Building a Resilient Community in Jordan
Hello from the board, staff, and community members at Collateral Repair Project in Amman, Jordan!

Over 2018 and 2019, protracted crises in Iraq, Syria, Sudan, Yemen, and Somalia resulted in a substantial increase in the number of refugees needing services in urban areas throughout Jordan.

In October 2018, CRP expanded by adding a new community center in downtown Amman, which is located closer to the Yemeni, Somali, and Sudanese refugee communities. The new facility is currently open three days a week, but we plan on expanding to full-time operations very soon. This center allows us to extend physical, educational, and trauma-relief resources to a larger and more diverse population. CRP has always maintained that refugees and other vulnerable people cannot truly thrive and heal from their pasts until their basic needs are met.

The downtown center currently provides basic needs assistance and hosts summer camps, after-school clubs, and gender-based violence programming. Like our center in Hashemi Shamali, we offer daycare to beneficiaries, ensuring that parents are able to attend classes while their children get the benefits of participating in CRP’s programs.

Thank you to our long-term supporters and to our monthly donors, known as Partners in Repair, who ensure that CRP can continue its family-sustaining work. Our community depends and thrives on your generosity.

Executive Director
Amanda Lane

Board President
Melinda Wells
PHILOSOPHY & APPROACH

Mission
CRP is a grassroots effort in Amman, Jordan bringing much-needed assistance to vulnerable communities. We seek to assist those in need, foster social cohesion, and build peace and reconciliation. In operation since 2006, CRP is a registered US 501(c)(3) tax-exempt non-profit organization and is registered as an international organization with the Ministry of Social Development in Jordan. Our services are provided regardless of background and nationality, and we provide assistance to vulnerable Jordanians as well as people from Iraq, Syria, Jordan, Sudan, Yemen, and Somalia.

Our Approach
CRP’s holistic approach involves deep community engagement, where we help individuals build resilience and heal from trauma. At our two vibrant community centers, we provide a variety of educational, recreational, and wellness activities, aiding our participants to gain skills and build community. We provide community service and leadership opportunities for individuals, and this has proven to be a key driver of resilience and empowerment. CRP’s greatest strengths lie in the deep knowledge and trust we have established with the community we serve, our commitment to community-based engagement, and our ability to develop nuanced, cost-effective, impactful programming.

Cross-Cutting Themes
- Community-based engagement
- Trauma sensitivity
- Gender
- Protection
- Social inclusion

CRP’s Theory of Change

1st
We first ensure that our most vulnerable community members have access to basic necessities through Emergency Assistance Programs like monthly food vouchers.

2nd
After basic needs are addressed, CRP builds education and trauma-relief programming on top of that foundation.

3rd
CRP encourages people to get involved as volunteers and leaders at the center, empowering them to be independent and fostering community involvement.
COMMUNITY CENTERS

Hashemi Shamali

CRP’s Hashemi Shamali community center opened in 2010. The community center serves largely Iraqis, Syrians, and Jordanians, as it is these nationalities that are found concentrated in the area. The Hashemi community center encompasses two buildings and their shared outdoor areas.

The center houses 7 dedicated classrooms, a play area for children, a daycare center, a computer lab, a kitchen, a dedicated apartment space for Hope Workshop, and offices for staff and interns. The community center is home to CRP’s youth, educational skill-building, economic empowerment, and psychosocial support programs.

Downtown Amman

CRP opened the Downtown Amman community center in the fall of 2018, in response to the needs among communities found there. CRP determined that large and growing numbers of displaced minorities lived nearby or had easy access to the downtown, while our Hashemi Shamali community center was too far for these communities to access. These displaced minorities include Sudanese, Yemeni, and Somali populations which are critically underserved by the larger humanitarian community.

The downtown community center is several times smaller than the Hashemi center. CRP initially focused on providing emergency assistance and food voucher distributions. By the first quarter of 2019, CRP began introducing selected youth programs, educational programs such as English language, and psychosocial support programs such as nutritional awareness. Moving forward, CRP aims to continue to expand more programs in the downtown center, to reach the communities there in more holistic ways.

Communities Served

<table>
<thead>
<tr>
<th></th>
<th>Iraqi</th>
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<td>15.2%</td>
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<table>
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<tr>
<th></th>
<th>Sudanese</th>
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<tr>
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<td>6.1%</td>
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<td></td>
<td>Somali</td>
<td>1.9%</td>
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**BASIC-NEEDS ASSISTANCE PROGRAM**

**Food Voucher Program**

A large number of CRPs community members live with chronic economic insecurity and poverty, to the degree that many struggle to meet their basic needs. Many of our community members face severe food insecurity. This causes concern for both their physical and mental health, as this kind of stress can lead to negative coping mechanisms in order to manage difficult circumstances, such as working in unsafe and exploitative work environments, early marriage, and increased rates of domestic and gender-based violence.

As a part of CRPs holistic approach, we provide assistance to those who we have determined to be most in need, to relieve this financial pressure to some degree and improve their food security. This assistance enables them to participate in our range of community center programming, which seeks to assist them in building resilience and healing from trauma.

CRP employs an electronic tablet-based assessment tool developed in-house to conduct needs assessments via interviews and home visits. We have adapted the World Food Programmes Food Consumption Score Index (FCS) and reduced Coping Strategies Index (rCSI) into Arabic and the Jordanian context, and use these to measure our beneficiaries’ food security and coping mechanisms. Re-assessments at later stages measure these to determine the outcomes of this program. As of the end of FY 2018-2019, re-assessments revealed a 75.8% increase in food security and a 25.2% decrease in negative coping mechanisms.

CRP has in place different types of food vouchers in order to address different levels of need. Monthly and bi-monthly food vouchers are provided to those families that are determined to be most in need, to the extent that they require ongoing support for a period of time. The remaining portion of our food vouchers provided are emergency food vouchers, which make up approximately 50% of our food voucher distributions and are provided on a case by case basis.

When CRP opened the Downtown Center in October 2018, we determined a need to earmark funding specifically for Sudanese communities. As the conflict situation in Sudan worsened, larger numbers of Sudanese fled to Jordan, where they live in poverty, suffer discrimination and the threat of deportation, and remain severely underserved by the humanitarian community. As such, CRP has in place food vouchers allocated for our Sudanese beneficiaries, including both monthly and emergency food vouchers.

**Medical Assistance**

Where possible, CRP seeks to provide medical assistance to our beneficiaries in times of need, with CRP receiving an average of 5 medical requests a month. A number of our beneficiaries struggle with ongoing medical conditions, as well as ailments that have arisen via the process of fleeing conflict and war. In urgent cases, we try to assist with costs associated with procedures, tests, and medications. CRP began collaborating with IMANA Medical Relief and United Muslim Relief in April 2018 to provide hundreds of people with medical assistance on a quarterly basis at the CRP Hashemi community center.

In FY 2018-2019, CRP distributed a total of 7,965 food vouchers to our most vulnerable community members. 75% of the total food vouchers were distributed from the Hashemi center and 25% from the Downtown center.

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**Chart: Food Voucher Distributions**

- **Downtown**: 63.2%
- **Hashemi**: 36.8%
- **Sudanese Emergency**: 45.9%
- **Sudanese Monthly**: 42.2%
- **Sudanese Bi-Monthly**: 11.9%
Back-to-School Distributions

In FY 2018-2019, CRP and our generous supporters were able to provide back-to-school distributions to 724 families. This allowed us to equip more than 2,200 children with backpacks, school supplies, and school uniforms. Expenses associated with attending school are a major financial burden for many families, and a significant reason why some parents choose not to have their children attend school. CRP conducted needs assessments to determine which items the children in our communities needed in order to attend school. Having all of their supplies ready allows children to attend school feeling prepared, and this is important for their mental well-being.

Major supporters of Back-to-School Distributions were the Federation of American Women’s Clubs Overseas (FAWCO), the Syrian American Women’s Association, and the Providence Day School. Their support was complemented by funds raised by several other partner schools in Jordan, Abu Dhabi, and the US, as well as the generosity of individual donors.
After-School Club & Summer Camp

After-School Club (ASC) and Summer Camp both provide safe and conducive spaces for children to learn and socialize. Children participate in interactive games and activities that teach the importance of mutual respect, facilitate inter-group dialogue, and encourage focus and concentration. Through sports and mindfulness, children learn strategies to cope with and channel emotions of anger and frustration. They are also engaged in academic and cultural classes such as English and Arabic language, mathematics, storytelling, theater, art, and chess. In FY 2018-2019, 626 children between the ages of 6 to 12 regularly participated in ASC and Summer Camp.

SuperGirls

SuperGirls focuses on the emotional well-being of girls aged 6-12 in the communities we serve. Revolving around trauma-sensitivity, the program’s curriculum provides support to build the girls’ self-confidence, process complex emotions, and cope with the stress of protracted displacement and poverty. Activities include breathing and mindfulness exercises and games encouraging communication, emotional awareness, and self-expression. The program runs in 6-month cycles. CRP aims to address any educational gaps by incorporating literacy and numeracy classes. The program encourages the girls to maintain school attendance rates, fosters social cohesion amongst our communities, and ultimately builds the girls’ resilience. In FY 2018-2019, 86 girls participated in SuperGirls.
Teen Programs

Teen Leadership is a 12-week course for teenagers to develop skills in teamwork, leadership, effective role-modelling, and critical thinking. These teenagers move on to mentor younger children in their community through the After-School Club and Summer Camp programs. In so doing, they build self-esteem, confidence in themselves, and a sense of accomplishment.

Teen Community Service Group is a 10-week course encouraging participants to build and practice community engagement and teaching them the benefits of giving back to one's community. With the guidance of CRP staff, students are tasked with identifying a community need, developing an action plan or project to address this need, and implementing it within a given budget. In FY 2018-2019, an estimated 35 teenagers participated in both Teen Leadership and Teen Community Service Group.

Teen All Stars

Teen All Stars serves as an informal secondary education program for teenagers who are not enrolled in school. The curriculum incorporates academic development in mathematics, Arabic, English and Information Technology, as well as practical vocational training tailored to students’ interests. Participants also engage in cultural activities to promote self-esteem, cross-cultural understanding, and broader community engagement. In FY 2018-2019, 32 teenagers participated in Teen All Stars.

“My son had depression and was isolated and didn’t have friends. Now he has friends the same age as him and has peer support, so he started to enjoy learning and studying at CRP.”

Youssef, parent of Teen All Stars participant
Prohibited from working legally for themselves and their families, displaced persons in Jordan often are under an immense amount of pressure and feel a pervasive sense of helplessness. Learning and building new or existing skills is an excellent way for individuals to build their resilience and confidence in themselves and their abilities. Individuals feel a greater sense of optimism, while investing in skills that enhance their future educational or employment prospects. CRP’s education and skill building programs support displaced communities through this process by providing safe spaces for learning and fostering social cohesion.

**IT Program**

**ICDL Training Program**

The International Computer Driving License (ICDL) training program teaches men and women computer essentials, including word processing, datasheets, and IT security. The program provides them with the opportunity to become computer literate. It enhances their access to future educational and employment opportunities, and allows them to better engage with a world that increasingly revolves around technology. This promotes their self confidence and builds their resilience. Especially competent participants are recommended to sit for the official ICDL certification exam. In FY 2018-2019, 55 women participated in the training program, and all recommended participants passed the ICDL exam.

**Coding**

CRP’s Coding Program was introduced in February 2019, and it is a more advanced course that aims to build technical abilities in HTML (HyperText Markup Language) and CSS (Cascading Style Sheets), which are the most prominent web development skills in today’s market. Participants learn these skills over the first two months of the course, and put together a group project in the final month. CRP engages approximately 30 participants per coding program cycle.

"Before taking the ICDL course, I had zero skills I could only turn on a computer. Now I have learned everything I need from essentials to more advanced things such as Excel."

*Huda, ICDL graduate*
ENGLISH LANGUAGE PROGRAM

English Language instruction is the most highly sought after of all CRP’s community center programming. Approximately 300 adult students attend classes or participate in online instruction on a weekly basis. Each session delivers 24 hours of instruction, usually given over 12 weeks. CRP’s English program offers seven proficiency levels, ranging from absolute beginner to advanced. Participants sit placement tests to determine their proficiency levels upon registration for the program.

Classes are taught by volunteer native English speakers who receive basic training in trauma-sensitive teaching approaches. Our beneficiaries learn and improve their English language skills during classes, which also serve as a safe space that encourages social cohesion and community involvement. Participating in class allows our beneficiaries to find a sense of routine and stability amidst their circumstances, while also helping them to meet their goals of improving their future access to employment and educational opportunities.

CRP conducts eLearning sessions via Skype between intermediate and higher level students in Amman and native English-speaking volunteers in the United States and elsewhere. eLearning provides additional practice for enrolled students and engages community members while they are waitlisted. Students may use their personal smartphones or the computer facilities at our community centers for eLearning. The program is flexible and allows for greater individual attention for advanced language students.

700 students registered for and participated in English language classes in FY 2018-2019.

“English is the language of the world. It is like a currency. To speak English is almost like being rich. I think learning English is really important for my future.”

Ra’a’d, English language student
Many of CRP’s community members struggle with chronic economic insecurity and have difficulty meeting their basic needs. Unable to work in the formal labor market, they need some means to support themselves. CRP’s economic empowerment programs lead to income generation opportunities by providing vocational training in skills that can be applied in informal labor markets in Amman. They also build skills that may lead to additional opportunities in the future. The Economic Empowerment Programs were primarily supported by the Federation of American Women’s Clubs Overseas (FAWCO), without whom these activities would not have been possible.

Empowering Women Economically

Owing to cultural and social norms, chronic economic insecurity has particularly harsh effects on women, particularly female-headed households. Women are faced with the pressure of taking on dual roles, namely that of income earner, as well as primary caregiver at home. Economic insecurity and feelings of tension and anxiety within the household have also been found to heighten levels of gender-based violence. CRP’s interactions with our community have revealed a growing need for programming that increases women’s access to income generation opportunities. These programs aim to provide some relief from economic pressures, as well as to allow women to feel more empowered and confident in their own abilities to face the challenges they may be grappling with.
Hope Workshop

Hope Workshop (HW) is an independent craft collective hosted at CRP that serves as a safe space for women to come together to work, earn a modest income, and support each other. Participants currently produce crafts, practice sewing and embroidery skills, and make products which are sold both online and in bazaars in Amman. 90% of the profits are divided between the women according to the number of hours worked, while the remainder is put towards operational costs of the co-operative. In FY 2018-2019, 60 women were active members in Hope Workshop.

“Feeling independent and having a purpose, it’s something just for me and not about being someone’s mom or wife.”

Huda, a member of Hope Workshop

Beauty School

CRP’s Beauty School is a vocational training program that equips women with basic salon and hairdressing skills. This program was developed in response to the enthusiasm of women in the community for this career path and the presence of experienced trainers who could lead the initiative. In completing the 6-month course, graduates of the program are prepared with sufficient skills to undertake employment in the informal labor market, set up a home-based business, or take on further training elsewhere. Upon graduation from the course, each woman receives a beauty kit filled with supplies to ensure they have all the tools necessary to begin earning an income. In FY 2018-2019, 43 women graduated from Beauty School.

“As a woman enrolled in this course I have benefited and gained experience in the field of beauty, also it’s fun and a practical skill to have to improve income.”

Nasma, Beauty School participant
Men's Economic Empowerment Programs
Barbershop & Mobile Phone Repair

CRP offers men the opportunity to learn skills that they may use in the informal labor market or barter for other needed products or services. Learning leads to a sense of fulfillment and CRP provides a safe space to meet and connect with others in the community. Every year, a number of graduates volunteer to teach and pass on the skills they acquired to new participants. This act of giving back to the community builds feelings of importance and accomplishment, which gradually enhances resilience. After each program cycle, CRP holds a graduation ceremony to recognize accomplishment and encourage feelings of positivity and optimism about the future.

Barbershop equips participants with a range of skills, such as haircutting, styling, and shaving. Mobile Phone Repair provides its participants with the ability to determine and fix technical and hardware issues in mobile phones. In FY 2018-2019, 46 men participated in Barbershop and 30 men participated in Mobile Phone Repair.
CRP has in place Gender Awareness and Leadership programs, tailored to encourage positive behavior in both men and women in the community and to harness community members’ capacity to take on leadership roles. While our gender-focused programming works towards addressing the prevalence of domestic violence, harassment, and discrimination in the communities we serve, our leadership programming aims to encourage community members to take the lead in advocating for change in their own communities. These programs strengthen our community from within, and assist individuals in building their resilience in the face of adversity.

**Women’s Empowerment 101 (WE101)**

Women’s Empowerment 101 engages women in learning about their rights and gender equity. Via an interactive teaching approach, women are taught concepts of human rights and gender equality, as well as the steps to take when encountering gender-based violence, be it personally or elsewhere in their community. Within the safe space CRP provides, women are encouraged to share, discuss, and open up to one another, thus creating a space for bonding, trust, and social cohesion. In FY 2018-2019, 83 women graduated from this course.

“Now I try to be a leader in my family and I give and contribute to the crucial decisions of the family.”

*Reem, WE101 graduate*
Leadership in Action (LiA)

CRP’s Leadership in Action equips participants to become change agents within their communities. In LiA the participants develop and deliver self-conceived projects, and in so doing enact change. They are creative and innovative in coming up with solutions for problems in their communities. The program develops leadership skills and technical abilities. CRP ran our pioneer cycle of LiA in FY 2018-2019 with 18 participants, who planned and conducted awareness sessions on topics such as child labor, violence against women, and cybersafety. CRP has since modified the course structure according to feedback from participants and staff members and will continue to run this program in the months to come.

“This program has strengthened my personality. I now know how to discuss issues with people, I know how to answer people’s questions, and I know how to act in certain situations.”

Muna, LiA graduate

Gender-Based Violence Awareness and Prevention (GBVAP)

Gender-Based Violence Awareness and Prevention engages men in learning about gender equality and women’s rights. CRP provides a safe space for guided study, discussion, and reflection on these concepts, and encourages men to examine their ways of thinking and communicating while investigating any gender-based stereotypes they might hold. In FY 2018-2019, 54 men graduated from GBVAP.

“I learned both that I should treat all women with respect, and how to do so. Because of that, my relationship with my wife is better now than ever, and I know how to communicate and have a productive discussion when we have a conflict.”

Mohammad, GBVAP graduate
Our holistic approach emphasizes the importance of psychosocial support for our community members, in order to assist them in coping with and healing from their trauma amidst their displacement. By engaging in our range of health & wellness programs, participants find support in the communities they build in the process, and find empowerment in learning tools and coping mechanisms to process their trauma.

**HEALTH & WELLNESS PROGRAMS**

Health and Well-Being (PSS)

- **Men’s Diwaniya** - guided discussion and mutual support for refugee men
- **Social Cohesion Groups** - guided discussions with men and women who represent all of the nationalities and faiths in the CRP community
- **Zumba for women** - dance and exercise to lively music
- **Acupressure and massage for women** - studying physical techniques for stress relief and healing
- **Keystone Men’s exercise group** - calisthenics and aerobic exercise
- **Men’s and Women’s yoga classes** - learning and practicing classic yoga poses and breathing techniques for mindfulness and relaxation
- **Mind Body Medicine** - practical and theoretical instruction on how the mind and body work together, emphasizing breathing, movement, and meditation exercises
- **Nutrition Awareness** - guidance and advice on healthy eating and cooking a plant-based diet
- **Art and music clubs** - long-running community-led clubs that engage creativity, interest, and self expression
Collateral Repair Project was honored to work in 2018 and 2019 with two programs that supported selected candidates for year-long internships at Collateral Repair Project.

The Middle East and North Africa Regional (MENAR) Fellowship Program supports one-year fellowships at leading organizations across the Middle East and North Africa to top graduates of American colleges.

Lilly Crown, MENAR Fellow, Fall 2017 - Summer 2018
Eliza Davis, MENAR Fellow, Fall 2018 - Summer 2019
Jessica Miller, MENAR Fellow, Fall 2018 - Summer 2019

The Serving and Learning Together (SALT) Fellowship supports one-year of service at selected organizations across in the Middle East and elsewhere. The Mennonite Central Committee selects SALT Fellows from applicants in Canada and the U.S.

Leah Hoogstra, SALT Fellow, Fall 2018 - Summer 2019

Collateral Repair Project is acknowledged to be one of the top non-profit organizations in Jordan for internships and volunteering. Over the years we have built a reputation as a dynamic organization where interns and volunteers are asked to do challenging work and where they have an opportunity to make a tangible difference in the lives of others. Typically, internships range from 3 to 6 months in length and they are unpaid.

FY 2018-19 Interns at CRP

Ibrahim Al Aboosi
Mohamed Ata
Asma Athman
Gaëtan Barbé
Can Büyükvardar
Thomas Kirkland Cahill
John Benjamin Chance
Channah Dulin
Rob Hamilton
John Henk
Leah Hoogstra
Karoline Hovstein
Mandeep Kalsi
Eleanor Kay
Vanessa Kohn
Maureen Lincke
Matthew Magann
Genae Matthews
Megan McGeeough
Dunya McNamara
Katharine Morris
Mariel Paige Nupp
Trista de Lina Perosa
Bryn Prater
Iva Jurokovic Prazner
Hannah Reed-Elliott
Faisal Rushedat
Alexandra Saueressig
Katharina Schmidt
Mathew Simpson
Arthur Tainturier
Anya Tainturier
Amal Vishwanath
Malin Susanne
Lekias Westermann
Calvin Wilder
Moritz Zimmermann
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FINANCIAL SUMMARY

FY 2017-2018

Expenses: $633,208
- Basic-Needs Assistance: $386,387
- Community Center: $147,782
- Marketing & Donor Communications: $28,758
- Administrative Costs: $70,281

Income: $808,377
- Foundations & Grants: $298,801
- In-Kind Donations: $57,385
- Monthly Donations: $147,272
- One-Time Donations: $304,919

FY 2018-2019

Expenses: $1,032,814
- Basic-Needs Assistance: $435,022
- Community Center: $403,710
- Marketing & Donor Communications: $47,077
- Administrative Costs: $147,005

Income: $1,065,867
- Foundations & Grants: $427,628
- In-Kind Donations: $42,406
- Monthly Donations: $137,190
- One-Time Donations: $442,185
- Other: $16,458
Collateral Repair Project is a grassroots effort to bring much-needed assistance to refugees and other victims of war and conflict—those commonly referred to as “collateral damage”. We seek to repair some of this damage and, through these efforts, foster peace and reconciliation.

We are located in Amman, Jordan—temporary home to hundreds of thousands of Iraqi and Syrian refugees.

Collateral Repair Project is a registered 501(c)(3) not-for-profit organization in the United States, and is registered with Jordan’s Ministry of Social Development. Collateral Repair Project provides emergency services and community programming to urban refugees in Amman, Jordan.

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