stagnation. Working with clay reminded him of his strengths—precision, patience, and technique—which he now brings back into his technical roles with renewed energy.

Challenges Faced

Taim’s primary challenge was market viability. He felt that clay crafts required a tourist-friendly location or sustained customer demand, which was difficult to find in his area. He also felt discouraged by the stigma faced by street vendors and worried about being perceived as “begging” if he attempted to sell his work publicly.

“It’s a great skill—but it needs the right environment. For me, it couldn’t become something I relied on.”

These barriers eventually led him to prioritise industrial work, which, while physically demanding, offered greater financial stability.

Reflections and Aspirations

While Taim didn’t continue with cold porcelain professionally, the experience helped shift his mindset. He sees value in trying new things and no longer views recovery as purely physical. He remains focused on mechanical work but now approaches it with greater emotional resilience and appreciation for continuous learning.

“Not everything has to become a career. But the project reminded me that I’m still capable—and still moving forward.”

Evaluator’s Note: Taim’s case highlights a recurring challenge in entrepreneurship programmes: the tension between creative self-employment and the relative security of irregular wage labour. While the training supported his emotional recovery and re-engagement, his experience underscores the limitations of small-scale enterprise models in the face of structural barriers such as limited market access, lack of capital, and social stigma.



Case Study 7: Ziyad Farouq

Basic Profile

- **Age:** 25
- **Gender:** Male
- **Location:** Zarqa Governorate
- **Vulnerability Status:** At Risk Youth (Unemployed Graduate)
- **Project Track:** Online Freelancing Track

Background and Context

Ziyad graduated with a degree in Digital Media and had long been interested in working online. Before joining the project, he was already freelancing on a small scale in graphic design and video editing. However, he struggled with inconsistent income and limited exposure to clients or platforms that could grow his work into a stable career.

“I used to work alone from home, taking whatever small projects I could find. But it didn’t feel like something I could build on.”

Project Involvement

Ziyad enrolled in the Online Freelancing track, where he completed several training modules, including social media marketing, online freelancing platforms, English language skills, communication, and psychosocial support. He attended sessions led by experienced trainers and found the first two modules, effective communication and social media marketing, especially transformative.

He earned five certificates from the programme and credits the experience with sharpening both his technical skills and his ability to communicate ideas to clients.

Change and Outcomes

During and after the training, Ziyad continued freelancing and then made a decision to go further. Together with two friends, he co-founded a small digital media agency focused on graphic design, content creation, and social media marketing. They developed visual branding, launched their first video campaign, and began negotiating service contracts.



“We’re just starting out, but we already published our packages and branding. I’m excited about where this could go.”

Ziyad reports that the training built his self-confidence, helped him improve client communication, and pushed him to show his face on video, something he had previously avoided.

Challenges Faced

Despite his progress, Ziyad continues to face common challenges in the freelancing world. The lack of stable income remains a concern, especially with the rise of competition and clients focusing more on low prices than professional quality. He also noted that long training durations made it difficult for people with part-time jobs to stay fully committed.

“Freelancing gives you freedom, but also uncertainty. Some months there’s work, other months there’s none.”

As his agency moves toward formal registration and office setup, he and his partners are cautious about managing costs and plan to keep staff freelance-based to maintain flexibility.

Reflections and Aspirations

Ziyad sees real potential in Jordan’s digital media market and wants to grow his agency into a sustainable business. He hopes to prove that it is possible to build success locally, despite discouraging messages from peers advising him to move abroad.

“There’s fear, yes, but there’s also hope. I want to make it here in Jordan.”

Evaluator’s Note: Ziyad’s case illustrates how digital freelancing support programmes can help young people transition from informal solo work to structured entrepreneurship. His growth reflects the power of blended technical and soft skills training, especially when combined with psychosocial support. Flexibility in training delivery and targeted post-training mentorship may help more freelancers make the leap from individual gig work to sustainable enterprise.

Case Study 8: Lamis Nabil

Basic Profile

- **Age:** 32
- **Gender:** Female



- **Location:** Amman Governorate
- **Vulnerability Status:** Mother and Freelancer
- **Project Track:** Online Freelancing Track

Background and Context

Lamis is a computer engineering graduate who also holds a diploma in media. Despite being highly skilled and actively freelancing in content creation, podcasting, and digital security training, she struggled to secure consistent professional opportunities. Many organizations required formal certificates to recognize her abilities, making it difficult for her to be hired as a trainer or consultant.

“I had the experience, the skills, even the network, but no certificates to back me up. That stopped me from moving forward.”

As a mother of two young children, she also faced practical constraints. Committing to full-time jobs was difficult, and she often turned down low-paying offers that required long hours and lacked flexibility.

Project Involvement

Lamis joined the Online Freelancing track through a Facebook announcement by EFE. She enrolled in social media marketing, freelancing, and life skills training. She also participated in psychosocial support sessions, though she felt those added less value to her due to her prior experience in that field.

The social media module, in particular, stood out for its depth and practical relevance. She recorded sessions, engaged in discussions, and applied new strategies directly to her freelance work and her small woodworking décor business.

“I used everything I learned, from setting up professional pages to managing my own marketing strategy.”

Change and Outcomes

During the course, Lamis applied to a UAE-based digital media platform and was accepted. She now creates social media content and street-interview-style videos, and is preparing to launch her own podcast. The platform recently asked her to produce additional media projects based on the strength of her performance.



“I work from home, on my own schedule, and can still be there for my kids. Some days I earn a full month’s salary in one session.”

She also became a certified trainer with a national digital rights organization, delivering sessions in Amman and Madaba. The flexibility and credibility she gained from the training helped open new doors, both professionally and personally.

Challenges Faced

Lamis encountered judgment early in the programme, particularly during the application interview, where her English language skills were questioned. Rather than backing down, she used the experience as motivation to continue the training and prove herself.

“There was a moment when I thought of walking away. But I decided to stay, and I’m glad I did.”

She also highlighted structural challenges in how training opportunities are communicated. Many women and youth in rural communities don’t have access to WhatsApp or Facebook groups where these opportunities are shared.

Reflections and Aspirations

Lamis is determined to continue growing her work in content creation and podcasting. She also wants to see more outreach to underserved communities—especially young people in rural areas who, like her, have the drive but lack access to training.

“There’s so much talent out there, especially in the villages. All they need is someone to reach them.”

Evaluator’s Note: Lamis’s story illustrates how targeted training can accelerate the careers of already-active freelancers by giving them the recognition and structure they need to grow. Her case also reinforces the value of flexible, home-based income generation for women with caregiving responsibilities, and the importance of expanding outreach to less-connected populations.

